



THE CITY OF

Red Deer



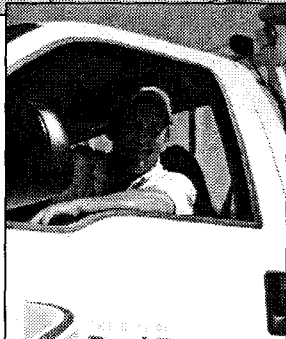
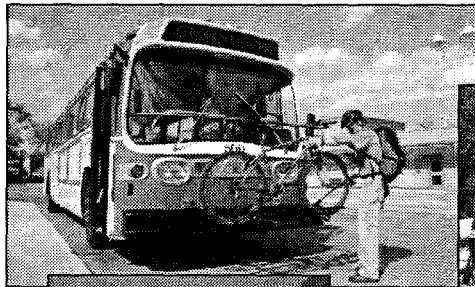
ANNUAL BUDGET 2004

**The Corporation of The City of Red Deer
Alberta, Canada**

**Budget Minutes 2004 - January 13, 14, 19, 20, 21
26, 27 & 28th, 2004**

Budget 2004

Exciting Opportunities, Tough Choices

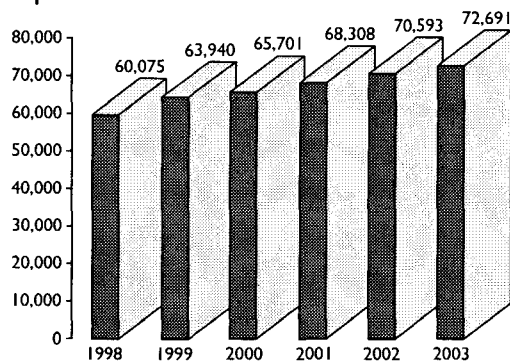


Exciting Opportunities, Tough Choices

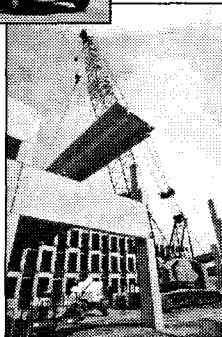
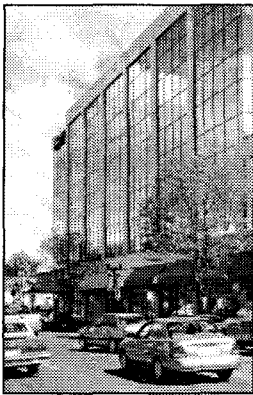
For the past several years, rapid growth has been inching Red Deer closer to an exciting new stage in our development – from the realm of a small city, to that of a complex urban community.

The issues, challenges and opportunities that will be debated in the 2004 budget will make it clear that Red Deer is no longer teetering on the brink of “big city-hood.” Rather, we have taken a definitive step into the heart of it.

Population Growth



Red Deer's population has experienced a rate of growth unprecedented since the 1970s – an increase of 21 per cent in six years.



Becoming a more complex community has tremendous advantages. We now have the opportunity to work in more industries, educate ourselves in more disciplines and receive more services right here in Red Deer. As a thriving community we are expecting, and receiving, more choices and more opportunities.

At the same time, however, our more complex community has different municipal needs – big city needs such as additional social housing options and increased police and emergency services. Needs that cost money, and needs that despite careful planning cannot be provided for overnight.

During the 1990s, we prided ourselves on keeping taxes as low as possible. This strategy has given us the second lowest combined property tax and utility charges of major Canadian cities.

During the past few years, while we have continued to focus on keeping taxes as low as possible, we have also begun to gear up for impending challenges. Challenges such as our increasingly complex society as well as our aging and maximized infrastructure.

With the importance of maintaining a safe and secure community solidly in our minds, we have begun increasing the number of firemedics and police officers. We are also continuing to dedicate a one per cent tax increase to offset our looming infrastructure crunch.

But these measures are not enough. We need to do more.

The City's challenges are beginning to impact our budget in a more immediate way. Particularly since other factors are widening the gap between our revenues and expenditures – factors that include declining provincial support, an inadequate funding system, and increasing service expectations.

her, the combined impact of these issues signal a new stage development – a new stage that requires a refined financial strategy.

While Budget 2004 is the toughest budget we have seen in recent history, careful planning and thoughtful investment will see us through this period of transition and allow us to embrace the opportunities that come with growth.

An Envable Position

Despite the challenges that come with growth, Red Deer continues to be in a strong financial position.

Red Deer's debt is the lowest of Alberta's eight largest cities. Red Deer also boasts the second lowest combined property tax and utility charges of major Canadian cities.

In 2003, the municipal portion of the residential property tax bill for a sample home* valued at \$143,700 was \$846 – up only \$35 from ten years ago. When you consider the loss in purchasing power, municipal taxes have actually decreased by \$154, or 19 per cent, in ten years.

Average household incomes in Red Deer, on the other hand, have been steadily rising – from about \$43,700 in 1990, to \$60,372 in 2000. This is equivalent to about a 38 per cent increase.



Sample Home*

	1993	1997	1998	1999	2000	2001	2002	2003
Assessment Value	\$103,433	\$109,900	\$109,900	\$129,800	\$131,233	\$136,433	\$138,067	\$143,700
Municipal Tax	\$811	\$698	\$701	\$779	\$783	\$791	\$804	\$846
Purchasing Power of Tax	\$811							\$657
								Purchasing Power \$ Decrease from 1993
								Purchasing Power % Decrease from 1993
								-154
								-19%

* The sample home is an older three-bedroom bungalow with a double garage. Fifty-five per cent of Red Deer homes are assessed at this value or lower.

But The City's finances are not the only reason we are in an enviable position. A recent report by TD Economics cites the Calgary-Red Deer-Edmonton Corridor as the only Canadian economic region to reach a United States level of wealth while preserving a Canadian-style quality of life.



Our location in the middle of that corridor provides us with enormous opportunity. The City is enthusiastically taking hold of that opportunity by participating in several projects such as the development of a regional water strategy, providing 9-1-1 services to the region, and lending our hands to cooperative efforts such as the Central Alberta Economic Partnership.

We are ensuring a stable future by positioning ourselves as the heart of a very prosperous and well-developed region.

Demands on the 2004 budget

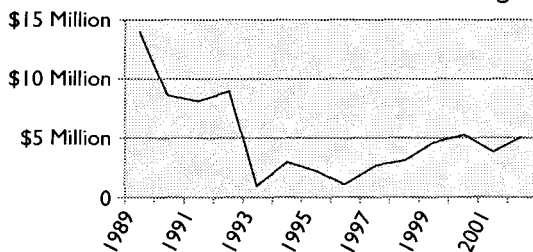
Financial Strategies

- Reduce reliance on interest generated from land reserve
- Continue with one per cent capital levy to help address future capital shortfall
- Consider maintaining tax rate from year to year as part of base budget

Revenues have not kept pace with the demands before us.

• Declining Provincial and Federal Funding

Municipalities across the country have been grappling with the same issue and voicing the same concern – the municipal funding structure has not changed to reflect the new balance of municipal, provincial and federal responsibilities. While municipalities are providing more services to a larger percentage of the population, we are getting a smaller share of taxes and other revenues.



Red Deer's Declining Provincial Capital Grants

Price Increases

Some City costs have risen faster than the Consumer Price Index.

- Accommodate higher pension contributions caused by weak investment market
- Address higher insurance premiums
- Cover increased electricity and gas costs impacting everything from our city facilities and buildings to our streetlights
- Accommodate salary increases resulting from inflationary increases and labour negotiations

In 2002, The City of Red Deer received almost \$3.8 million less in provincial operating grants than in 1989. When inflation and population growth are taken into account, it amounts to a \$9.4 million decrease in purchasing power. The decline in capital grants is even more significant – from \$14 million in 1989, to \$5.1 million in 2002. Again, considering inflation and population growth, that is a decrease of just under \$20 million.

• Absorbing Inflation Not Sustainable

While we have designed utility rates and set user fees to keep up with inflation, we have not allowed our tax rate to do the same.

Assessment increases can come from two sources – new properties (growth) and increased property values. The City collects additional revenue when new homes and buildings are constructed. The City, however, has historically chosen not to collect the additional tax revenue that results from rising property values.

Although property values rise naturally with inflation and with demand, we have reduced our tax rate to accommodate for these increases. Essentially, The City is absorbing the cost of inflation. This practice puts incredible pressure on The City's finances.

In the past, The City has been able to accommodate this practice by using the increased revenue gained through new properties to offset the cost of inflation. However, in the face of extended rapid growth, when services must be provided to additional neighbourhoods year after year, new property tax revenues cannot continue to be used to subsidize inflationary operating costs and new service demands.

Provincial and federal governments receive their income through many sources including income tax, other taxes and royalties. They do not, however, normally decrease their tax rate as wages and prices rise.

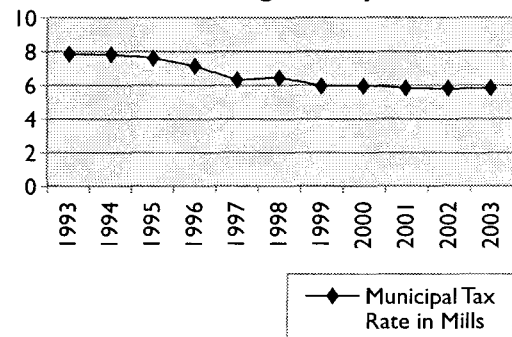
• **Reliance on Short-term Funding Sources**

In the interest of keeping taxes as low as possible for as long as possible, The City of Red Deer has been relying on some revenue sources that will not be there in the long run – sources such as interest from the land reserve.

Rapid growth has demanded that The City develop additional industrial land far earlier than was originally planned – as early as 2006. That means the interest generated from our land reserve will no longer be available to supplement our operating fund.

It is also possible that uncertainties in the energy market may impact revenue from The City's electric utility.

Declining Municipal Tax Rate



The City's tax rate is lower than in 1993.



Growth costs money.

Growth is continuing to impact every corner of our organization – more requests for service at many of our counters, to the need to extend services to new neighborhoods.

Providing for growth is costly. For example, public transportation systems throughout the province generally recover less than 50 per cent of the cost of transit service through fares. The remainder of the cost is funded through taxes and grants. When transit service is extended to new areas, the cost to the taxpayer goes up and the overall recovery rate drops until ridership becomes established.

Add to additional transit service – new fire halls, firemedics and emergency equipment; more police officers; additional recreation facilities; extended roads to plow and maintain – and you can begin to see that growth does not pay for itself.

Growth Costs

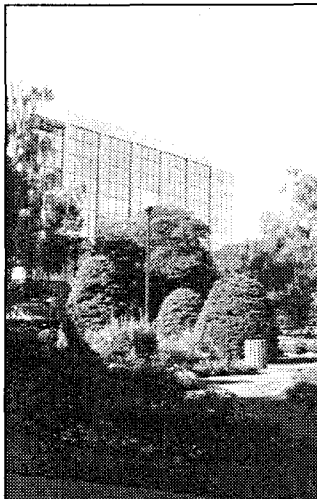
- Extend transit service to new neighbourhoods
- Maintain road sanding and spring clean-up in growing community
- Uphold parks maintenance guidelines in new areas
- Improve records management to respond to growing community and growing number of files
- Upgrade and widen designated roads
- Add North Fire Hall in 2005

Personal Safety and Security

- Increase emergency services to respond to growing community – five new firemedics and emergency services equipment including ambulances and pumpers
- Increase and enhance police services – full-year funding for the eight police officers added in 2003; four new police officers in 2004; and additional guards and matrons, bylaw officers and support personnel
- Improve security in our parks, at community events and at the Transit Terminal

Infrastructure Maintenance and Upgrades

- Renovate and upgrade Recreation and GH Dawe Centres
- Upgrade Water and Wastewater Treatment Plants (utility funded)
- Overhaul Museum in 2006
- Upgrade parks and playgrounds



Personal safety and security concerns are on the rise.

Red Deer's growth and changing social fabric continues to affect the need for additional policing and emergency services resources. Calls to our emergency services stations have increased by approximately 40 per cent in the past five years. Meeting our emergency response targets given the increase in the volume of calls, as well as the larger territory, requires additional firemedic equipment, and stations.

Police services face similar challenges. Calls for police service have increased significantly. Compounding the increase in the volume of calls is the increasing complexity of crime in our community. As police resources continue to be pulled away to deal with more complex crime issues – some of which have increased by more than 50 per cent since 2001 – less time is available to respond to neighbourhood concerns.

Infrastructure needs have outstripped our resources.

"Infrastructure" refers to the tangible assets within our community – roads, buildings, parks, bridges, and equipment like ambulances, fire trucks and buses.

Rapid growth puts pressure on our infrastructure in terms of increased need for maintenance and shortened timelines for development.

For example, as more people use our roadways, more stress is put on roads resulting in the need for increased maintenance. If maintenance is postponed, we risk a higher long-term cost as the road may have to be rebuilt.

During the last period of significant growth in the 1970s and 1980s, we made several substantial investments in our community.

The result was the development of some of the facilities that have an important place in our city – facilities such as Waskasoo Park, the Museum, the Recreation Centre, and the GH Dawe Centre. These facilities, and several others, are reaching a critical point in their lifespan.

Aging infrastructure, coupled with the capital pressures resulting from growth, is making it clear that our capital requirements have outstripped our capital resources. Over the next ten years, we estimate that Red Deer will need approximately \$500 million to meet all of our capital requirements. Our projected funding falls \$100 million short of that target.

Service expectations are increasing.

In our fast-paced society, citizens want increased convenience both in how they conduct their business with The City and the amount and type of information they request. Increased expectations range from the ability to accept credit card payments for a wider variety of City services, to the ability to access more City records, faster.

City's Web site is another example. Since May 2002, visits to the site have more than doubled. More visitors are leading to more requests for online services. Citizens want the convenience of conducting business and gathering customized information online.

Increased Service Expectations

- Expand web services and bill payment options
- Offer online registration for Recreation, Parks and Culture programming
- Ensure City services are widely accessible through additional "Care for Kids" and "Care for Families" funding

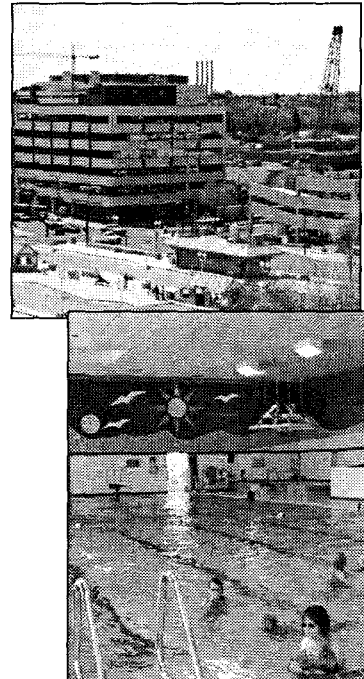
Budget 2004 Forces Tough Choices

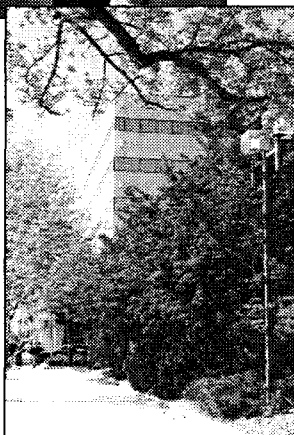
In the face of these challenges – many of which we have been confronting for some time – The City has learned how to be creative in how it delivers its services. We have found, and continue to look for, efficiencies. It is increasingly clear, however, that we cannot continue to cope with growth and inflation within existing resources.

Many of The City's resources are stretched beyond capacity and new strategies are required. When any successful business expands during a cycle of growth, it has to invest in its future. It has to incur upfront costs to achieve long-term benefits. The City of Red Deer is no different.

We are hopeful that actively lobbying senior levels of government will eventually lead to a new financial deal for municipalities. But even if a new deal comes, The City will still have to consider alternate financial strategies – strategies that may include taking on long-term debt, increasing taxes, and decreasing service levels.

It will take several years to adjust to the needs of our increasingly complex community, cope with declining funding sources, address infrastructure requirements and catch-up from the last several years of rapid growth. In the meantime, if significant budget requirements do not receive funding, we will be exposed to a higher degree of risk in how we budget, plan, and administer our operations.





As the 2004 budget debate unfolds, one thing is certain. We will be forced to answer tough questions and make even tougher decisions.

- How do we balance the need for increased police and emergency services with the need for other services?
- Do we maintain our Transit service standards and extend bus service to eligible new subdivisions?
- What level of investment is right for our community infrastructure?
- What is the right balance between building-up reserves to fund capital projects and using debt?

While keeping up with growth is a challenge, growth also signifies a thriving community filled with tremendous opportunity. Careful planning will see us through this transition as we embark on an exciting new chapter in Red Deer's history.



www.city-red-deer.ab.ca

Budget Minutes

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M I N U T E S

of the Budget Meeting of RED DEER CITY COUNCIL
held on , WEDNESDAY, JANUARY 28, 2004
in the Council Chambers of City Hall,
commenced at 4:38 p.m.

Present: Mayor G. Surkan
Councillor J. Dawson
Councillor M. Flewwelling
Councillor V. Higham
Councillor B. Hughes
Councillor D. Moffat
Councillor L. Pimm
Councillor D. Rowe
Councillor L. Watkinson-Zimmer

City Manager, N. Van Wyk
Director of Community Services, C. Jensen
Director of Corporate Service, R. Burkard
Director of Development Services, B. Jeffers
City Clerk, K. Kloss
Deputy City Clerk, N. Housenga
City Assessor, R. Risling
Public Works Manager, P. Goranson
E.L.&P. Manager, A. Roth
Emergency Services Manager, J. MacDonald
Information Technology Services Manager, D. Newton
Inspections & Licensing Manager, G. Scott
Land & Economic Development Manager, H. Thompson
Personnel Manager, G. Howell
Recreation, Parks & Culture Manager, H. Jeske
Recreation Development Superintendent, E. Morris
Culture Development Superintendent, K. Dawson
Strategic Initiatives Planner, K. Laverty
City Planner, P. Meyette
R.C.M.P. Superintendent, J. Steele
Social Planning Manager, B. Jeffrey
Treasury Services Manager, G. Mullin
Financial Analyst, M. Bovair
Controller, D. Krejci
Strategic Initiatives Planner, S Taylor
Senior Corporate Accountant – Business Support, J. Parkin

Transit Manager, K. Joll
Transit Operations Superintendent, R. Bouchard
Archivist, M. Dawe
Archives Technician, G. Clarke

2004 OPERATING BUDGET

Council considered the following resolutions relative to the **2004 City of Red Deer Operating Budget**.

2004 BUDGET CHANGES RANKED AS MEDIUM

Moved by Councillor Flewwelling, seconded by Councillor Pimm

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approves the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
50	Archives	Minor Equipment, Supplies & Training	5,000

Councillor Dawson registered a dissenting vote

MOTION CARRIED

Moved by Councillor Flewwelling, seconded by Councillor Rowe

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approves the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
51	Asmt & Tax	Multiple Regression Analysis (MRA) – training on how to develop Valuation Model, departmental strategy to avoid additional staff	10,000

Councillor Higham registered a dissenting vote

MOTION CARRIED

Moved by Councillor Pimm, seconded by Councillor Flewwelling

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approves the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
53A	Com Srvs	Cultural Groups Fee for Service	22,150

Councillors Higham, Dawson, Rowe registered dissenting votes

MOTION CARRIED

Moved by Councillor Dawson, seconded by Councillor Higham

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approves the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
55A	Com Srvs	Additional hours for planning services (equivalent to 0.5 FTE) (full year funding \$39,900) – funding from Dividend Reserve	29,900

Mayor Surkan registered a dissenting vote

MOTION CARRIED

Moved by Councillor Moffat seconded by Councillor Pimm

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approves the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
56	Land & ED	Additional Staffing – Clerical Staff (0.5 FTE) (full year funding)	10,455

Mayor Surkan registered a dissenting vote

MOTION CARRIED

Moved by Councillor Rowe, seconded by Councillor Watkinson-Zimmer

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approves the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
57	Police	Additional Staffing – PIRS / CPIC Clerk (1.0 FTE) (full year \$47,818	40,900

Prior to voting the following motion was introduced:

Moved by Councillor Dawson, seconded by Councillor Flewwelling

Resolved that Council of the City of Red Deer hereby agrees to amend the resolution by deleting Item 57 and its detail and replacing it with the following item:

Item	Department	Item	Amount
57A	Police	Additional staffing – Administration (1.0 FTE) (full year funding \$47,818), Merger of Items 57 and 58	40,900

Councillors Hughes, Rowe and Mayor Surkan registered dissenting votes

MOTION TO AMEND CARRIED

Voting resumed on the amended motion.

Councillors Hughes and Rowe registered dissenting votes.

MOTION CARRIED

Moved by Councillor Rowe, seconded by Councillor Hughes

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approves the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
57B	Police	Additional Staffing – Administrative (1.0 FTE) (full year funding of \$47,818)	40,900

Councillors Higham, Dawson, Moffat and Pimm registered dissenting votes

MOTION CARRIED

Moved by Councillor Higham, seconded by Councillor Dawson

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approves the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
59	Police	Building Maintenance – One time funding from the Tax Stabilization Reserve	23,000

Councillors Flewwelling, Hughes, Pimm, Rowe, Watkinson-Zimmer and Mayor Surkan registered dissenting votes

MOTION DEFEATED

Moved by Councillor Rowe, seconded by Councillor Hughes

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approves the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
59	Police	Building Maintenance	23,000

Councillors Higham and Dawson registered dissenting votes

MOTION CARRIED

Moved by Councillor Watkinson-Zimmer, seconded by Councillor Pimm

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approves the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
61	Public Wks	Spring Clean up	50,000

Councillors Dawson, Flewwelling, Rowe and Mayor Surkan registered dissenting votes

MOTION CARRIED

Moved by Councillor Moffat, seconded by Councillor Pimm

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approves the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
62	Public Wks	Street Sweeping	20,000

Councillors Higham, Dawson, Flewwelling, Hughes, Pimm, Rowe, Watkinson-Zimmer and Mayor Surkan registered dissenting votes

MOTION DEFEATED

Moved by Councillor Watkinson-Zimmer, seconded by Councillor Pimm

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approves the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
65	RP&C	Additional Staffing – Marketing/Promotions Coordinator (1.0 FTE) (full year funding - \$54,700)	46,000

Councillors Higham, Dawson, Flewwelling, Rowe and Mayor Surkan registered dissenting votes

MOTION DEFEATED

Moved by Councillor Watkinson-Zimmer, seconded by Councillor Flewwelling

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approves the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
66	RP&C	Additional Staffing – Culture Staff Programmer (0.5 FTE) (full year funding - \$27,200)	22,000

Councillors Higham, Pimm and Mayor Surkan registered dissenting votes

MOTION CARRIED

Moved by Councillor Higham, seconded by Councillor Flewwelling

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approves the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
67	RP&C	Culture Administration operating increase	6,400

Councillors Dawson, Moffat and Hughes registered dissenting votes

MOTION CARRIED

Moved by Councillor Watkinson-Zimmer, seconded by Councillor Moffat

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approves the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
68	RP&C	City Participation in Centre Fest	10,000

Prior to voting the following amendment was introduced:

Moved by Councillor Pimm, seconded by Councillor Higham

Resolved that Council of the City of Red Deer hereby agrees to amend the resolution by deleting the figure \$10,000 and substituting the figure \$5,000.

Councillors Higham, Dawson, Moffat, Flewwelling, Hughes, Pimm, Rowe, Watkinson-Zimmer and Mayor Surkan registered dissenting votes

MOTION TO AMEND DEFEATED

Prior to voting on the motion already on the floor, the following amendment was introduced:

Moved by Councillor Dawson, seconded by Councillor Moffat

Resolved that Council of the City of Red Deer hereby agrees to amend the resolution by adding the words 'based on one-time funding from the Tax Stabilization Reserve'.

Councillor Watkinson-Zimmer registered a dissenting vote

MOTION TO AMEND CARRIED

Voting resumed on the amended motion.

Councillor Watkinson-Zimmer registered a dissenting vote

MOTION CARRIED

Moved by Councillor Pimm, seconded by Councillor Watkinson-Zimmer

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approves the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
70	RP&C	Additional Staffing – morning cashier @ Rec/Dawe Pools (full year)	24,600

Councillors Higham, Dawson and Mayor Surkan registered dissenting votes

MOTION CARRIED

Moved by Councillor Pimm, seconded by Councillor Rowe

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approves the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
71	RP&C	Funding for maintenance of new parks, and IMP top up	131,292

Prior to voting the following motion was introduced

Moved by Councillor Higham, seconded by Councillor Dawson

Resolved that Council of the City of Red Deer hereby agrees to amend the resolution by deleting the figure '\$131,292' and substituting the figure '\$80,000'.

Councillors Flewwelling, Hughes, Pimm, Rowe, Watkinson-Zimmer and Mayor Surkan registered dissenting votes

MOTION TO AMEND DEFEATED

Voting resumed on the motion already on the floor

Councillors Higham and Dawson registered dissenting votes

MOTION CARRIED

Moved by Councillor Higham, seconded by Councillor Flewwelling

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approves the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
72	Soc. Plan.	10 th Buss Operating Expenses (full year funding - \$51,600)	17,200

Councillor Dawson registered a dissenting vote

MOTION CARRIED

Moved by Councillor Rowe, seconded by Councillor Flewwelling

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approves the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
73	Soc. Plan.	Extend Dispatch hours from 20 to 40 & retain full driver staff during Summer	17,189

Councillors Dawson registered a dissenting vote

MOTION CARRIED

Council recessed for supper at 6:55 p.m. and reconvened at 8:05 p.m.

2004 BUDGET CHANGES RANKED AS NOMINAL

Moved by Councillor Dawson, seconded by Councillor Moffat

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approves the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
75	Emerg Svcs	Emergency Manger (Telus Notifications System)	15,700

MOTION CARRIED

Moved by Councillor Flewwelling, seconded by Councillor Moffat

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approves the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
74	Archives	Additional Staffing – Archives Technician (0.5 FTE) (full year funding - \$22,081	16,600

Councillors Higham, Dawson and Mayor Surkan registered dissenting votes

MOTION CARRIED

2004 BUDGET CHANGES RANKED AS ONE TIME

Moved by Councillor Dawson, seconded by Councillor Moffat

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approves the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
52	Asmt & Tax	Multiple Regression Analysis (MRA) – Property characteristic cleaning and development of Valuation Model (see Item 51)	15,000
108	Com Srvs	Contract Resources	75,000
113	Emerg. Srvs	Succession Plan Staff Increases	36,250
114	Eng. Svcs	Consulting Service – retention of technical expertise in legal disputes	15,000
115	Insp. & Lic.	Comprehensive Review of Permit Fees & Charges	10,000
116	Leg. & Admin.	Election Costs: Increases in voting stations, ballot printing, and the upgrading of the ballot counting equipment & software	58,846
118	Personnel	CUPE Job Evaluation Program Implementation – Contractual	10,000
120	Public Works	Public Awareness of Worker Safety	25,000
121	Public Works	Department Organizational Review (\$50,000 with \$10,000 from existing budget and \$40,000 paid by utilities)	0
122	RP&C	RPC Program Fees & Charges review	6,000
123	RP&C	CLASS Leisure Programs 5.0 Upgrade – Staff Training	6,000
124	Treasury	Contract professional expertise to study and report on major areas needing review including: electronic banking, investment policy and strategy, development agreements and contract documents and processes, and infrastructure accounting and reporting	75,000
128	Various	Year End Carry Forwards	529,628

MOTION CARRIED

Moved by Councillor Hughes, seconded by Councillor Watkinson-Zimmer

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approves the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
109	Com Srvs	RD Visitor & Convention Bureau (Tourism Red Deer) – Establish administrative system	15,000

Prior to voting the following amendment was introduced:

Moved by Councillor Pimm, seconded by Councillor Rowe

Resolved that Council of the City of Red Deer hereby agrees to amend the resolution by deleting the figure '\$15,000' and substituting into its place the figure '\$10,000'.

MOTION TO AMEND CARRIED

Voting resumed on the amended motion.

Councillors Higham and Dawson registered dissenting votes

MOTION CARRIED

Moved by Councillor Pimm, seconded by Councillor Rowe

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approves the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
110	Com Srvs	Waskassoo Park Interpretive Master Plan Update & revision	25,000

MOTION CARRIED

Moved by Councillor Flewwelling, seconded by Councillor Rowe

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approves the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
112	Corp. Svcs	Consulting Services – Identify & Analyze Risk Issues	25,000

Councillors Higham and Moffat registered dissenting votes

MOTION CARRIED

Moved by Councillor Rowe, seconded by Councillor Flewwelling

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approves the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
117	Personnel	Strategic Corporate HR Plan	35,000

Councillors Higham, Dawson, Moffat, Hughes, Watkinson-Zimmer registered dissenting votes

MOTION DEFEATED

Moved by Councillor Pimm, seconded by Councillor Rowe

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approves the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
119	Police	Enhanced Policing – maintain visible presence & prevent escalation of disorderly conduct.	140,000

Councillor Dawson registered a dissenting vote

MOTION CARRIED

Moved by Councillor Rowe, seconded by Councillor Pimm

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approves the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
126	Com Svcs	Economic and Quality of Life Benefits Study	25,000

Councillors Higham, Dawson, Moffat and Mayor Surkan registered dissenting votes

MOTION CARRIED

Moved by Councillor Pimm, seconded by Councillor Watkinson-Zimmer

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approves the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
127	Leg & Admin	Election Outreach Initiatives	15,000

Councillors Higham, Dawson, Moffat, Flewwelling, Hughes, Rowe and Mayor Surkan registered dissenting votes

MOTION DEFEATED

Moved by Councillor Dawson, seconded by Councillor Higham

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approves the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
125	General	Draw from Tax Stabilization Reserve to cover one time funding items	(1,096,724)

MOTION CARRIED

Moved by Councillor Moffat, seconded by Councillor Rowe

Resolved that Council of the City of Red Deer, having reviewed the 2004 Operating Budget hereby approves the 2004 operating budget details as shown on Attachment 1 titled "City of Red Deer 2004 Operating Budget, January 28, 2004".

Councillors Higham and Dawson registered dissenting votes

MOTION CARRIED

Moved by Councillor Dawson, seconded by Councillor Higham

Resolved that Council of the City of Red Deer hereby authorizes the Administration to proceed with the ordering of an additional eight RCMP members in 2004 in order to bring the total number of members to 107 in 2005.

MOTION CARRIED

Moved by Councillor Flewwelling, seconded by Councillor Pimm

Resolved that Council of the City of Red Deer, having considered the Red Deer 2004 Operating Budget Summary hereby approves the 2004 Red Deer Library Budget as follows:

Expenditures:	\$2,589,811
Revenues:	<u>\$ 676,811</u>
Requisition Amount	\$1,913,000

MOTION CARRIED

ADJOURNMENT

The Tuesday, January 27, 2004 Budget Meeting of Red Deer City Council adjourned at 9:50 p.m. on a motion by Councillor Flewwelling, seconded by Councillor Pimm.

MOTION CARRIED

Mayor



City Clerk



CITY OF RED DEER 2004 OPERATING BUDGET

Attachment 1

Council Budget Meeting Minutes - January 28, 2004

	Property Tax & Levies	BRZ Tax	Requisitions	Government Transfers (Grants)	Revenue	Transfers From Reserves or Surplus	Transfers To Reserves or Surplus	Expend- itures	Debt Payments	Deprecia- tion on Public Utilities	Transfers To Capital	Transfers From Capital	Transfers To/From Operating	2004 Total
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OPERATING - TAX SUPPORTED

Taxation	(66,541,674)	(145,000)	25,082,503					210,000						(41,394,171)
General City Programs				(1,509,867)	(3,765,600)	(2,446,724)	900,000	3,073,082			235,000	(760,000)	(10,477,970)	(14,752,079)
Legislative & Administrative				(65,302)	(60,000)	(33,960)	2,150	1,355,804						1,198,692
Community Services Directorate					(71,300)			653,070						581,770
Community Services - General				(245,477)		(79,900)	200,000	1,606,406	45,477			(50,000)		1,476,506
Corporate Services Directorate								268,271						268,271
Development Services Directorate								144,693						144,693
Assessment & Tax					(116,500)			1,155,414						1,038,914
EL&P Street & Traffic Lights								1,558,766						1,558,766
Emergency Services					(1,847,790)			11,587,929		575,000	45,000		121,000	10,481,139
Engineering Services					(84,500)			2,457,122				(25,840)	(351,040)	1,995,742
Information Technology Services				(31)	(110,500)		25,000	2,850,527	22,630		50,000		(105,000)	2,732,626
Inspections & Licensing					(2,232,500)			2,219,613					80,000	67,113
Land & Economic Development					(500)			249,997						249,497
Mayor & City Manager					(2,000)	(10,000)		1,040,149						1,028,149
Personnel					(3,900)			1,236,790					(100,000)	1,132,890
Police				(60,000)	(1,986,500)			12,114,495					(108,542)	9,959,453
Public Works				(1,026,810)	(560,875)	(19,146)		6,926,748	1,590,985		50,000	(94,664)	(582,286)	6,283,952
Recreation Parks & Culture				(503,799)	(4,985,371)		61,800	14,622,873	125,185		36,000		(12,500)	9,344,188
Social Planning				(2,321,399)				3,649,165	26,438					1,354,204
Transit System					(2,190,615)			5,733,663					534	3,543,582
Treasury Services					(55,572)			2,738,178			130,000		(1,106,503)	1,706,103
Total Tax Supported	(66,541,674)	(145,000)	25,082,503	(5,732,685)	(18,074,023)	(2,589,730)	1,188,950	77,452,755	1,810,715	575,000	546,000	(930,504)	(12,642,307)	-

OPERATING - SELF SUPPORTED

Electric Light & Power Utility					(22,084,800)		2,623,500	10,588,400		2,423,000	100,000	(600,000)	6,949,900	-
Parking Fund					(989,000)		105,295	587,513					296,192	-
Subdivision Fund				(13,987)	(14,331,000)			207,965	590,767		12,669,943		876,312	-
Equipment Fund					(175,000)		90,759	(1,449,436)		1,389,472	50,000		94,205	-
Water Utility	(165,200)				(9,723,821)	(819,898)	2,324,956	5,479,168		1,438,030	20,000		1,446,765	-
Wastewater Utility	(44,800)			(37,852)	(8,344,076)	(9,513)	2,009,673	3,478,202	410,110	863,738		(64,377)	1,738,895	-
Solid Waste Utility					(8,022,273)	(68,206)	827,672	6,022,769					1,240,038	-
Total Self Supported	(210,000)	-	-	(51,839)	(63,669,970)	(897,617)	7,981,855	24,914,581	1,000,877	6,114,240	12,839,943	(664,377)	12,642,307	-

TOTAL OPERATING BUDGET	(66,751,674)	(145,000)	25,082,503	(5,784,524)	(81,743,993)	(3,487,347)	9,170,805	102,367,336	2,811,592	6,689,240	13,385,943	(1,594,881)	-	-
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M I N U T E S

of the Budget Meeting of RED DEER CITY COUNCIL
held on TUESDAY, JANUARY 27, 2004
in the Council Chambers of City Hall,
commenced at 4:43 p.m.

Present: Mayor G. Surkan
Councillor J. Dawson
Councillor M. Flewwelling
Councillor V. Higham
Councillor B. Hughes
Councillor D. Moffat
Councillor L. Pimm
Councillor D. Rowe
Councillor L. Watkinson-Zimmer

City Manager, N. Van Wyk
Director of Community Services, C. Jensen
Director of Corporate Service, R. Burkard
Director of Development Services, B. Jeffers
City Clerk, K. Kloss
Deputy City Clerk, N. Housenga
City Assessor, R. Risling
Engineering Services Manager, T. Warder
Public Works Manager, P. Goranson
E.L.&P. Manager, A. Roth
Emergency Services Manager, J. MacDonald
Deputy Chief Operations, J. Pendergast
Information Technology Services Manager, D. Newton
Inspections & Licensing Manager, G. Scott
Land & Economic Development Manager, H. Thompson
Personnel Manager, G. Howell
Recreation, Parks & Culture Manager, H. Jeske
Facilities Superintendent, J. Graves
Construction/Maintenance Superintendent, R. Kraft
Recreation Development Superintendent, E. Morris
Culture Development Superintendent, K. Dawson
Collicutt Centre Superintendent, K. Kenny
Strategic Initiatives Planner, K. Laverty
City Planner, P. Meyette
R.C.M.P. Superintendent, J. Steele
Social Planning Manager, B. Jeffrey

Projects Supervisor, S. Cameron
Treasury Services Manager, G. Mullin

Financial Analyst, M. Bovair
Controller, D. Krejci
Corporate Analyst, S. Taylor
Senior Corporate Accountant – Business Support, J. Parkin
Transit Manager, K. Joll
Transit Operations Superintendent, R. Bouchard
Communications/Customer Service Coordinator, J. Wagner
Archivist, M. Dawe
Archives Technician, G. Clarke
Culture Development Superintendent, K. Dawson
Records Information Officer, S. Neilly

MINUTES

Councillor Flewwelling requested a change to page 10 of the January 21, 2004 Budget Meeting minutes to remove his name from the list of Councillors registering a dissenting vote against Budget Item 315.

The Minutes of the Wednesday, January 21, 2004 Budget Meeting of Red Deer City Council were confirmed as amended on a motion by Councillor Flewwelling, seconded by Councillor Hughes.

MOTION CARRIED

2004 MAJOR CAPITAL BUDGET

Moved by Councillor Dawson, seconded by Councillor Higham

Resolved that Council of the City of Red Deer hereby agrees to amend the resolution passed by Council of January 21, 2004 concerning the approval of Attachment 2 of the 2004 Approved Capital Budget by deleting from Item 235 the figure "\$35,000" located in the 2004 column and replacing it with the figure "\$80,000".

MOTION CARRIED

Moved by Councillor Moffat, seconded by Councillor Higham

“Resolved that Council of the City of Red Deer, having considered the proposed 2004 Major Capital Budget hereby:

1. Agrees that effective immediately, the Emergency Services Fleet be funded through the Equipment Pool with the exception that when a new Emergency Services Hall is built, the Hall and the initial equipment to service that Hall be funded from the Capital Project Reserve or other appropriate sources;
2. Approves the funding of the following Emergency Services capital items that originally appeared in the proposed 2004 Major Capital Budget, through the Equipment Pool:

Item 266 Apparatus & Equipment-Replace Ladder 2	\$1,100,000
Item 268 Apparatus & Equipment-Replace Tanker 1	\$ 180,000
Item 269 Apparatus & Equipment-Replace Engine P79	\$ 485,000
Item 273 Light Vehicles: Van-Replace Car 5	\$ 60,000

3. Approves a one time transfer of \$2,650,000 from the projected 2003 Electric, Light & Power surplus to fund the transfer of the Emergency Services Fleet into the Equipment Pool;
4. Agrees that for 2004 only, the 1% Capital Levy be replaced with a 1% levy to fund the Emergency Services operating budget to accommodate the new fleet charges required by the Equipment Pool.”

MOTION CARRIED

Council recessed for supper at 6:02 p.m. and reconvened at 7:05 p.m.

2004 OPERATING BUDGET

Council considered the following resolutions relative to the **2004 City of Red Deer Operating Budget**.

2004 BUDGET CHANGES RANKED AS PART OF BASE

Moved by Councillor Pimm, seconded by Councillor Hughes

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approved the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
1	Comm Services	RDC Contribution reduction as paid in full	(50,000)
2	Comm Services	River Bend Capital Improvements Reserve Transfer	50,000
3	EL&P	Street & Traffic Lights Electricity decrease as result of distribution charge decrease	(34,400)
4	Emerg. Services	Increased revenue – Ambulance Servs/Dispatch/Inspection fees/Rental, net of increased expenses	(59,553)
5	Emerg. Services	Reversal of 2003 additional costs of hiring 5 new Fire Medics	(34,773)
6	Emerg. Services	Additional Staffing – Half year funding for Fire Medics (5 FTE) (5 new hires per year up to and including 2007)	206,618
7	Eng. Services	Field Service Staff – relocation operating costs	28,200
8	General	Additional Tax Revenue as a result of construction growth	(1,708,000)
9	General	Additional Tax Revenue as a result of market value growth	(1,530,000)
11	General	Salary & Benefits Increases – Provided for in collective agreements, etc.	1,845,500
12	General	Salary & Benefit Increase – Full Year Funding of Prior Year New Positions	285,000
14	General	Downtown Revitalization Reserve Transfer Increase/(decrease)	(40,000)
15	General	City Utility Consent Fee and Support Cost Increases	(143,839)
16	General	Reduction in Franchise Fee revenue from non-City Utilities	75,000
17	General	Reduction in transfer to taxation from the Water and Subdivision utilities – Debenture paid off	107,792
18	Police	Full year funding for 8 additional members (\$391,270) and RCMP Contract increase for 91 member (\$340,249)	731,519
19	Public Works	Winter Road Maintenance (Sanding, Plowing, Removal, etc.) – Based on Five Year Average	110,000
20	RP&C	Lion's Campground Playground Equipment, Washer & Dryers	45,000
21	RP&C	Admissions & Registration Fees increase	(26,928)
22	RP&C	Trail Overlay for maintenance of trails	20,000
23	Transit	School District agreement – full year impact of 2003 agreement	63,141
24	Various	CPI increase – Grants to Organizations and 2.8% on Materials & Supplies and Contracted Services	382,146
25	Various	Fleet Equipment Expense Increases absorbed in base budget	79,150
26	Various	Changes that are net of other adjustments	12,026

2004 BUDGET CHANGES RANKED AS CORPORATE INITIATIVE

Moved by Councillor Moffat, seconded by Councillor Flewwelling

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approved the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
82	Emerg. Services	Injury Prevention Programs – Risk Watch	15,000
10	General	Capital Reserve contribution – 1% to rebuild the City's Capital capacity. Year 3 of 8. – Applied to ES Fleet Financing	380,000
83	Emerg. Services	Fleet Financing – In addition to the 1% Capital Tax Levy	55,000
84	Eng. Services	Additional Staffing – Part Time Accounting Staff (500 hrs) (\$10,000 recovered from projects)	0
85	General	Tax Stabilization Reserve – Target draw is \$750,000 – Current draw is \$1,350,000)	0
86	General	Subdivision Fund – Replacement of Investment Income	100,000
87	General	Cost of allowing credit card payments of city services except for taxes and land purchases, impact on utilities is \$35,000	10,000
90	Leg. & Admin	Additional Staffing – Committee Secretarial Assistant – (15 hrs/week)	17,795
91	Leg. & Admin	Census Workers – move from contract to City employees (\$3,500), cover projected population growth expenses (\$4,200)	7,700
94	Personnel	Safety Promotion	18,000
95	Police	Red Light Camera Installations – Operating component required if Major Capital request approved.	24,700
96	Police	Crime Prevention Analysis – to deter criminal activity through environmental design	15,000
97.1	Police	RCMP Members (4 FTE) – Addition of 4 members to a total establishment of 95 members, as approved by Council Feb. 10, 2003. Funding will be drawn from the Tax Stabilization Reserve as required in 2004.	0
97.2	Police	RCMP Members (4 FTE) – Addition of 4 members to a total establishment of 99 members. Funding will be drawn from the Tax Stabilization Reserve as required in 2004.	0
98	RP&C	Urban Forest Wildfire Management Plan	25,000
99	RP&C	Infrastructure Maintenance – Parks Facilities & Maintenance and playground CSA upgrades.	45,000
100	RP&C	Security Service for City Rec. Parks & Culture Facilities	43,000
101	RP&C	Care for Adults – adult subsidy program	8,000
102	RP&C	Care for Families – augments Care for Kids subsidy program	10,000
103	RP&C	Infrastructure Maintenance – Rec & Culture Facilities	25,000
106	Various	Debenture Payment – expired debenture payments	(75,000)

MOTION CARRIED

Moved by Councillor Flewwelling, seconded by Councillor Watkinson-Zimmer

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approved the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
81	City Mgr	Additional Staffing – Web Services Support Position (1.0 FTE) (full year funding-\$56,000)	47,000

Councillors Higham, Dawson and Moffat registered dissenting votes

MOTION CARRIED

Moved by Councillor Hughes, seconded by Councillor Moffat

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approved the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
88	IT Services	Additional Staffing – GIS Technical Analyst (1.0 FTE) (full year funding - \$60,000) – continued roll-out of approved GIS strategy	35,000

MOTION CARRIED

Moved by Councillor Pimm, seconded by Councillor Dawson

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approved the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
89	Leg. & Admin	Council Representation – at events, meetings or membership on a committee of a national and/or provincial association, i.e. FCM	5,000

MOTION CARRIED

Moved by Councillor Flewwelling, seconded by Councillor Hughes

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approved the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
92	Personnel	Competency Development Program	25,000

Councillors Higham, Dawson, Rowe and Mayor Surkan registered dissenting votes

MOTION CARRIED

Moved by Councillor Moffat, seconded by Councillor Pimm

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approved the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
93	Personnel	Management Team Development	10,000

Councillors Higham, Dawson and Rowe registered dissenting votes

MOTION CARRIED

Moved by Councillor Moffat, seconded by Councillor Hughes

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approved the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
104	Transit	Terminal Security – Commissionaire Service	25,000

Councillors Higham and Dawson registered dissenting votes

MOTION CARRIED

Moved by Councillor Watkinson-Zimmer, seconded by Councillor Pimm

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approved the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
105	Transit	Additional Service to Neighborhoods/Service Areas (Full year funding - \$959,000)	363,000

Councillors Higham and Dawson registered dissenting votes

MOTION CARRIED

Moved by Councillor Pimm, seconded by Councillor Flewwelling

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approved the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
107	General	Debenture Payment – expired debenture payments applied to Capital Project Reserve	75,000

Councillor Higham registered a dissenting vote

MOTION CARRIED

2004 BUDGET CHANGES RANKED AS HIGH

Moved by Councillor Flewwelling, seconded by Councillor Higham

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approved the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
29	Asmt & Tax	Legal Fees – The assessment valuation methodology and process is challenged more regularly, requiring an increased reliance on legal council.	25,000
30	Emerg. Services	Hazardous Materials Emerg. Response Training	10,000
31	General	Insurance Cost Increase – Provision for 30% increase in costs	135,000
32	Insp & Lic.	Additional Staffing – Inspections Supervisor (1.0 FTE) (full year funding \$40,000)	29,000

39	Personnel	Additional Staffing – Benefits & Payroll Administrator (from 0.8 to 1.0 FTE) (full year funding - \$12,000)	9,000
46	RP&C	Activity Centre operational funding for two new Community Associations	8,500
48	Transit	Under funded Personnel Expenses	9,300
49	Various	Fleet Equipment Expense Increases – Over Base Budget	24,800

MOTION CARRIED

Moved by Councillor Pimm seconded by Councillor Higham

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approved the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
27	Asmt & Tax	Contract Fee Appraisal Expertise to Defend and Prevent Non-Residential Assessment Appeal Losses	5,000

Councillors Dawson, Moffat and Rowe registered dissenting votes

MOTION CARRIED

Moved by Councillor Higham, seconded by Councillor Rowe

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approved the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
28	Asmt & Tax	Staff Development and Succession Management Strategy to avoid hiring additional staff for the next three years.	18,000

MOTION CARRIED

Moved by Councillor Rowe, seconded by Councillor Flewwelling

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approved the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
33	Insp. & Lic.	Additional Staffing – Site Inspector (6 mth funding - \$24,000, 9 mth funding - \$35,000, full year funding - \$47,000)	24,000

MOTION CARRIED

Moved by Councillor Dawson seconded by Councillor Moffat

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approved the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
34A	Leg. & Admin	Records Clerks (1.25 FTE, full year - \$45,171), could result in change in job classification for existing Records Information Officer	34,875

MOTION CARRIED

Moved by Councillor Hughes, seconded by Councillor Flewwelling

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approved the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
34B	Leg. & Admin	Records Management Analyst (1.00 FTE, full year - \$52,884	42,625

Councillors Higham and Dawson registered dissenting votes

MOTION CARRIED

Moved by Councillor Dawson, seconded by Councillor Higham

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approved the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
35	Leg. & Admin.	Corporate Records Management Program – Electronic File Management Software maintenance and ITS Support	25,000
36	Eng. Services	Additional Staffing – Records Clerk Support Staff (1.0 FTE) (full year funding - \$40,000)	31,200
37	Insp. & Lic.	Additional Staffing – Records Clerk Support Staff (1.0 FTE) (full year funding - \$30,400)	22,800

MOTION CARRIED

Moved by Councillor Moffat, seconded by Councillor Hughes

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approved the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
38	Personnel	Relocation Expenses – funding required to attract employees	10,000

Councillors Higham and Dawson registered dissenting votes.

MOTION CARRIED

Moved by Councillor Pimm, seconded by Councillor Moffat

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approved the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
40	Police	Additional Staff – Special Constables (3.0 FTE) (full year funding - \$180,000)	121,850
41	Police	Additional Staffing – Guards & Matrons (700 hours) – required to cover increases in prisoner hours	14,516
42	Police	Additional Staffing – Guards & Matrons – Additional Cell Security	50,000

Moved by Councillor Dawson, seconded by Councillor Higham

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approved the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
35	Leg. & Admin.	Corporate Records Management Program – Electronic File Management Software maintenance and ITS Support	25,000
36	Eng. Services	Additional Staffing – Records Clerk Support Staff (1.0 FTE) (full year funding - \$40,000)	31,200
37	Insp. & Lic.	Additional Staffing – Records Clerk Support Staff (1.0 FTE) (full year funding - \$30,400)	22,800

MOTION CARRIED

Moved by Councillor Moffat, seconded by Councillor Hughes

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approved the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
38	Personnel	Relocation Expenses – funding required to attract employees	10,000

Councillors Higham and Dawson registered dissenting votes.

MOTION CARRIED

Moved by Councillor Pimm, seconded by Councillor Moffat

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approved the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
40	Police	Additional Staff – Special Constables (2.0 FTE)	121,850
41	Police	Additional Staffing – Guards & Matrons (700 hours) – required to cover increases in prisoner hours	14,516
42	Police	Additional Staffing – Guards & Matrons – Additional Cell Security	50,000

Prior to voting the following motion was introduced:

Moved by Councillor Rowe, seconded by Councillor Watkinson-Zimmer

Resolved that Council of the City of Red Deer, hereby amends the resolution by adding to the description the words “specific to the outcome of the Policing Study”.

Councillors Higham, Dawson, Moffat, Flewwelling, Hughes, Pimm, Watkinson-Zimmer and Mayor Surkan registered dissenting votes.

MOTION TO AMEND DEFEATED

Prior to voting on the motion already on the floor, Mayor Surkan severed the motion as follows:

Item	Department	Item	Amount
40	Police	Additional Staff – Special Constables (3.0 FTE) (full year funding - \$180,000)	121,850

Councillors Higham, Dawson, Hughes and Rowe registered dissenting votes

MOTION CARRIED

Moved by Councillor Pimm, seconded by Councillor Moffat

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approved the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
41	Police	Additional Staffing – Guards & Matrons (700 hours) – required to cover increases in prisoner hours	14,516
42	Police	Additional Staffing – Guards & Matrons – Additional Cell Security	50,000

MOTION CARRIED

Moved by Councillor Flewwelling, seconded by Councillor Watkinson-Zimmer

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approved the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
43	Public Works	Street & Curb painting	20,000

Councillors Higham and Dawson registered dissenting votes

MOTION CARRIED

Moved by Councillor Pimm, seconded by Councillor Rowe

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approved the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
44	RP&C	Additional Staffing – Casual staffing for new wristband program	20,300

Councillors Higham and Dawson registered dissenting votes. Councillor Flewwelling was absent for the vote.

MOTION CARRIED

Moved by Councillor Watkinson-Zimmer, seconded by Councillor Rowe

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approved the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
45	RP&C	Additional Casual Staffing – Collicutt Centre waterslide attendants during peak usage	10,100

Councillors Dawson registered a dissenting vote. Councillor Flewwelling was absent for the vote.

MOTION CARRIED

Moved by Councillor Higham, seconded by Councillor Pimm

Resolved that Council of the City of Red Deer having considered the 2004 Business Plan Funding Requirements, hereby approved the following as part of the 2004 Operating Budget:

Item	Department	Item	Amount
47	RP&C	Activity Centre / Community Associations operating grant increase	33,750

MOTION CARRIED

ADJOURNMENT

The Tuesday, January 27, 2004 Budget Meeting of Red Deer City Council adjourned at 9:50 p.m. on a motion by Councillor Flewwelling, seconded by Councillor Pimm.

MOTION CARRIED

Mayor

City Clerk



MINUTES

of the REGULAR MEETING of RED DEER CITY COUNCIL
held on MONDAY, JANUARY 26, 2004
in the Council Chambers of City Hall,
commenced at 4:43 p.m.

Present:

Mayor Gail Surkan

Councillor Jeffrey Dawson

Councillor Morris Flewwelling

Councillor Vesna Higham

Councillor Bev Hughes

Councillor Dennis Moffat

Councillor Larry Pimm

Councillor Diana Rowe

Councillor Lorna Watkinson-Zimmer

City Manager, Norbert Van Wyk

Community Services Director, Colleen Jensen

Corporate Services Director, Rodney Burkard

Development Services Director, Bryon Jeffers

City Clerk, Kelly Kloss

Deputy City Clerk, Nona Housenga

City Assessor, Rod Risling

City Solicitor, Nick Riebeek

Labor Relations Coordinator, John Fleming

City Planner, Tony Lindhout

POINTS OF PRIVELEDGE

Councillor Hughes introduced Abinaan Ramadie, a Minister visiting the Sunnybrook United Church from South Africa.

Councillor Rowe recently reviewed the Code of Behaviour and encouraged all Council members to do the same.

MINUTES

Moved by Councillor Pimm, seconded by Councillor Hughes

“Resolved that the Minutes of the Monday, January 12, 2004 Regular Meeting of Red Deer City Council be confirmed as transcribed.”

MOTION CARRIED

CORRESPONDENCE

Council considered correspondence from J.E.C. and Company Ltd., dated December 19, 2003, **Re: Property Tax Penalties**. Mr. Jarvis Jackson, J.E.C. and Company Ltd. was present to speak on behalf of this request to Council. Following discussion the motion shown below was introduced and passed.

Moved by Councillor Dawson, seconded by Councillor Pimm

“Resolved that Council of the City of Red Deer, having considered the correspondence from J.E.C. and Company Ltd., dated December 19, 2003, re: Request to Cancel Property Tax Penalties at 6415 Golden West Avenue, hereby agrees that the tax penalties not be cancelled.”

MOTION CARRIED

REPORTS

Moved by Councillor Rowe, seconded by Councillor Flewwelling

“Resolved that Council of the City of Red Deer, agrees to add consideration of the 2004 Amalgamated Transit Union Collective Agreement Ratification and the 2004 Exempt Salary Treatment to the agenda of the regular meeting of Council on Monday, January 26, 2004.”

MOTION CARRIED

Council considered a report from the Personnel Manager, dated January 26, 2004, **Re: ATU Collective Agreement Ratification & 2004 Exempt Salary Treatment**. Following discussion the following motion was introduced and passed.

Moved by Councillor Flewwelling, seconded by Councillor Moffat

“Resolved that Council of the City of Red Deer, approves the Memorandum of Agreement with Amalgamated Transit Union for a January, 2004 to December, 2006 Collective Agreement as ratified by Amalgamated Transit Union Local 1374 on January 15, 2004 and as presented to Council on January 26, 2004.”

MOTION CARRIED

Council considered a report from the Personnel Manager and Compensation Supervisor, dated January 20, 2004, **Re: 2004 Exempt Salary Treatment**. Following discussion the following motion was introduced and passed.

Moved by Councillor Moffat, seconded by Councillor Hughes

“Resolved that Council of the City of Red Deer, hereby approves an adjustment of 3.50 percent to exempt salary ranges, effective January 1, 2004.”

MOTION CARRIED

Council considered a report from the Tax Collector, dated January 16, 2004, **Re: Business Revitalization Zone Business Tax Bylaw Amendment 3196/A-2004**. Council agreed to give three readings to the proposed bylaw at this time.

BYLAWS

3196/A-2004

Moved by Councillor Pimm, seconded by Councillor Hughes

FIRST READING: That Bylaw 3196/A-2004 be read a first time
 (Business Revitalization Zone Business Tax
 Bylaw Amendment)

MOTION CARRIED

SECOND READING: That Bylaw 3196/A-2004 be read a second time

MOTION CARRIED

Moved by Councillor Dawson, seconded by Councillor Flewwelling

"That with the unanimous consent of Council members present, Bylaw 3196/A-2004 be presented for third reading."

MOTION CARRIED

Moved by Councillor Pimm, seconded by Councillor Hughes

THIRD READING: That Bylaw 3196/A-2004 be read a third time

MOTION CARRIED

UNFINISHED BUSINESS

Moved by Councillor Flewwelling, seconded by Councillor Moffat

“Resolved that Council of the City of Red Deer, agrees to lift from the table consideration of the 2003 Arterial Road Levy – Urban Development Institute report.”

MOTION TO LIFT CARRIED

Council considered a report from the Legislative & Administrative Services Manager, dated January 21, 2004 **Re: 2003 Arterial Road Levy**. Following discussion the tabling motion below was introduced and passed.

Moved by Councillor Moffat, seconded by Councillor Hughes

“Resolved that Council of the City of Red Deer, having considered the report from the Legislative & Administrative Services Manager, dated January 21, 2004, re: 2003 Arterial Road Levy, agrees to further table consideration of the report for up to 6 weeks to allow the Urban Development Institute to respond to the report.”

MOTION TO TABLE CARRIED

REPORTS

Council received a report from the Legislative & Administrative Services Manager, dated January 21, 2004 **Re: Dangerous Goods Bylaw Amendment 3152/A-2004**. Following discussion Council agreed to give three readings to the bylaw at this time.

BYLAWS**3152/A-2004**

Moved by Councillor Higham, seconded by Councillor Dawson

FIRST READING: That Bylaw 3152/A-2004 be read a first time
(Dangerous Goods Bylaw Amendment to
3152/95)

MOTION CARRIED

SECOND READING: That Bylaw 3152/A-2004 be read a second time

MOTION CARRIED

Moved by Councillor Pimm, seconded by Councillor Flewwelling

“That with the unanimous consent of Council members present, Bylaw
3152/A-2004 be presented for third reading.”

MOTION CARRIED

Moved by Councillor Higham, seconded by Councillor Dawson

THIRD READING: That Bylaw 3152/A-2004 be read a third time

MOTION CARRIED

REPORTS

Council considered a report from the Parkland Community Planning Services, dated January 16, 2004, **Re: Land Use Bylaw Amendment 3156/C-2004 – Rezoning of Lots 4 & 5, Block 24, Plan K5 from R3 Residential (Multiple Family) District to C1 Commercial (City Centre) District / Regional Mortgage & Finance Corporation.** Following discussion Council agreed to give first reading to the bylaw at this time.

Moved by Councillor Watkinson-Zimmer, seconded by Councillor Rowe

FIRST READING: That Bylaw 3156/C-2004 be read a first time
(Land Use Bylaw Amendment 3156/C-2004 –
Rezoning of Lots 4 & 5, Block 24, Plan K5 from
R3 Residential (Multiple Family) District to C1
Commercial (City Centre) District / Regional
Mortgage and Finance Corporation.)

MOTION CARRIED

COMMITTEE OF THE WHOLE

The following motion was passed agreeing to convene to a “committee of the whole” meeting of the Council of the City of Red Deer:

Moved by Councillor Rowe, seconded by Councillor Flewwelling

“Resolved that the Council of the City of Red Deer agrees to enter into a Committee of the Whole meeting on January 26, 2004 at 5:09 p.m.”

MOTION CARRIED

The following motion was passed, agreeing to revert back to an open meeting of the Council of the City of Red Deer.

Moved by Councillor Hughes, seconded by Councillor Watkinson-Zimmer

“Resolved that the Council of the City of Red Deer hereby agrees to revert back to an open meeting on Monday, January 26, 2004 at 5:30 p.m.”

MOTION CARRIED

Council recessed for supper at 5:30 p.m. and reconvened at 7:10 p.m.

REPORTS

Council considered a report from the Legislative & Administrative Services Manager, dated January 19, 2004, **Re: Citizen-at-Large Appointment to the Transportation Advisory Board**. Following discussion the motion as outlined below was introduced and passed.

Moved by Councillor Rowe, seconded by Councillor Moffat

“Resolved that Council of the City of Red Deer, having considered the report from the Legislative & Administrative Services Manager, re: Citizen-at-Large Appointment to the Transportation Advisory Board, hereby appoints the following:

Sharon Miller	Familiar With/User of Services
	(term to expire, October, 2005)”

MOTION CARRIED

UNFINISHED BUSINESS

Moved by Councillor Rowe, seconded by Councillor Flewwelling

“Resolved that Council of the City of Red Deer, agrees to lift from the table consideration of the report from Parkland Community Planning Services – Re: Treed Boulevards in Residential Neighbourhoods.”

MOTION TO LIFT CARRIED

Councillor Dawson retired from Council Chambers at 7:50 p.m.

Council considered a report from Parkland Community Planning Services, dated December 5, 2003, **Re: Treed Boulevards in Residential Neighbourhoods**. Mr. Gord Bontje, Laebon Developments, member of the Home Builders Association, speaking on behalf of the Urban Development Institute was present to speak. Following discussion the following motion was voted on and passed.

Moved by Councillor Higham, seconded by Councillor Flewwelling

“Resolved that Council of the City of Red Deer, having considered the report from Parkland Community Planning Services, dated December 5, 2003, re: Treed Boulevards in Residential Neighbourhoods, hereby:

1. Approves the mandatory construction of treed boulevards along collector streets in all future new residential neighbourhoods for which neighbourhood plans have not been prepared as of January 26, 2004.
2. Approves the updating of the Neighbourhood Planning & Design Guidelines & Standards and Engineering Design Standards to reflect these new standards.
3. Directs that should other legislated document, such as the Land Use Bylaw, require amendment, Administration prepare the necessary amendments.

Councillors Moffat, Pimm and Rowe registered dissenting votes.

MOTION CARRIED

Moved by Councillor Hughes, seconded by Councillor Flewwelling

“Resolved that Council of the City of Red Deer, having considered the report from Parkland Community Planning Services, dated December 5, 2003, re: Treed Boulevards in Residential Neighbourhoods, hereby directs Administration to investigate the feasibility of implementing a new development standard for R1N lots and continuous townhouse like developments that face the street, requiring the developer to supply a continuous planned pattern of trees in the front yards, including whole blocks which are partially developed with R1N/townhouse-like lots, with the developer required to pay for the trees and the City to incur the costs of maintenance.”

Prior to voting on the above motion, the following amendment was introduced.

Moved by Councillor Higham, seconded by Councillor Moffat

“Resolved that Council of the City of Red Deer, hereby agrees to amend the resolution by deleting the words “R1N lots and continuous townhouse like developments that face the street, requiring the developer to supply a continuous planned pattern of trees in the front yards, including whole blocks which are partially developed with R1N/townhouse-like lots” and substituting in its place the words “residential lots requiring the developer to supply a continuous planned pattern of trees in the front yards.”

Councillors Moffat, Flewwelling, Hughes, Pimm, Rowe, Watkinson-Zimmer and Mayor Surkan registered dissenting votes.

MOTION TO AMEND DEFEATED

Voting resumed on the motion previously on the floor.

Councillors Higham, Pimm and Rowe registered dissenting votes.

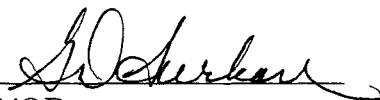
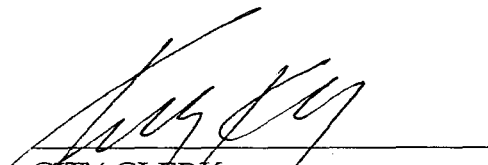
MOTION CARRIED

ADJOURNMENT

Moved by Councillor Watkinson-Zimmer, seconded by Councillor Rowe

“That the Monday, January 26, 2004 regular meeting of Red Deer City Council be adjourned at 8:37 p.m.”

MOTION CARRIED


MAYOR
CITY CLERK

M I N U T E S

of the Budget Meeting of RED DEER CITY COUNCIL
held on WEDNESDAY, JANUARY 21, 2004
in the Council Chambers of City Hall,
commenced at 4:37 p.m.

Present: Mayor G. Surkan
Councillor J. Dawson
Councillor M. Flewwelling
Councillor V. Higham
Councillor B. Hughes
Councillor D. Moffat
Councillor L. Pimm
Councillor D. Rowe
Councillor L. Watkinson-Zimmer

City Manager, N. Van Wyk
Director of Community Services, C. Jensen
Director of Corporate Service, R. Burkard
Director of Development Services, B. Jeffers
City Clerk, K. Kloss
Deputy City Clerk, N. Housenga
City Assessor, R. Risling
Engineering Services Manager, T. Warder
Public Works Manager, P. Goranson
E.L.&P. Manager, A. Roth
Emergency Services Manager, J. MacDonald
Information Technology Services Manager, D. Newton
Inspections & Licensing Manager, G. Scott
Land & Economic Development Manager, H. Thompson
Personnel Manager, G. Howell
Recreation, Parks & Culture Manager, H. Jeske
Facilities Superintendent, J. Graves
Construction/Maintenance Superintendent, R. Kraft
Collicutt Centre Superintendent, Kay Kenny
Strategic Initiatives Planner, Kay Lavery
R.C.M.P. Superintendent, J. Steele
Social Planning Manager, B. Jeffrey
Treasury Services Manager, G. Mullin
Financial Analyst, M. Bovair

Financial Services Administrator, D. Krejci
Corporate Analyst, S. Taylor
Transit Manager, K. Joll
Archivist, M. Dawe

MINUTES

The Minutes of the Tuesday, January 20, 2004 Budget Meeting of Red Deer City Council were confirmed as transcribed on a motion by Councillor Moffat, seconded by Councillor Flewwelling.

MOTION CARRIED

2004 ANNUAL BUDGET REPORT

Consideration was given to the 2004 Annual Budget Report submitted by Treasury Services with the business plan and budget for the following department being reviewed:

<u>Department</u>	<u>Budget Section</u>
Land & Economic Development	23

2004 MAJOR CAPITAL BUDGET

Council considered the following resolutions relative to the **2004 City of Red Deer Major Capital Budget**.

Moved by Councillor Dawson, seconded by Councillor Pimm

Resolved that Council of the City of Red Deer having considered the Major Capital Budget Worksheet: 2004 – 2009 hereby:

1. Approves the 2004 Major Capital Budget and Funding Sources as shown on Attachment 1, titled "2004 Approved Major Capital Budget – January 21, 2004;

2. Agrees that the 2004 Capital Projects may be commenced with the years 2005 – 2009 approved as a base for future discussion by Council, with the exception that if a single project spans beyond 2004 then the expenditure is approved for those years identified.

MOTION CARRIED

Moved by Councillor Pimm, seconded by Councillor Flewwelling

Resolved that Council of the City of Red Deer having considered the Major Capital Budget Worksheet: 2004 – 2009 hereby approves the following project as part of the 2004 Major Capital Budget.

Item	Department	Item	2004 Amount	Funding Source
82	Eng – GDAP	Upgrade Kerrywood East of Taylor	\$450,000	Capital Projects Reserve

Council further agrees that should this project span beyond 2004 then the expenditure is approved for those subsequent years.

Councillor Dawson registered a dissenting vote.

MOTION CARRIED

Moved by Councillor Watkinson-Zimmer, seconded by Councillor Hughes

Resolved that Council of the City of Red Deer having considered the Major Capital Budget Worksheet: 2004 – 2009 hereby approves the following project as part of the 2004 Major Capital Budget.

Item	Department	Item	2004 Amount	Funding Source
86	Eng – GDAP	48 St. Promenade Construction	\$1,025,000	Centennial Grant

Council further agrees that should this project span beyond 2004 then the expenditure is approved for those subsequent years.

MOTION CARRIED

Moved by Councillor Flewwelling, seconded by Councillor Dawson

Resolved that Council of the City of Red Deer having considered the Major Capital Budget Worksheet: 2004 – 2009 hereby approves the following project as part of the 2004 Major Capital Budget.

Item	Department	Item	2004 Amount	Funding Source
107	Offsites – Storm	2004 Southeast Drainage Program (Deerhome Pond, Division Line & ICD's) (Continuing Project)	\$5,600,000	50% - Capital Projects Reserve 50% - ICAP

Council further agrees that should this project span beyond 2004 then the expenditure is approved for those subsequent years.

MOTION CARRIED

Council recessed for supper at 6:11 p.m. and reconvened at 7:19 p.m.

NOTICE OF MOTION

Consideration was given to the report from the Legislative and Administrative Services Manager dated January 20, 2004, **Re: Councillor Larry Pimm – Proposed Resolutions: Collicutt Centre Monthly Family Pass and Collicutt Centre Fee Increase Deferral.** Blair Budvarson and Brent Budvarson, representing the private fitness clubs were present to address Council on this issue. Following discussions the following motions were introduced and passed.

Moved by Councillor Pimm, seconded by Councillor Moffat

“Resolved that Council of the City of Red Deer, hereby directs that a new monthly family rate be established for the Collicutt Centre based on a formula of five times the family drop-in rate.”

Councillors Dawson, Flewwelling and Mayor Surkan, registered dissenting votes.

MOTION CARRIED

Moved by Councillor Pimm, seconded by Councillor Moffat

“Resolved that the Collicutt Centre fee increase scheduled for March, 2004 be deferred to September 1, 2004.”

Councillor Dawson registered a dissenting vote.

MOTION CARRIED

Moved by Councillor Higham, seconded by Councillor Watkinson-Zimmer

“Resolved that Council of the City of Red Deer hereby directs the Administration to investigate the feasibility of restricting access to the Collicutt Centre fitness area from the remainder of the facility.”

Councillors Hughes, Pimm, Rowe and Mayor Surkan registered dissenting votes.

MOTION CARRIED

Moved by Councillor Pimm, seconded by Councillor Rowe

“Resolved that Council of the City of Red Deer hereby agrees that the new monthly family rate for the Collicutt Centre comes into effect on March 1, 2004.”

MOTION CARRIED

2004 MAJOR CAPITAL BUDGET

Council considered the following resolutions relative to the **2004 City of Red Deer Major Capital Budget**.

Moved by Councillor Flewwelling, seconded by Councillor Moffat

Resolved that Council of the City of Red Deer having considered the Major Capital Budget Worksheet: 2004 – 2009 hereby:

1. Approves the 2004 Major Capital Budget and Funding Sources as shown on Attachment 2, titled "2004 Approved Major Capital Budget – January 21, 2004;
2. Agrees that the 2004 Capital Projects may be commenced with the years 2005 – 2009 approved as a base for future discussion by Council, with the exception that if a single project spans beyond 2004 then the expenditure is approved for those years identified.

MOTION CARRIED

Moved by Councillor Higham, seconded by Councillor Pimm

Resolved that Council of the City of Red Deer having considered the Major Capital Budget Worksheet: 2004 – 2009 hereby approves the following project as part of the 2004 Major Capital Budget.

Item	Department	Item	2004 Amount	Funding Source
215	RPC	Capital Upgrades – Collicutt Centre	\$35,000	Other Reserves

Council further agrees that should this project span beyond 2004 then the expenditure is approved for those subsequent years.

Councillor Higham registered a dissenting vote.

MOTION CARRIED

Moved by Councillor Pimm, seconded by Councillor Watkinson-Zimmer

Resolved that Council of the City of Red Deer having considered the Major Capital Budget Worksheet: 2004 – 2009 hereby approves the following project as part of the 2004 Major Capital Budget.

Item	Department	Item	2004 Amount	Funding Source
226	RPC	Customer Service Counter Renovation – Collicutt Centre	\$30,000	Other Reserves

Council further agrees that should this project span beyond 2004 then the expenditure is approved for those subsequent years.

Councillors Higham and Dawson registered dissenting votes.

MOTION CARRIED

Moved by Councillor Flewwelling, seconded by Councillor Hughes

Resolved that Council of the City of Red Deer having considered the Major Capital Budget Worksheet: 2004 – 2009 hereby approves the following project as part of the 2004 Major Capital Budget.

Item	Department	Item	2004 Amount	Funding Source
227	RPC	Wave Pool Mechanical Room Modification – Collicutt Centre	\$60,000	Other Reserves

Council further agrees that should this project span beyond 2004 then the expenditure is approved for those subsequent years.

Councillors Higham, Dawson and Moffatt registered dissenting votes.

MOTION CARRIED

Moved by Councillor Higham, seconded by Councillor Dawson

Resolved that Council of the City of Red Deer having considered the Major Capital Budget Worksheet: 2004 – 2009 hereby approves the following project as part of the 2004 Major Capital Budget.

Item	Department	Item	2004 Amount	Funding Source
229	RPC	Washers & Dryers	\$10,000	Operating

Council further agrees that should this project span beyond 2004 then the expenditure is approved for those subsequent years.

MOTION CARRIED

Moved by Councillor Moffat, seconded by Councillor Flewwelling

Resolved that Council of the City of Red Deer having considered the Major Capital Budget Worksheet: 2004 – 2009 hereby approves the following project as part of the 2004 Major Capital Budget subject to confirmation of the need within the preliminary draft results of the 2003-2004 Transit Special Transportation Study.

Item	Department	Item	Amount	Funding Source
199	Fleet Utility	Transit Busses – Additional	2004 - \$ 3,000 2005 - \$1,200,000 2006 - \$ 2,000 2007 - \$ 800,000	27% - Equipment Replacement Reserve 73% - Basic Capital Grant

Council further agrees that should this project span beyond 2004 then the expenditure is approved for those subsequent years.

MOTION CARRIED

Moved by Councillor Pimm, seconded by Councillor Moffat

Resolved that Council of the City of Red Deer having considered the Major Capital Budget Worksheet: 2004 – 2009 hereby:

1. Approves the 2004 Major Capital Budget and Funding Sources as shown on Attachment 3, titled "2004 Approved Major Capital Budget – January 21, 2004;
2. Agrees that the 2004 Capital Projects may be commenced with the years 2005 – 2009 approved as a base for future discussion by Council, with the exception that if a single project spans beyond 2004 then the expenditure is approved for those years identified.

MOTION CARRIED

Moved by Councillor Dawson, seconded by Councillor Moffat

Resolved that Council of the City of Red Deer having considered the Major Capital Budget Worksheet: 2004 – 2009 hereby approves the following project as part of the 2004 Major Capital Budget.

Item	Department	Item	2004 Amount	Funding Source
257	Public Works	New Site Detailed Design	\$250,000	Capital Projects Reserve

Council further agrees that should this project span beyond 2004 then the expenditure is approved for those subsequent years.

MOTION CARRIED

Moved by Councillor Dawson, seconded by Councillor Flewwelling

Resolved that Council of the City of Red Deer having considered the Major Capital Budget Worksheet: 2004 – 2009 hereby approves the following project as part of the 2004 Major Capital Budget.

Item	Department	Item	2004 Amount	Funding Source
262	Public Works – Snow & Ice	South Snow Storage Site – Additional Funding	\$250,000	Capital Projects Reserve

Council further agrees that should this project span beyond 2004 then the expenditure is approved for those subsequent years.

Councillor Rowe was absent for the vote.

MOTION CARRIED

Moved by Councillor Dawson, seconded by Councillor Watkinson-Zimmer

Resolved that Council of the City of Red Deer having considered the Major Capital Budget Worksheet: 2004 – 2009 hereby approves the following project as part of the 2004 Major Capital Budget.

Item	Department	Item	2004 Amount	Funding Source
315	Community Services	Highway 2 Welcome Signage (North & South)	\$80,000	Capital Projects Reserve

Councillors Higham, Moffat, Pimm and Rowe registered dissenting votes.

MOTION CARRIED

Moved by Councillor Watkinson-Zimmer, seconded by Councillor Hughes

Resolved that Council of the City of Red Deer having considered the Major Capital Budget Worksheet: 2004 – 2009 hereby approves the following project as part of the 2004 Major Capital Budget.

Item	Department	Item	2004 Amount	Funding Source
340	RPC	New Entrance Signs (2) – 67 Street & Gaetz Avenue North	\$120,000	Capital Projects Reserve

Council further agrees that should this project span beyond 2004 then the expenditure is approved for those subsequent years.

Prior to voting the following motion was introduced.

Moved by Councillor Higham, seconded by Councillor Dawson

Resolved that Council of the City of Red Deer agrees to table Item 340 to the January 27, 2004 Budget Meeting in order for additional information to be brought forward.

Councillors Dawson, Moffat, Flewwelling, Hughes, Pimm, Rowe, Watkinson-Zimmer and Mayor Surkan registered dissenting votes.

MOTION TO TABLE DEFEATED

Voting resumed on the motion already on the floor.

Councillor Pimm registered a dissenting vote.

MOTION CARRIED

Moved by Councillor Flewwelling, seconded by Councillor Rowe

Resolved that Council of the City of Red Deer having considered the Major Capital Budget Worksheet: 2004 – 2009 hereby approves the following project as part of the 2004 Major Capital Budget.

Item	Department	Item	2004 Amount	Funding Source
342	RPC	Outdoor Business ID Sign – Collicutt Centre	\$25,000	20% - Capital Projects Reserve 80% - Customer Contribution

Council further agrees that should this project span beyond 2004 then the expenditure is approved for those subsequent years.

Councillor Watkinson-Zimmer registered a dissenting vote.

MOTION CARRIED

Moved by Councillor Rowe, seconded by Councillor Hughes

Resolved that Council of the City of Red Deer having considered the Major Capital Budget Worksheet: 2004 – 2009 hereby approves the following project as part of the 2004 Major Capital Budget.

Item	Department	Item	Amount	Funding Source
316	Normandeau	New Museum/ Archive Design	2004 - \$235,000 2005 - \$250,000	Capital Projects Reserves

Council further agrees that should this project span beyond 2004 then the expenditure is approved for those subsequent years.

Councillor Dawson registered a dissenting vote.

MOTION CARRIED

Moved by Councillor Watkinson-Zimmer, seconded by Councillor Rowe

Resolved that Council of the City of Red Deer having considered the Major Capital Budget Worksheet: 2004 – 2009 hereby approves the following project as part of the 2004 Major Capital Budget.

Item	Department	Item	Amount	Funding Source
326	RPC	Recreation Centre Renovations	2004 - \$4,090,000 2005 - \$1,000,000	Capital Projects Reserve

Council further agrees that should this project span beyond 2004 then the expenditure is approved for those subsequent years.

MOTION CARRIED

ADJOURNMENT

The Wednesday, January 21, 2004 Budget Meeting of Red Deer City Council adjourned at 10:40 p.m. on a motion by Councillor Flewwelling, seconded by Councillor Hughes.

MOTION CARRIED

Mayor

City Clerk

2004 Approved Major Capital Budget - January 21, 2004

(Amounts in \$ Thousands)

Item	Dep't	Project	2004	2005	2006	2007	2008	2009+	Funding Sources (%)																											
									Capital Projects Reserve	Equipment Replacement Reserve	EL&P Stabilization Reserve	Landfill Stabilization Reserve	Water Stabilization Reserve	WW Stabilization Reserve	Parking Reserve	River/Bend Reserve	Cemetary Reserve	Public Reserve	Other Reserves	Water Offsite Levy Fund	WW Offsite Levy Fund	Roads Offsite Levy Fund	Storm Offsite Levy Fund	New Development Basin Water Offsite Levy Fund	New Development Basin WW Offsite Levy Fund	New Development Basin Storm Offsite Levy Fund	Recreation Offsite Levy Fund	Basic Capital Grant	Special Transportation Grant	Centennial Grant	Other Grants	Operating	Customer Contribution	Land Sales	LT Debt - Self Supported	LT Debt - Tax Supported
1	Eng Prior Year Approved	Johnstone Drive - pavement overlay - Jewell St N. to Taylor Drive	250	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	
2	Eng Prior Year Approved	22 Street Construction	2,286	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	
3	Eng Prior Year Approved	40 Avenue Construction	2,947	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	
4	Eng Prior Year Approved	General Road Transportation Plan Update	75	0	0	0	0	0	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	
5	Eng Prior Year Approved	59 Av/67 St Intersection Widening	200	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	
6	Eng Prior Year Approved	Gaetz Ave at 63 St - Intersection Widening (ATU Site, Village & Parkland Malls)	52	0	0	0	0	0	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	30	0	0	0	0	60	0	0	0	
7	Eng Prior Year Approved	2003 Capital Sidewalk Program	35	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	
8	Eng Prior Year Approved	Curb return radius improvement for truck & public transit vehicles	135	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	
9	Eng Prior Year Approved	Pamely Ave & 67 St Intersection widening on North side only	45	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	
10	Eng Prior Year Approved	40 Avenue Rebuilding - New landfill access South to City Limits	175	0	0	0	0	0	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	
11	Engineering Development	43 Street widening between 52 Ave & Gaetz Ave adjacent to Hospital	0	575	0	0	0	0	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	
12	Engineering Development	Kingston (80) St - 2004 Land Costs 4 lane collector west of Gaetz Ave.	400	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	
13	Engineering Development	Kingston (80) St - 4 lane collector west of Gaetz Ave.	0	230	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	
14	Engineering Development	22 St. east of Taylor Drive - Realignment for land sale	555	0	0	0	0	0	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	
15	Engineering Development	42A Ave and 59 St Road Extension at Lindsay Thurber and River Glen	0	0	435	0	0	0	60	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40	0	0	0	
16	Engineering Development	42A Ave and 55 St Intersection improvements at Lindsay Thurber	550	0	0	0	0	0	60	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40	0	0	0	0	
17	Engineering Development	Memorial Centre parking lot & 58 Street Improvements at Lindsay Thurber	0	0	155	0	0	0	50	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	50	0	0	0	0	
18	Engineering Development	30 Av (22 St to Delburne Rd) - 4 lane divided - temporary street lighting in 2004	25	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	
19	Engineering Development	30 Av (22 St to Delburne Rd) - 4 lane divided construction	0	0	0	1,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	
20	Engineering Development	Potential Industrial Development (Arterial Roadway Improvements)	0	0	3,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	
21	Engineering Development	Delburne Rd (30 Av to 40 Av) - 4 lane divided	0	0	0	0	2,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	
22	Engineering Development	Ross Street (Rideout Av to 20 Av) - 4 lane divided	0	0	0	0	1,200	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	

2004 Approved Major Capital Budget - January 21, 2004

(Amounts in \$ Thousands)

Item	Dep't	Project	2004	2005	2006	2007	2008	2009+	Funding Sources (%)																											
									Capital Projects Reserve	Equipment Replacement Reserve	EL&P Stabilization Reserve	Landfill Stabilization Reserve	Water Stabilization Reserve	WW Stabilization Reserve	Parking Reserve	River/Band Reserve	Cemetery Reserve	Public Reserve	Other Reserves	Water Offsite Levy Fund	WW Offsite Levy Fund	Roads Offsite Levy Fund	Storm Offsite Levy Fund	New Development Basin Water Offsite Levy Fund	New Development Basin WW Offsite Levy Fund	New Development Basin Storm Offsite Levy Fund	Recreation Offsite Levy Fund	Basic Capital Grant	Special Transportation Grant	Centennial Grant	Other Grants	Operating	Customer Contribution	Land Sales	LT Debt - Self Supported	LT Debt - Tax Supported
23	Engineering Development	20 Avenue (Ross St to 55 St) - Initial 2 lanes	0	0	0	0	1,200	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0
24	Engineering Development	20 Avenue (32 St to Ross St) - Initial 2 lanes	0	0	0	0	0	2,400	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0
25	Engineering Development	32 St (Daines Av to 20 Av) - 4 lane divided	0	0	0	0	0	1,300	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0
26	Engineering Development	Gaetz Ave right turn lane - between Bennett St & 28 St	225	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0
28	Engineering Capacity	Gaetz Ave & Hwy 11A (71 St to 11A - widen to 6 lane-Includes intersection Improvements at 11A)**SEE BELOW	2,800	2,800	0	0	0	0	22	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5	54	0	18	0	0	0	0	0	0	1
28	Engineering Capacity	Project will proceed in 2004 ONLY if the application under "Cities Special Transportation Grant" is approved by the Province.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
29	Engineering Capacity	32 Street between 55 Ave and 57 Ave including Red Deer College Access Improvements	0	0	1,200	0	0	0	12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	38	0	0	0	0	50	0	0	0	0	0
30	Engineering Capacity	32 St Widening - 40 Avenue to 49 Avenue	0	0	0	0	0	4,000	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0
31	Engineering Capacity	32 St./Gaetz Av - intersection upgrade	0	0	0	3,000	0	0	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0
32	Engineering Capacity	Northland Drive & new River Bridge (future o/s basin)	0	0	0	0	0	18,000	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0
33	Engineering Capacity	67 St / 30 Av Intersection Improvements	0	0	0	0	0	4,500	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0
34	Engineering Capacity	Northland Drive (Gaetz Av to Riverside Dr)	0	0	0	0	0	7,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0
35	Engineering Capacity	Highway 2 Northbound Ramp to Taylor Drive	0	0	0	0	0	2,000	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0
36	Engineering Rehabilitation	Deck Rehabilitation on 49 Ave river bridge - Northbound	0	0	0	850	0	0	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0
37	Engineering Rehabilitation	Gaetz Ave River Bridge - Deck rehab and Painting - Southbound	0	0	0	0	0	2,000	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0
38	Engineering Rehabilitation	Taylor Dr/River Bridge Girder Rehabilitation	0	0	0	0	0	1,000	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0
39	Eng-Serv Imp	RD Regional Airport Infrastructure Improvement Project - funding to be from CSTG& RD Airport Authority & Project partners	6,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	
40	Eng-Serv Imp	New Sidewalk Construction Program	200	200	200	200	200	1,000	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0
41	Eng-Serv Imp	Transit - Road and Sidewalk Improvements	30	30	30	30	30	150	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0
42	Eng-Service Improvement	Street Light Relocation Program	100	100	100	100	100	500	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
43	Eng-Service Improvement	Overhead Power Line Relocation @ 43 St / 52 Ave (to be funded from EL&P Utility)	175	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
44	Eng-Serv Imp	Oriole Park School Layby	50	0	0	0	0	0	50	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	50	0	0	0	0	

2004 Approved Major Capital Budget - January 21, 2004

(Amounts in \$ Thousands)

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2004 Approved Major Capital Budget - January 21, 2004

(Amounts in \$ Thousands)

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[illegible]

[illegible]

										Funding Sources (%)																													
Item	Dep't	Project	2004	2005	2006	2007	2008	2009+	Capital Projects Reserve	Equipment Replacement Reserve	EL&P Stabilization Reserve	Landfill Stabilization Reserve	Water Stabilization Reserve	WW Stabilization Reserve	Parking Reserve	River/Bend Reserve	Cemetery Reserve	Public Reserve	Other Reserves	Water Offsite Levy Fund	WW Offsite Levy Fund	Roads Offsite Levy Fund	Storm Offsite Levy Fund	New Development Basin Water Offsite Levy Fund	New Development Basin WW Offsite Levy Fund	New Development Basin Storm Offsite Levy Fund	Recreation Offsite Levy Fund	Basic Capital Grant	Centennial Grant	Other Grants	Operating	Customer Contribution	Land Sales	L T Debt - Self Supported	L T Debt - Tax Supported	ICAP	Other		
195	Fleet Utility	Action Bus - Replacement	150	150	75	75	75	0	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0	0
196	Fleet Utility	Equipment Purchases - Additional	1,006	248	153	178	211	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
197	Fleet Utility	Equipment Purchases - Replacement	2,025	2,219	1,745	1,008	1,314	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
198	Fleet Utility	Transit Buses - Replacement	600	0	0	320	320	0	0	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0	0
201	Subdivision	Industrial - Land Purchase	1,273	0	318	318	673	0	0	0	0	0	0	0	0	0	0	0	10	0	0	0	0	0	0	0	0	0	0	0	0	0	90	0	0	0	0	0	
202	Subdivision	Industrial - Offsite & Recreation Levies	1,022	0	871	871	1,246	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	
203	Subdivision	Industrial - Pre-Grade, Servicing, etc.	1,250	950	950	950	950	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	
204	Subdivision	Residential - Land Purchase	2,425	1,027	1,010	984	961	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	
205	Subdivision	Residential - Offsite & Recreation Levies	4,305	1,875	1,840	1,797	1,750	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	
206	Subdivision	Residential - Servicing Costs	5,427	3,450	3,855	2,825	2,950	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0
207	ES - EMS	Monitor Replacement	45	45	45	45	45	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	
208	ES - EMS	Ambulance Replacement	140	140	140	140	140	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	
209	Downtown	Promenade (48 Street) Planning Study	250	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	
210	River Bend	Capital Items	215	248	230	170	140	0	0	0	0	0	0	0	0	94	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6	0	0	0	0	0	0	
211	River Bend	Clubhouse	600	600																																			

2004 Approved Major Capital Budget - January 21, 2004

(Amounts in \$ Thousands)

[illegible]

[illegible]

2004 Approved Major Capital Budget - January 21, 2004

(Amounts in \$ Thousands)

[illegible]

2004 Approved Major Capital Budget - January 21, 2004

(Amounts in \$ Thousands)

[illegible]

2004 Approved Major Capital Budget - January 21, 2004

(Amounts in \$ Thousands)

Item	Dep't	Project	2004	2005	2006	2007	2008	2009+	Funding Sources (%)																										
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363	ITS	Field Automation - Emergency Services Inspector	100	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
364	ITS	Field Automation - Emergency Services Patient Care System	25	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
365	ITS	Field Automation - Assessors	75	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
366	ITS	Citizen Relationship Management	0	0	500	50	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
367	ITS	Phone System - Major Upgrade/Replace	0	0	0	0	500	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
368	ITS	Electronic Records Mgmt - PC Docs S/W & Licenses	50	100	100	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
369	ITS	Office Software - Major Upgrade	0	0	0	300	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
370	ITS	ES Computer Based Training (CBT) Workstations	25	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
371	ITS	CLASS e-Connect software	28	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0
372	Corporate	City Hall Renovations (space allocation report)	0	0	0	0	5,000	2,500	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
373	Assessment & Tax	Renovations	49	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
374	Engineering	Parkade	0	0	0	0	0	7,000	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
375	Insp & Lic	48 St Parking Lot	180	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
376	City Clerk	Council Chambers sound system	31	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0



MINUTES

of the Budget Meeting of RED DEER CITY COUNCIL
held on TUESDAY, JANUARY 20, 2004
in the Council Chambers of City Hall,
commenced at 4:45 p.m.

Present: Mayor G. Surkan
Councillor J. Dawson
Councillor M. Flewwelling
Councillor V. Higham
Councillor B. Hughes
Councillor D. Moffat
Councillor L. Pimm
Councillor D. Rowe
Councillor L. Watkinson-Zimmer

City Manager, Norbert Van Wyk
Director of Corporate Services, Rodney Burkard
Director of Development Services, Bryon Jeffers
City Clerk, Kelly Kloss

Engineering Services Manager, Tom Warder
Public Works Manager, Paul Goranson
Emergency Services, Manager, Jack MacDonald
Treasury Services Manager, Gary Mullin
Transit Manager, Kevin Joll
Financial Analyst, Mary Bovair
Controller, Dean Krejci



The Minutes of the Monday, January 19, 2004 Budget Meeting of Red Deer City Council were confirmed as transcribed on a motion by Councillor Watkinson-Zimmer, seconded by Councillor Rowe.

MOTION CARRIED

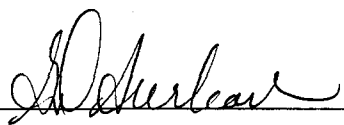
Consideration was given to the 2004 Annual Budget Report submitted by Treasury Services with the business plans and budgets for the following departments being reviewed:

<u>Department</u>	<u>Budget Section</u>
Emergency Services	20
Engineering	21
Public Works	24

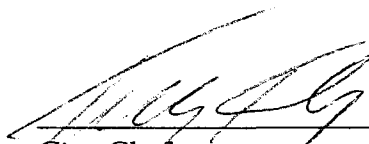
Council recessed for supper at 6:05 p.m. and reconvened at 7:15 p.m.

The Tuesday, January 20, 2004 Budget Meeting of Red Deer City Council adjourned at 9:05 p.m. on a motion by Councillor Dawson, seconded by Councillor Pimm.

MOTION CARRIED



Mayor



City Clerk



M I N U T E S

of the Budget Meeting of RED DEER CITY COUNCIL
held on MONDAY, JANUARY 19, 2004
in the Council Chambers of City Hall,
commenced at 4:35 p.m.

Present: Mayor G. Surkan
Councillor J. Dawson
Councillor M. Flewwelling
Councillor V. Higham
Councillor B. Hughes
Councillor D. Moffat
Councillor L. Pimm
Councillor D. Rowe
Councillor L. Watkinson-Zimmer

City Manager, Norbert Van Wyk
Director of Corporate Services, Rodney Burkard
Director of Development Services, Bryon Jeffers
City Clerk, Kelly Kloss
Assessment & Tax Department, City Assessor, Rod Risling

E. L. & P. Manager, Al Roth
Information Technology Services, Manager, Dan Newton
Inspections & Licensing Department, Manager, Greg Scott
Permits & Licensing Supervisor, Joyce Boon
Land & Economic Development, Howard Thompson

Treasury Services Manager, Gary Mullin
Financial Analyst, Mary Bovair
Controller, Dena Krejci



The Minutes of the Wednesday, January 14, 2004 Budget Meeting of Red Deer City Council were confirmed as transcribed on a motion by Councillor Rowe, seconded by Councillor Hughes.

MOTION CARRIED

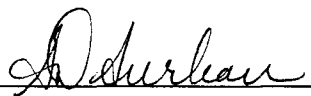
Consideration was given to the 2004 Annual Budget Report submitted by Treasury Services with the business plans and budgets for the following departments being reviewed:

<u>Department</u>	<u>Budget Section</u>
Corporate Services Directorate	13
Treasury	17
Assessment and Tax	14
Legislative & Administrative Services	16
IT Services	15
Development Services Directorate	18
Inspections & Licensing	22
EL & P	19

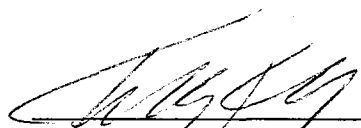
Council recessed for supper at 6:05 p.m. and reconvened at 7:20 p.m.

The Monday, January 19, 2004 Budget Meeting of Red Deer City Council adjourned at 10:25 p.m. on a motion by Councillor Flewwelling, seconded by Councillor Pimm.

MOTION CARRIED



Mayor



City Clerk



MINUTES

of the Budget Meeting of RED DEER CITY COUNCIL
held on WEDNESDAY, JANUARY 14, 2004
in the Council Chambers of City Hall,
commenced at 4:40 p.m.

Present: Mayor G. Surkan
Councillor M. Flewwelling
Councillor V. Higham
Councillor B. Hughes (arrived at 5:20 pm)
Councillor D. Moffat
Councillor L. Pimm
Councillor D. Rowe
Councillor L. Watkinson-Zimmer

City Manager, Norbert Van Wyk
Director of Community Services, Colleen Jensen
Director of Corporate Services, Rodney Burkard
Director of Development Services, Bryon Jeffers
City Clerk, Kelly Kloss
Assessment & Tax Department, City Assessor, Rod Risling

Emergency Services, Manager, Jack MacDonald
Recreation, Parks & Culture Manager, Harold Jeske

R.C.M.P., Superintendent, Jim Steele
Transit Manager, Kevin Joll
Financial Analyst, Mary Bovair
Controller, Dean Krejci

ABSENT:
Councillor J. Dawson



The Minutes of the Tuesday, January 13, 2004 Budget Meeting of Red Deer City Council were confirmed as transcribed on a motion by Councillor Pimm, seconded by Councillor Flewwelling.

MOTION CARRIED

Consideration was given to the 2004 Annual Budget Report submitted by Treasury Services with the business plans and budgets for the following departments being reviewed:

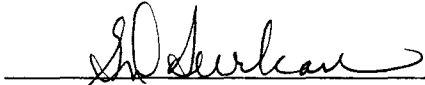
<u>Department</u>	<u>Budget Section</u>
Police	9
Transit	12
Rec, Parks and Culture	10

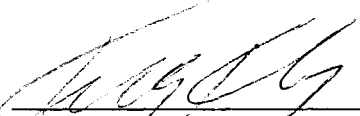
Council recessed for supper at 5:50 p.m. and reconvened at 7:15 p.m.

Council received for information a proposed resolution and a notice of motion regarding Collicutt Centre Fees and chose to defer these documents until the final budget debate on January 21, 2004.

The Wednesday, January 14, 2004 Budget Meeting of Red Deer City Council adjourned at 9:30p.m. on a motion by Councillor Hughes seconded by Councillor Pimm.

MOTION CARRIED


Mayor


City Clerk



MINUTES

of the Budget Meeting of RED DEER CITY COUNCIL
held on TUESDAY, JANUARY 13, 2004
in the Council Chambers of City Hall,
commenced at 4:40 p.m.

Present: Mayor G. Surkan
Councillor J. Dawson
Councillor M. Flewwelling
Councillor V. Higham
Councillor B. Hughes
Councillor D. Moffat
Councillor L. Pimm
Councillor D. Rowe
Councillor L. Watkinson-Zimmer

City Manager, Norbert Van Wyk
Director of Community Services, Colleen Jensen
Director of Corporate Services, Rodney Burkard
Director of Development Services, Bryon Jeffers
City Clerk, Kelly Kloss
Assessment & Tax Department, City Assessor, Rod Risling

Public Works Manager, Paul Goranson
Information Technology Services, Manager, Dan Newton
Personnel Manager, Grant Howell
Recreation, Parks & Culture Manager, Harold Jeske

City Planning Manager, Paul Meyette
City Planner, Johan van der Bank
Social Planning Manager, Barbara Jeffrey
Treasury Services Manager, Gary Mullin
Controller, Dean Krejci
Financial Analyst, Mary Bovair
Archivist, Michael Dawe
Director, Red Deer Library, Dean Fry
Hugh Lockhart, Manager, River Bend Golf Course
Tourism Red Deer, Laura Turner



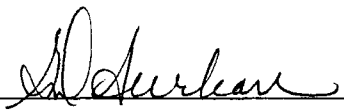
Consideration was given to the 2004 Annual Budget Report submitted by Treasury Services with the business plans and budgets for the following departments being reviewed:

<u>Department</u>	<u>Budget Section</u>
City Manager	25
Personnel	26
Community Services	7 & 8
Social Planning	11

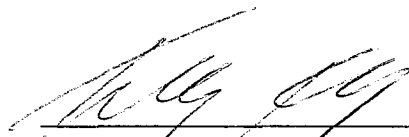
Council recessed for supper at 6:30 p.m. and reconvened at 7:30 p.m.

The Tuesday, January 13, 2004 Budget Meeting of Red Deer City Council adjourned at 10:05 p.m. on a motion by Councillor Higham, seconded by Councillor Dawson.

MOTION CARRIED



Mayor



City Clerk

Submissions

to

Council.

Original

2004 Operating Budget Requirements - Summary

	TOTALS	REQUIRED MONTHLY TAX INCREASE	% TAX INC. REQ'D
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SAMPLE HOME - 2003 Tax Year Assessment of \$143,700
55% of Red Deer homes are assessed at this value or lower

2003 MONTHLY RESIDENTIAL TAXES	MUNICIPAL ONLY	\$ 70.51	
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Additional taxes as a result of Market Value Growth		\$ 2.93	
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2004 BUDGET CHANGES

RANKED AS PART OF BASE	\$ 413,599	\$ 0.79	1.08%
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RANKED AS HIGH RISK	\$ 784,616	\$ 1.51	2.05%
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RANKED AS MEDIUM RISK	\$ 636,590	\$ 1.22	1.66%
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RANKED AS NOMINAL RISK	\$ 247,340	\$ 0.48	0.65%
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RANKED AS CORPORATE INITIATIVE	\$ 1,314,195	\$ 2.52	3.43%
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RANKED AS ONE TIME	\$ -	\$ -	0.00%
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OTHER ITEMS	\$ -	\$ -	0.00%
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GRAND TOTAL	\$ 3,396,340	\$ 6.51	8.86%
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2004 MONTHLY RESIDENTIAL TAXES	MUNICIPAL ONLY	\$ 79.95	
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2004 Operating Budget Requirements

I T E M #	R A N K	DEPT	LEGEND: B - Base H - High Risk	CI - Corporate Initiative M - Medium Risk N - Nominal Risk	TOTALS	REQUIRED MONTHLY MUNICIPAL TAX INCREASE	% TAX INC. REQ'D

			2004 BUDGET CHANGES RANKED AS PART OF BASE				
1	B	Com Svcs	RDC Contribution reduction as paid in full		(50,000)		
2	B	Com Svcs	River Bend Capital Improvements Reserve Transfer		50,000		
3	B	EL&P	Street & Traffic Lights Electricity decrease as result of distribution charge decrease		(34,400)		
4	B	Emerg.Svcs	Increased revenue - Ambulance Servs/Dispatch/Inspection fees/Rental, net of increased expenses		(59,553)		
5	B	Emerg.Svcs	Reversal of 2003 additional costs of hiring 5 new Fire Medics.		(34,773)		
6	B	Emerg.Svcs	Additional Staffing- Half year funding for Fire Medics (5 FTE) (5 new hires per year up to and including 2007)		206,618		
7	B	Eng. Svcs	Field Service Staff - relocation operating costs		28,200		
8	B	General	Additional Tax Revenue as a result of construction growth		(1,708,000)		
9	B	General	Additional Tax Revenue as a result of market value growth		(1,530,000)		
11	B	General	Salary & Benefits Increases - Provided for in collective agreements, etc.		1,845,500		
12	B	General	Salary & Benefit Increase - Full Year Funding of Prior Year New Positions		285,000		
13	B	General	Provision for salary revisions resulting from replacement of 20 year old CUPE Job Evaluation Program		0		
14	B	General	Downtown Revitalization Reserve Transfer increase/(decrease)		(40,000)		
15	B	General	City Utility Municipal Consent Fee and Support Cost increases.		(143,839)		
16	B	General	Reduction in Franchise Fee revenue from non-City utilities		75,000		
17	B	General	Reduction in transfer to taxation from the Water and Subdivision utilities - Debenture paid off.		107,792		
18	B	Police	Full year funding for 8 additional member (\$391,270) and RCMP Contract increase for 91 members (\$340,249)		731,519		
19	B	Public Wks	Winter Road Maintenance (Sanding, Plowing, Removal, etc.) - Based on Five Year Average		110,000		
20	B	RP&C	Lions's Campground Playground Equipment, Washer & Dryers		45,000		
21	B	RP&C	Admissions & Registration Fees increase		(26,928)		
22	B	RP&C	Trail Overlay for maintenance of trails.		20,000		
23	B	Transit	School District agreement - full year impact of 2003 agreement		63,141		
24	B	Various	CPI increase - Grants to Organizations and 2.8% on Materials & Supplies and Contracted Services		382,146		
25	B	Various	Fleet Equipment Expense Increases absorbed in base budget		79,150		
26	B	Various	Changes that are net of other adjustments		12,026		
			SUBTOTAL OF 'B'		\$ 413,599	\$ 0.79	1.08%

			2004 BUDGET CHANGES RANKED AS HIGH				
27	H	Asmt & Tax	Contract Fee Appraisal Expertise to Defend and Prevent Non-Residential Assessment Appeal Losses.		5,000		
28	H	Asmt & Tax	Staff Development and Succession Management Strategy to avoid hiring additional staff for the next three years		18,000		

2004 Operating Budget Requirements

I T E M #	R A N K	DEPT	LEGEND: B - Base H - High Risk CI - Corporate Initiative M - Medium Risk N - Nominal Risk	TOTALS	REQUIRED MONTHLY MUNICIPAL TAX INCREASE	% TAX INC. REQ'D

29	H	Asmt & Tax	Legal Fees - The assessment valuation methodology and process is challenged more regularly, requiring an increased reliance on legal council.	25,000		
30	H	Emerg. Svcs	Hazardous Materials Emerg. Response Training	10,000		
31	H	General	Insurance Cost Increase - Provision for 30% increase in costs.	135,000		
32	H	Insp. & Lic.	Additional Staffing - Inspections Supervisor (1.0 FTE) (full year funding-\$40,000)	29,000		
33	H	Insp. & Lic.	Additional Staffing- Site Inspector (6 mth funding - \$24,000, 9 mth funding - \$35,000, full year funding - \$47,000)	24,000		
34	H	Leg. & Admin.	Records Clerks (1.25 FTE, full year -\$45,171), Records Management Analyst (1.00 FTE, full year - \$52,884) could result in change in job classification for existing Records Information Officer	77,500		
35	H	Leg. & Admin.	Corporate Records Management Program - Electronic File Management software maintenance and ITS Support	25,000		
36	H	Eng. Svcs	Additional Staffing- Records Clerk Support Staff (1.0 FTE) (full year funding-\$40,800)	31,200		
37	H	Insp. & Lic.	Additional Staffing- Records Clerk Support Staff (1.0 FTE) (full year funding-\$30,400)	22,800		
38	H	Personnel	Relocation Expenses - funding required to attract employees.	10,000		
39	H	Personnel	Additional Staffing- Benefits & Payroll Administrator (from 0.8 to 1.0 FTE) (full year funding-\$12,000)	9,000		
40	H	Police	Additional Staffing- Special Constables (3.0 FTE) (full year funding-\$180,000)	171,850		
41	H	Police	Additional Staffing- Guards & Matrons (700 hrs) - required to cover increases in prisoner hours	14,516		
42	H	Police	Additional Staffing - Guards & Matrons - Additional Cell Security	50,000		
43	H	Public Wks	Street & Curb painting	20,000		
44	H	RP&C	Additional Staffing - Casual staffing for new wristband program	20,300		
45	H	RP&C	Additional Casual Staffing - Collicutt Centre waterslide attendants during peak usage.	10,100		
46	H	RP&C	Activity Centre operational funding for two new Community Associations	8,500		
47	H	RP&C	Activity Centre / Community Associations operating grant increase	33,750		
48	H	Transit	Under funded Personnel Expenses	9,300		
49	H	Various	Fleet Equipment Expense Increases - Over Base Budget	24,800		
			SUBTOTAL OF 'H'	\$ 784,616	\$ 1.51	2.05%

			SUBTOTAL - INCLUDING BASE & HIGH	\$ 1,198,215	\$ 2.30	3.13%
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			2004 BUDGET CHANGES RANKED AS MEDIUM			
50	M	Archives	Minor Equipment, Supplies & Training	10,800		
51	M	Asmt & Tax	Multiple Regression Analysis (MRA) - training on how to develop Valuation Model, departmental strategy to avoid additional staff	10,000		
	M	Asmt & Tax	Multiple Regression Analysis (MRA) - (see # 51 above) - moved to One Time	0		
53	M	Com Svcs	Cultural Groups Fee for Service - Special Event Funding	18,170		

2004 Operating Budget Requirements

I T E M #	R A N K	DEPT	LEGEND: B - Base H - High Risk CI - Corporate Initiative M - Medium Risk N - Nominal Risk	TOTALS	REQUIRED MONTHLY MUNICIPAL TAX INCREASE	% TAX INC. REQ'D

54	M	Com Svcs	Cultural Groups Fee for Service - General Funding	23,980		
55	M	Com Svcs	Additional hours for planning services (equivalent to 0.5 FTE) (full year funding \$39,900)	29,900		
56	M	Land & ED	Additional Staffing- Clerical Staff (0.5 FTE) (full year funding)	10,455		
57	M	Police	Additional Staffing- PIRS / CPIC Clerk (1.0 FTE) (full year \$47,818)	40,900		
58	M	Police	Additional Staffing- Watch Clerk (1.0 FTE) (full year funding \$47,818)	40,900		
59	M	Police	Building Maintenance	23,000		
60	M	Public Wks	Additional Staffing - Clerk Steno (0.5 FTE \$26, 205 subsidized by Utilities-full year funding)	10,593		
61	M	Public Wks	Spring clean up	50,000		
62	M	Public Wks	Street Sweeping	20,000		
63	M	RP&C	Subdivision Enhancement Program in older, established neighbourhoods.	17,000		
64	M	RP&C	Additional Staffing - Parks Labourer II (1.0 FTE) (full year \$57,600)	43,000		
65	M	RP&C	Additional Staffing - Marketing /Promotions Coordinator (1.0 FTE) (full year funding -\$54,700)	46,000		
66	M	RP&C	Additional Staffing- Culture Staff Programmer (0.5 FTE) (full year funding - \$27,200)	22,000		
67	M	RP&C	Culture Administration operating increase	6,400		
68	M	RP&C	City Participation in Centre Fest	10,000		
69	M	RP&C	Additional Staffing - Community Programmer (0.5 FTE for 9 mths) (full year funding - \$26,450)	20,000		
70	M	RP&C	Additional Staffing- morning cashier @ Rec/Dawe Pools (full year)	24,600		
71	M	RP&C	Funding for maintenance of new parks, and IMP top up	131,292		
72	M	Soc. Plan.	10th Bus Operating Expenses (full year funding - \$51,600)	17,200		
73	M	Soc. Plan.	Extend Dispatch hours from 20 to 35 & retain full driver staff during Summer	10,400		
			SUBTOTAL OF 'M'	\$ 636,590	\$ 1.22	1.66%

			SUBTOTAL - INCLUDING BASE, HIGH & MEDIUM	\$ 1,834,805	\$ 3.52	4.79%
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			2004 BUDGET CHANGES RANKED AS NOMINAL			
74	N	Archives	Additional Staffing- Archives Technician (0.5 FTE) (full year funding- \$22,081)	16,600		
75	N	Emerg.Svcs	Emergency Manager (Telus Notifications System)	15,700		
76	N	IT Svcs	Microsoft Premier Support Contract	18,540		
77	N	Public Wks	Downtown Snow Removal	150,000		
78	N	RP&C	Additional Staffing- Admin Clerk (from 0.5 to 1.0 FTE) (full year funding- \$16,680)	12,500		
79	N	Transit	Later Sunday / Holiday Service (Full year funding - \$53,500)	17,500		
80	N	Treasury	Additional Staffing - Switchboard (0.5 FTE) (full year funding-\$22,000)	16,500		

2004 Operating Budget Requirements

I T E M #	R A N K	DEPT	LEGEND: B - Base H - High Risk CI - Corporate Initiative M - Medium Risk N - Nominal Risk	TOTALS	REQUIRED MONTHLY MUNICIPAL TAX INCREASE	% TAX INC. REQ'D

			SUBTOTAL OF 'N'	\$ 247,340	\$ 0.48	0.65%
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			SUBTOTAL - INCLUDING BASE, HIGH, MEDIUM & NOMINAL	\$ 2,082,145	\$ 3.99	5.43%
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			2004 BUDGET CHANGES RANKED AS CORPORATE INITIATIVE			
81	CI	City Mgr	Additional Staffing - Web Services Support Position (1.0 FTE) (full year funding-\$56,000)	47,000		
82	CI	Emerg.Svcs	Injury Prevention Programs - Risk Watch	15,000		
10	B	General	Capital Reserve contribution - 1% to rebuild the City's Capital capacity. Year 3 of 8. - Applied to ES Fleet Financing	380,000		
83	CI	Emerg.Svcs	Fleet Financing - In addition to the 1% Capital Tax Levy	55,000		
84	CI	Eng. Svcs	Additional Staffing- Part Time Accounting Staff (500 hrs) (\$10,000 recovered from projects)	0		
85	CI	General	Tax Stabilization Reserve - Target draw is \$750,000 - Current draw is \$1,350,000	0		
86	CI	General	Subdivision Fund - Replacement of Investment Income	100,000		
87	CI	General	Cost of allowing credit card payments of city services except for taxes and land purchases, impact on utilities is \$35,000.	10,000		
88	CI	IT Svcs	Additional Staffing- GIS Technical Analyst (1.0 FTE) (full year funding - \$60,000) - continued roll-out of approved GIS strategy	35,000		
89	CI	Leg. & Admin.	Council Representation - at events, meetings or membership on a committee of a national and/or provincial association, i.e. FCM	10,000		
90	CI	Leg. & Admin.	Additional Staffing - Committee Secretarial Assistant - (15 hrs/week)	17,795		
91	CI	Leg. & Admin.	Census Workers - move from contract to City employees (\$3,500), cover projected population growth expenses (\$4,200)	7,700		
92	CI	Personnel	Competency Development Program	25,000		
93	CI	Personnel	Management Team Development	10,000		
94	CI	Personnel	Safety Promotion	18,000		
95	CI	Police	Red Light Camera Installations - Operating component required if Major Capital request approved.	24,700		
96	CI	Police	Crime Prevention Analysis - to deter criminal activity through environmental design	15,000		
97.1	CI	Police	RCMP Members (4 FTE) - Addition of 4 members to a total establishment of 95 members, as approved by Council Feb. 10, 2003. Funding will be drawn from the Tax Stabilization Reserve as required in 2004.	0		
97.2	CI	Police	RCMP Members (4 FTE) - Addition of 4 members to a total establishment of 99 members. Funding will be drawn from the Tax Stabilization Reserve as required in 2004.	0		
97.3	CI	Police	RCMP Members (4 FTE) - Addition of 8 members in 2005 to a total establishment of 107 members.	0		
98	CI	RP&C	Urban Forest Wildfire Mgmt Plan	25,000		
99	CI	RP&C	Infrastructure Maintenance - Parks Facilities & Maintenance and playground CSA upgrades.	45,000		
100	CI	RP&C	Security Service for City Rec, Parks & Culture Facilities	43,000		
101	CI	RP&C	Care for Adults - adult subsidy program	8,000		

2004 Operating Budget Requirements

I T E M #	R A N K	DEPT	LEGEND: B - Base H - High Risk	CI - Corporate Initiative M - Medium Risk N - Nominal Risk	TOTALS	REQUIRED MONTHLY MUNICIPAL TAX INCREASE	% TAX INC. REQ'D

102	CI	RP&C	Care for Families - augments Care for Kids subsidy program		10,000		
103	CI	RP&C	Infrastructure Maintenance - Rec & Culture Facilities		25,000		
104	CI	Transit	Terminal Security - Commissionaire Service		25,000		
105	CI	Transit	Additional Service to Neighborhoods/Service Areas (Full year funding - \$959,000)		363,000		
106	CI	Various	Debenture Payment - expired debenture payments		(75,000)		
107	CI	General	Debenture Payment - expired debenture payments applied to Capital Project Reserve		75,000		
			SUBTOTAL OF 'CI'		\$ 1,314,195	\$ 2.52	3.43%

			SUBTOTAL - INCLUDING B, H, M, N & CI		\$ 3,396,340	\$ 6.51	8.86%
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			2004 BUDGET CHANGES - ONE TIME				
52	OT	Asmt & Tax	Multiple Regression Analysis (MRA) - Property characteristic cleaning and development of Valuation Model (see # 51 above)		15,000		
108	OT	Com Svcs	Contract Resources		75,000		
109	OT	Com Svcs	RD Visitor & Convention Bureau - Establish administrative system		15,000		
110	OT	Com Svcs	Waskasoo Park Interpretive Master Plan Update & revision		25,000		
111	OT	Com Svcs	Riverbend Recreation Area Review		0		
112	OT	Corp. Svcs	Consulting Services - Identify & Analyze Risk Issues		25,000		
113	OT	Emerg.Svcs	Succession Plan Staff Increases		36,250		
114	OT	Eng. Svcs	Consulting Service - retention of technical expertise in legal disputes		15,000		
115	OT	Insp. & Lic.	Comprehensive Review of Permit Fees & Charges		10,000		
116	OT	Leg. & Admin.	Election Costs: increases in voting stations, ballot printing, and the upgrading of the ballot counting equipment & software.		58,846		
117	OT	Personnel	Strategic Corporate HR Plan		35,000		
118	OT	Personnel	CUPE Job Evaluation Program Implementation - Contractual		10,000		
119	OT	Police	Enhanced Policing - maintain visible presence & prevent escalation of disorderly conduct.		140,000		
120	OT	Public Wks	Public Awareness of Worker Safety		25,000		
121	OT	Public Wks	Department Organizational Review (\$50,000 with \$10,000 from existing budget and \$40,000 paid by utilities)		0		
122	OT	RP&C	RPC Program Fees & Charges review		6,000		
123	OT	RP&C	CLASS Leisure Programs 5.0 Upgrade - Staff Training		6,000		
124	OT	Treasury	Contract professional expertise to study and report on major areas needing review including: electronic banking, investment policy and strategy, development agreements and contract documents and processes, and infrastructure accounting and reporting.		75,000		
125	OT	General	Draw from Tax Stabilization Reserve to cover one time funding items		(1,151,724)		
126	OT	Com Svcs	Economic and Quality of Life Benefits Study		25,000		
127	OT	Leg. & Admin.	Election Outreach Initiatives		25,000		
128	OT	Various	Year End Carry Forwards		529,628		
			SUBTOTAL OF 'OT'		\$ -	\$ -	0.00%

Submitted to Council
January 27, 2004

CITY OF RED DEER
2004 BUDGET HANDOUT
EXPLANATION OF 'THE BUDGET'

It was asked during last weeks' review of business plans, that we provide an amount that would represent 'the budget' for 2004. There are a number of issues that need to be clarified to fully understand what is meant by 'the budget':

1. **Council has not yet approved a budget.** We have been working for the last few years to be much more transparent regarding what is included in the budget, and would not presume to pre-judge which items City Council will approve. To clarify, however, we can provide an amount assuming City Council approves all 125 submitted items.
2. **Operating or Capital** – The City's Capital Budget fluctuates considerably from year to year and relies on different sources of revenue than operating. We have assumed that what is meant by 'the budget' is the operating budget.
3. **Tax Supported versus the Entire Budget** – The City receives utility user fees that are about equal to the net tax revenue, involving the water, wastewater, solid waste, electric utilities. The City also operates the Parking Fund as a self supported Business Enterprise. So, 'the budget' can include all operating, or exclude utilities and business enterprises, focusing entirely on operations supported by property tax and non-utility user fees.
4. **School and Library Revenue** – The City receives \$65 million in tax revenue, but almost half is collection of amounts for requisitioning authorities like the schools and library. If we exclude that, tax revenue is about \$40 million. We have assumed that tax revenue should be net of school requisitions.
5. **Land Sale Revenue/Capital Transfers** – The province, Municipal Affairs, dictates the rules we must live by, including how we do much of our accounting. They require, for example, that land sales be recorded as operating revenues. But the associated costs to purchase and service land are recorded as capital expenditures. This means that land sale revenue is recorded as operating revenue and transferred to capital, skewing the expense numbers. We have no choice, but have excluded these on this analysis.
6. **Revenue versus Expense** – The Municipal Government Act requires the City to have a balanced budget, meaning that expenses must equal revenues. Given the complexities mentioned already, it seems more prudent to focus on the expense side of the equation. There are some complexities there, too.
7. **Power for Resale & Transmission Costs** – Until electrical de-regulation a few years back, the City purchased about \$25 million per year in energy and re-sold it to customers. When the City got out of the retail business and became a wire service provider this was replaced with \$4 to \$5 million in transmission costs assessed to the City by the Electrical System operator. These are similar to a businesses 'cost of goods sold' and any historical review of expenses should exclude power for resale. If not, expenditures will be misleading in the amount of tens of millions of dollars.

8. **Transfers (Grants) to Others** – The City provides **Tax Funded** grants to many organizations like the Airport Authority, Action Bus, Air show, Visitor and Convention Bureau, Normandeau Society, and Community Organizations, **FCSS grants** that are a 'flow through' item funded by the province, **Special Grants** to organizations like the Scott Tournament of Hearts, and lately, **Housing Grants** in the hundreds of thousands of dollars. These grants would need to be evaluated in detail to be able to compare apples to apples from a budget review perspective, something we haven't had the time to do. They have, therefore been separated from this analysis.
9. **Debt Principal and Depreciation** – Businesses use depreciation to recognize the cost of assets over their useful life, and use the resulting funds to either repay debt or build up funds to use to replace or renew that asset as it ages. Businesses record interest on debt as an expense, but NOT the principal payments. They are simply a cash flow item. These practices are nothing more than GAAP, or Generally Accepted Accounting Principles. However, the rules for municipalities are different. Municipal Affairs says we can't depreciate, but are to show debt principal as an expense. This is one of the most difficult things I had to adapt to when I joined the City. To complicate things even more, we have started to change our practices, recording depreciation in our utilities, but to meet municipal accounting rules, restating the amounts as transfers to reserves. Needless to say, debt principal and depreciation need to be isolated from other expenses to make valid comparisons over time.
10. **Transfers to Reserves and Capital** – These are entries used to help fund the operating budget and finance capital expenditures. They are not really expenses, and including them in a budget comparison allows expenses to be distorted
11. **Transfers to Operating** – These transfers are used to record financing such as the \$7 million in MCAF and ROR contributed to tax supported operations by the electric utility. When looking at the entire operating budget, these items net out to zero. If the focus is on parts of the operating budget, the distortion can be significant. For example, Treasury recovers about \$1.2 million in utility billing costs from the water, WW and Solid Waste utilities. Better to focus instead on actual expenditures.
12. **Other Reconciling Items** – Utility costs are unusual because a few years ago we purchased electricity from ourselves; now we purchase from Enmax. Materials and supplies have increased in 2004 partly because we now account from minor equipment as operating expenses; our offsetting transfer to capital has decreased.

As you can see, historical comparisons are difficult.

SO, WHAT'S LEFT? If amounts required by schools and the library are left in, the City appears to have a \$155 million budget. If they are excluded, but everything else remains, the budget drops to \$130 million. This is what has historically been reported as 'the budget' even though it includes items that are neither revenue or expense. If 'goods for resale' and transfers are excluded, though, the expense budget could be as low as \$94 million.

Attached is a graph showing a ten-year retrospective of these costs. If the 1994 expense budget of \$66 million had simply kept pace with population growth and inflation, it would total \$108 million instead of the \$94 million that it would be if Council approved all items.

Submitted to Council
January 21, 2004

THE CITY OF RED DEER
2004 BUDGET
EQUIPMENT REPLACEMENTS AND ACQUISITIONS

UNIT NUMBER	DESCRIPTION	SUBFLEET	PURCHASE YEAR	REPLACEMENT YEAR	REPLACEMENT COST	SALVAGE VALUE	NET REPLACEMENT
214	TRAILER RINK BOARD, 1989	PARKS FACILITIES	1989	2004	\$7,500	\$500	\$7,000
221	SANDER, 1989	ROADS	1989	2004	\$19,000	\$1	\$18,999
222	SANDER, 1989	ROADS	1989	2004	\$19,000	\$1	\$18,999
224	SANDER, 1989	ROADS	1989	2004	\$19,000	\$1	\$18,999
246	1/2 TON TRUCK, 1990	ROADS	1990	2004	\$250,000	\$2,500	\$247,500
290	1 TON TRUCK WELDER, 1991	GARAGE	1991	2004	\$42,000	\$2,000	\$40,000
300	SINGLE AXLE MAN LIFT, 1992	ELCTRC, LT & PWR	1992	2004	\$160,000	\$10,000	\$150,000
327	1 TON TRUCK, 1993	WTR/WSTWTR	1993	2004	\$42,000	\$2,000	\$40,000
331	1/2 TON TRUCK, 1993	STORES	1993	2004	\$27,000	\$1,500	\$25,500
336	TANDEM AXLE VACTOR TRUCK, 1	WTR/WSTWTR	1994	2004	\$285,000	\$20,000	\$265,000
339	S/A DIGGER TRUCK, 1993	ELCTRC, LT & PWR	1993	2004	\$200,000	\$10,000	\$190,000
343	BACKHOE RUBBER TIRE, 1994	WTR/WSTWTR	1994	2004	\$230,000	\$25,000	\$205,000
347	PAVER, 1994	ROADS	1994	2004	\$65,000	\$5,000	\$60,000
351	1 TON TRUCK, 1994	ELCTRC, LT & PWR	1994	2004	\$36,000	\$2,000	\$34,000
367	TANDEM TRUCK, 1996	WTR/WSTWTR	1995	2004	\$120,000	\$22,000	\$98,000
388	1 TON VAN, 1997	TRANSIT	1997	2004	\$40,000	\$2,000	\$38,000
399	SWEeper, 1997	ROADS	1997	2004	\$225,000	\$10,000	\$215,000
400	SWEeper, 1997	ROADS	1997	2004	\$225,000	\$10,000	\$215,000
402	SWEeper BROOM, 1997	PARKS MTCE.	1997	2004	\$6,500	\$500	\$6,000
404	ROTOTILLER 82	PARKS MTCE.	1997	2004	\$7,000	\$500	\$6,500
7135*	BUS, 1978	TRANSIT	1978	2004	\$200,000	\$2,000	\$198,000
7143*	BUS, 1980	TRANSIT	1980	2004	\$200,000	\$2,000	\$198,000
7148*	BUS, 1980	TRANSIT	1980	2004	\$200,000	\$2,000	\$198,000
Subtotal					\$2,625,000	\$131,503	\$2,493,497
New	FLAIL MOWER	PARKS MTCE.	2004	2004	\$6,600		\$6,600
New	MOWER 15'	PARKS MTCE.	2004	2004	\$92,000		\$92,000
New	1 TON TRUCK	PARKS MTCE.	2004	2004	\$33,000		\$33,000
New	ALL TERRAIN VEHICLE	PARKS MTCE.	2004	2004	\$11,000		\$11,000
New	WATER TRUCK	PARKS MTCE.	2004	2004	\$80,000		\$80,000
New	SKIDSTEER LOADER	PARKS MTCE.	2004	2004	\$38,000		\$38,000
New	MOWER TORO 4000-0	PARKS MTCE.	2004	2004	\$96,000		\$96,000
New	6FT SWEEPSTER BROOM	PARKS MTCE.	2004	2004	\$6,500		\$6,500
New	SMALL TRACTOR	PARKS FACILITIES	2004	2004	\$30,000		\$30,000
New	SANDER	ROADS	2004	2004	\$20,000		\$20,000
New	WALK BEHIND PAVEMENT MARKER	ROADS	2004	2004	\$20,000		\$20,000
New	1/4 TON TRUCK	WWTP	2004	2004	\$33,000		\$33,000
New	TRACTOR	PARKS MTCE.	2004	2004	\$60,000		\$60,000
New	TRACTOR	PARKS MTCE.	2004	2004	\$60,000		\$60,000
New	TRACTOR	PARKS MTCE.	2004	2004	\$60,000		\$60,000
New	TRACTOR	PARKS MTCE.	2004	2004	\$60,000		\$60,000
New	TRACTOR	PARKS MTCE.	2004	2004	\$60,000		\$60,000
New	TRACTOR	PARKS MTCE.	2004	2004	\$60,000		\$60,000
New	TRACTOR	PARKS MTCE.	2004	2004	\$60,000		\$60,000
New	TRACTOR	PARKS MTCE.	2004	2004	\$60,000		\$60,000
New	CAR	BYLAWS	2004	2004	\$30,000		\$30,000
New	CAR	BYLAWS	2004	2004	\$30,000		\$30,000
New**	BUS	TRANSIT	2005	2004	\$1,000		\$1,000
New**	BUS	TRANSIT	2005	2004	\$1,000		\$1,000
New**	BUS	TRANSIT	2005	2004	\$1,000		\$1,000
Subtotal					\$1,009,100		\$1,009,100

Total \$3,634,100 \$131,503 \$3,502,597

* Three bus refurbishments previously approved in 2003 budget for \$507,000 will be completed in 2004

** To be ordered in 2004 for receipt in 2005

**THE CITY OF RED DEER
2005 BUDGET
EQUIPMENT REPLACEMENTS AND ACQUISITIONS**

UNIT NUMBER	DESCRIPTION	SUBFLEET	PURCHASE YEAR	REPLACEMENT YEAR	REPLACEMENT COST	SALVAGE VALUE	NET REPLACEMENT
3	BOILER, 1974	ROADS	1974	2004	\$55,000	\$1,000	\$54,000
120	TANDEM TRUCK, 1988	ELCTRC, LT & PWR	1987	2005	\$130,000	\$25,000	\$105,000
127	TANDEM TRUCK, 1988	ELCTRC, LT & PWR	1988	2005	\$120,000	\$9,802	\$110,198
165	TANDEM PICKER TRUCK, 1989	WTR/WSTWTR	1989	2005	\$130,000	\$8,869	\$121,131
167	AIR COMPRESSOR, 1988	WTR/WSTWTR	1988	2004	\$30,000	\$3,363	\$26,637
205	1 TON TRUCK, 1989	GARAGE	1989	2004	\$45,000	\$2,500	\$42,500
240	SPRAYER ROLLER, 1990	PARKS MTCE.	1990	2004	\$6,000	\$100	\$5,900
258	1/2 TON TRUCK, 1990	WTR. TRTMNT. PLT.	1990	2004	\$27,000	\$1,500	\$25,500
260	LOADER TRACTOR, 1990	ROADS	1990	2005	\$165,000	\$20,000	\$145,000
267	TANDEM TRUCK, 1991	ROADS	1991	2005	\$120,000	\$20,000	\$100,000
283	SPRAYER ROLLER, 1991	PARKS MTCE.	1991	2004	\$6,000	\$500	\$5,500
287	3/4 TON TRUCK, 1991	WSTWTR TRT PLT	1991	2005	\$40,000	\$2,000	\$38,000
306	CAR 4 DOOR, 1992	ELCTRC, LT & PWR	1992	2004	\$20,000	\$1,000	\$19,000
330	1/2 TON TRUCK, 1993	PARKS MTCE.	1993	2004	\$27,000	\$1,500	\$25,500
333	1 TON VAN, 1993	ELCTRC, LT & PWR	1993	2004	\$50,000	\$5,000	\$45,000
341	ATV QUAD, 1993	WSTWTR TRT PLT	1993	2004	\$8,500	\$1,000	\$7,500
342	SANDBLASTER, 1994	WTR/WSTWTR	1994	2004	\$6,000	\$500	\$5,500
344	COMPACTOR, 1994	WTR/WSTWTR	1994	2004	\$18,000	\$2,000	\$16,000
345	HAMMER, 1994	WTR/WSTWTR	1994	2004	\$33,000	\$3,000	\$30,000
349	1/2 TON SMALL TRUCK, 1994	ROADS	1994	2004	\$25,000	\$1,500	\$23,500
350	1/2 TON SMALL TRUCK, 1994	WTR. TRTMNT. PLT.	1994	2004	\$25,000	\$1,500	\$23,500
352	1 TON TRUCK, 1994	ELCTRC, LT & PWR	1994	2004	\$36,000	\$2,000	\$34,000
353	ICE RESURFACER, 1994	PARKS MTCE	1994	2004	\$75,000	\$10,000	\$65,000
354	SPRAYER ROLLER, 1995	PARKS MTCE.	1995	2005	\$6,000	\$100	\$5,900
355	BACKHOE, 1995	WTR/WSTWTR	1995	2005	\$220,000	\$25,000	\$195,000
356	COMPACTOR, 1995	WTR/WSTWTR	1995	2005	\$18,000	\$2,000	\$16,000
358	1/2 TON TRUCK, 1995	ROADS	1995	2005	\$27,000	\$1,500	\$25,500
359	1/2 TON SMALL TRUCK, 1995	WSTWTR TRT PLT	1995	2005	\$25,000	\$1,500	\$23,500
360	1 TON TRUCK, 1995	ROADS	1995	2005	\$64,000	\$2,000	\$62,000
361	1/2 TON TRUCK 4X4, 1995	WTR. TRTMNT. PLT.	1995	2005	\$36,000	\$2,000	\$34,000
362	1 TON TRUCK, 1995	WTR/WSTWTR	1995	2005	\$42,000	\$0	\$42,000
363	3/4 TON TRUCK, 1995	ELCTRC, LT & PWR	1995	2005	\$33,000	\$2,000	\$31,000
365	1/2 TON TRUCK 4X4, 1995	ROADS	1995	2005	\$40,000	\$2,000	\$38,000
368	ICE RESURFACER, 1995	PARKS FACILITIES	1995	2005	\$11,000	\$2,000	\$9,000
393	SINGLE AXLE TRUCK, 1997	ROADS	1997	2005	\$100,000	\$15,000	\$85,000
394	TANDEM TRUCK, 1997	ROADS	1997	2005	\$120,000	\$22,000	\$98,000
440	TANDEM TRUCK, 1999	WTR/WSTWTR	1999	2005	\$120,000	\$20,000	\$100,000
5751	OFFICE on SKID, 1977	WTR/WSTWTR	1977	2004	\$11,000	\$500	\$10,500
5752	TRAILER OFFICE, 1977	WTR/WSTWTR	1977	2004	\$11,000	\$500	\$10,500
5779	TRAILER OFFICE, 1980	WTR/WSTWTR	1980	2005	\$11,000	\$500	\$10,500
5792	FORKLIFT, 1982	STORES	1982	2005	\$70,000	\$5,000	\$65,000
6251	TRAILER TENSION, 1978	ELCTRC, LT & PWR	1978	2004	\$56,000	\$5,000	\$51,000
				Subtotal	\$2,218,500	\$232,234	\$1,986,266
New	ASSORTED UNITS	ELCTRC, LT & PWR	2005	2005	\$ 70,000		\$70,000
New	1/2 TON TRUCK	PARKS FACILITIES	2005	2005	\$ 25,000		\$25,000
New	TANDEM AXLE TRUCK	ROADS	2005	2005	\$ 120,000		\$120,000
New	1 TON TRUCK	ROADS	2005	2005	\$ 33,000		\$33,000
New*	BUS	TRANSIT	2005	2005	\$ 400,000		\$400,000
New*	BUS	TRANSIT	2005	2005	\$ 400,000		\$400,000
New*	BUS	TRANSIT	2005	2005	\$ 400,000		\$400,000
				Subtotal	\$1,448,000		\$1,448,000

Total \$3,666,500 \$232,234 \$3,434,266

* Purchase approved in 2004

**THE CITY OF RED DEER
2006 BUDGET
EQUIPMENT REPLACEMENTS AND ACQUISITIONS**

UNIT NUMBER	DESCRIPTION	SUBFLEET	PURCHASE YEAR	REPLACEMENT YEAR	REPLACEMENT COST	SALVAGE VALUE	NET REPLACEMENT
1	BOILER, 1976	ROADS	1976	2006	\$55,000	\$1,000	\$54,000
97	TRACTOR FOR BLOWER 98, 1986	ROADS	1986	2006	\$250,000	\$20,000	\$230,000
98	SNOW BLOWER, 1986	ROADS	1986	2006	\$1	\$1	\$0
104	ROLLER, 1986	WTR/WSTWTR	1986	2006	\$70,000	\$5,000	\$65,000
163	SINGLE AXLE TRUCK, 1989	PARKS MTCE.	1989	2006	\$100,000	\$3,000	\$97,000
292	LOADER TRACTOR, 1991	PARKS MTCE.	1991	2006	\$27,000	\$4,000	\$23,000
293	PORTABLE GENSET, 1991	WTR/WSTWTR	1991	2006	\$25,500	\$1,000	\$24,500
370	GRADER, 1996	ROADS	1996	2006	\$240,000	\$25,000	\$215,000
374	SKID STEER, 1996	PARKS MTCE.	1996	2006	\$40,000	\$5,000	\$35,000
376	POTHOLE PATCHER, 1996	ROADS	1996	2006	\$10,000	\$500	\$9,500
377	ICE RESURFACER, 1997	PARKS FACILITIES	1997	2006	\$11,000	\$500	\$10,500
378	1/2 TON SMALL TRUCK, 1996	PARKS FACILITIES	1996	2006	\$25,000	\$1,000	\$24,000
379	1/2 TON SMALL TRUCK, 1996	FLT03	1996	2006	\$25,000	\$1,000	\$24,000
380	1/2 TON TRUCK, 1997	ELCTRC, LT & PWR	1997	2006	\$30,000	\$1,000	\$29,000
382	3/4 TON TRUCK, 1997	WTR/WSTWTR	1997	2006	\$45,000	\$2,000	\$43,000
383	1 TON TRUCK, 1997	PARKS MTCE.	1997	2006	\$42,000	\$2,000	\$40,000
384	1 TON TRUCK, 1997	PARKS MTCE.	1997	2006	\$42,000	\$2,000	\$40,000
386	3/4 TON CARGO VAN, 1997	FLT05	1997	2006	\$37,000	\$1,000	\$36,000
387	LOADER TRACTOR, 1996	WTR/WSTWTR	1996	2006	\$165,000	\$15,000	\$150,000
389	1 TON TRUCK, 1997	ROADS	1997	2006	\$47,000	\$2,000	\$45,000
395	ICE RESURFACER, 1996	PARKS MTCE	1996	2006	\$75,000	\$10,000	\$65,000
396	SANDER, 1996	ROADS	1996	2006	\$19,000	\$500	\$18,500
397	SANDER, 1996	ROADS	1996	2006	\$19,000	\$500	\$18,500
409	SINGLE AXLE TRUCK, 1998	ROADS	1997	2006	\$110,000	\$15,000	\$95,000
466	SWEEPER, 1999	ROADS	1999	2006	\$225,000	\$10,000	\$215,000
566	CROSS WALK CURB PAINTER, 20	ROADS	2001	2006	\$10,000	\$500	\$9,500
				Subtotal	\$1,744,501	\$128,501	\$1,616,000
New	ASSORTED UNITS	ELCTRC, LT & PWR	2006	2006	\$70,000		\$70,000
New	ROLLER SPRAYER	PARKS MTCE.	2006	2006	\$4,000		\$4,000
New	SANDER	ROADS	2006	2006	\$21,000		\$21,000
New	1 TON TRUCK	ROADS	2006	2006	\$33,000		\$33,000
New	1/2 TON TRUCK	ROADS	2006	2006	\$25,000		\$25,000
New*	BUS	ROADS	2007	2006	\$1,000		\$1,000
New*	BUS	ROADS	2007	2006	\$1,000		\$1,000
				Subtotal	\$155,000		\$155,000

Total \$1,899,501 \$128,501 \$1,771,000

* To be ordered in 2006 for receipt in 2007

**THE CITY OF RED DEER
2007 BUDGET
EQUIPMENT REPLACEMENTS AND ACQUISITIONS**

UNIT NUMBER	DESCRIPTION	SUBFLEET	PURCHASE YEAR	REPLACEMENT YEAR	REPLACEMENT COST	SALVAGE VALUE	NET REPLACEMENT
318	TANDEM BUCKET TRUCK, 1992	ELCTRC, LT & PWR	1992	2007	\$300,000	\$20,000	\$280,000
381	1/2 TON TRUCK 4X4 1997	ELCTRC, LT & PWR	1997	2007	\$36,000	\$1,000	\$35,000
385	1 TON TRUCK, 1997	PARKS FACILITIES	1997	2007	\$57,000	\$2,000	\$55,000
403	SEEDER 8', 1997	PARKS MTCE.	1997	2007	\$7,000	\$500	\$6,500
405	MOWER GROUNDSMASTER, 1997?W	PARKS MTCE.	1997	2007	\$57,000	\$5,000	\$52,000
406	ICE RESURFACER, 1997	PARKS FACILITIES	1997	2007	\$11,000	\$500	\$10,500
407	MOWER FLAIL, 1997	PARKS MTCE.	1997	2007	\$7,500	\$500	\$7,000
408	MOWER FLAIL, 1997	PARKS MTCE.	1997	2007	\$7,500	\$500	\$7,000
410	1/2 TON TRUCK, 1997	ELCTRC, LT & PWR	1997	2007	\$27,000	\$1,000	\$26,000
411	1/2 TON TRUCK 4 X 4, 1997	ROADS	1997	2007	\$36,000	\$2,000	\$34,000
413	1 TON 4 X 4 TRUCK, 1997	ELCTRC, LT & PWR	1997	2007	\$54,000	\$2,000	\$52,000
421	SIDEWALK GRINDER, 1996	ROADS	1996	2007	\$10,000	\$1,000	\$9,000
422	PRESSURE WASHER, 1996	ROADS	1996	2007	\$3,000	\$500	\$2,500
425	SANDER, 1997	ROADS	1997	2007	\$19,000	\$1,500	\$17,500
426	SANDER, 1997	ROADS	1997	2007	\$19,000	\$1,500	\$17,500
467	TANDEM TRUCK, 2000	ROADS	2000	2007	\$120,000	\$22,000	\$98,000
468	TANDEM TRUCK, 2000	ROADS	2000	2007	\$120,000	\$22,000	\$98,000
475	SINGLE AXLE TRUCK, 2000	ROADS	2000	2007	\$110,000	\$1,900	\$108,100
495	SWEEPER BROOM, 2000	PARKS MTCE.	2000	2007	\$6,500	\$500	\$6,000
181	BUS, 1989	TRANSIT	2007	2007	\$160,000	\$2,000	\$158,000
182	BUS, 1989	TRANSIT	2007	2007	\$160,000	\$2,000	\$158,000
Subtotal					\$1,327,500	\$89,900	\$1,237,600
New	ASSORTED UNITS	ELCTRC, LT & PWR	2007	2007	\$70,000		\$70,000
New	1 TON TRUCK	PARKS MTCE.	2007	2007	\$33,000		\$33,000
New	ICE RESURFACER	PARKS FACILITIES	2007	2007	\$75,000		\$75,000
New*	BUS	TRANSIT	2007	2007	\$400,000		\$400,000
New*	BUS	TRANSIT	2007	2007	\$400,000		\$400,000
Subtotal					\$978,000		\$978,000

Total \$2,305,500 \$89,900 \$2,215,600

* Purchase approved in 2006

**THE CITY OF RED DEER
2008 BUDGET
EQUIPMENT REPLACEMENTS AND ACQUISITIONS**

UNIT NUMBER	DESCRIPTION	SUBFLEET	PURCHASE YEAR	REPLACEMENT YEAR	REPLACEMENT COST	SALVAGE VALUE	NET REPLACEMENT
252	BUS, 1989	TRANSIT	1989	2008	\$160,000	\$2,000	\$158,000
253	BUS, 1989	TRANSIT	1989	2008	\$160,000	\$2,000	\$158,000
423	SINGLE AXLE BUCKET, 1998	PARKS MTCE.	1998	2008	\$170,000	\$20,000	\$150,000
427	ICE RESURFACER, 1998	PARKS FACILITIES	1998	2008	\$11,000	\$500	\$10,500
429	ROTOTILLER, 1998	PARKS MTCE.	1998	2008	\$7,000	\$500	\$6,500
430	1/2 TON TRUCK, 1998	WSTWTR TRT PLT	1998	2008	\$27,000	\$1,000	\$26,000
431	SINGLE AXLE TRUCK, 1999	PARKS MTCE.	1999	2008	\$100,000	\$2,000	\$98,000
432	MOWER GROUNDSMASTER, 1998	PARKS MTCE.	1998	2008	\$35,000	\$4,000	\$31,000
433	MOWER GROUNDSMASTER, 1998	PARKS MTCE.	1998	2008	\$47,000	\$4,000	\$43,000
434	1 TON TRUCK, 1999	WTR/WSTWTR	1999	2008	\$42,000	\$2,000	\$40,000
435	1 TON TRUCK, 1999	PARKS MTCE.	1999	2008	\$42,000	\$2,000	\$40,000
436	1 TON TRUCK, 1999	PARKS MTCE.	1999	2008	\$42,000	\$2,000	\$40,000
437	1 TON TRUCK, 1999	PARKS MTCE.	1999	2008	\$42,000	\$2,000	\$40,000
438	1 TON TRUCK, 1999	PARKS MTCE.	1999	2008	\$42,000	\$2,000	\$40,000
442	1 TON VAN, 1998	ELCTRC, LT & PWR	1998	2008	\$72,000	\$5,000	\$67,000
536	SWEEPER, 2001	ROADS	2001	2008	\$225,000	\$26,869	\$198,131
558	SINGLE AXLE TRUCK, 2002	ROADS	2002	2008	\$145,000	\$17,500	\$127,500
559	SINGLE AXLE TRUCK, 2002	ROADS	2002	2008	\$145,000	\$5,000	\$140,000
560	TANDEM AXLE TRUCK, 2002	WTR/WSTWTR	2002	2008	\$120,000	\$48,500	\$71,500
				Subtotal	\$1,634,000	\$148,869	\$1,485,131
New	ASSORTED UNITS	ELCTRC, LT & PWR	2008	2008	\$ 70,000		\$70,000
New	MOWER 15'	PARKS MTCE.	2008	2008	\$ 96,000		\$96,000
New	1 TON VAN	TRANSIT	2008	2008	\$ 45,000		\$45,000
				Subtotal	\$211,000		\$211,000

Total \$1,845,000 \$148,869 \$1,696,131

PROGRAM: Garage Operations
DEPARTMENT: Public Works
DIVISION: Developmental Services

Submitted to Council
January 21, 2004

THE CITY OF RED DEER 2004 - 2013 BUDGETS
TEN YEAR INFRASTRUCTURE MAINTENANCE COST DETAIL
(In Thousands of \$)

SCENARIO 1: NO MAJOR RENOVATIONS OR NEW BUILDING

PROGRAM:

DEPARTMENT: PUBLIC WORKS - ADMINISTRATION BUILDING

DIVISION:

CD	INFRASTRUCTURE DESCRIPTION	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
	Repair Immediate Deficiencies Identified by Arch	101.0									
	Replace Parking Meter Trailer Ceiling	5.0									
	Replace Administration Roof Top A/C Unit	5.0									
	Replace West OH Doors & Scale House Window	13.8									
	Replace Signage Office Forced Air Heater	1.5									
	Repalce Workshop Heater & Repair Compressor		2.2								
	Replace S&N OH Doors		6.3								
	Insulate North Wall		14.0								
	Paint West Interior Building		6.0								
	Renovate Parking Meter Roof & Interior		10.0								
	Build Hazardous Waste Storage Facility & Repair Fencing		9.5								
	Pave & Overlay Parking Lot		55.0								
	Replace Locker Room Exhaust			2.0							
	Replace Wood Windows & Mandoors			11.0							
	Paint East Interior Building			13.0							
	Reshingle & Resheath Sand Salt Shed Roof			20.0							
	Build Propane Storage Dock / Compound				3.0						
	Replace South OH Door				2.5						
	Replace Flooring Lunch Room/Locker Area				10.0						
	Replace Shop Air Make-up Unit				10.0						
	Replace East Side North OH Door				2.5						
	Repair Damaged BlockWalls				10.0						
	Paint Exterior Building				20.0						
	Replace Administration Office Roof (inc Strammit)					125.0					
	Rebuild Paint Room Make-up Air Unit						5.0				
	Replace Signage Offices Forced Air Furnace						2.0				
	Replace North Side Exterior Doors						8.0				
	Replace Flooring Scale House						1.5				
	Purchase New Vehicle Storage Tent							250.0			
	Replace Shop Overhead Forced Air Heater								2.0		
	Replace Wahbay Equipment								8.0		
	Replace East and West Mandoors								4.0		
	Replace Flooring Signage Offices								4.0		
	Replace Portable TentTent Infared Heaters								17.0		
	Replace Admin Air Furnace & Air Conditioning Unit									15.0	
	PAGE TOTALS	\$126.3	\$103.0	\$46.0	\$58.0	\$125.0	\$16.5	\$250.0	\$35.0	\$15.0	\$0.0

TEN YEAR TOTAL **\$775**

THE CITY OF RED DEER 2004 - 2013 BUDGETS
TEN YEAR INFRASTRUCTURE MAINTENANCE COST DETAIL
(In Thousands of \$)
SCENARIO 2: MAJOR RENOVATIONS

PROGRAM:**DEPARTMENT: PUBLIC WORKS - ADMINISTRATION BUILDING****DIVISION:**

CD	INFRASTRUCTURE DESCRIPTION	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
	Repair Immediate Deficiencies Identified by Arch	101.0									
	Replace Parking Meter Trailer Ceiling	5.0									
	Replace Administration Roof Top A/C Unit	5.0									
	Replace West OH Doors & Scale House Window	13.8									
	Replace Signage Office Forced Air Heater	1.5									
	Replace Workshop Heater & Repair Compressor		2.2								
	Build Hazardous Waste Storage Facility & Repair Fence		9.5								
	Pave & Overlay Parking Lot		55.0								
	Reshingle & Resheath Sand Salt Shed Roof			20.0							
	Build Propane Storage Dock / Compound				3.0						
	Replace North Side Exterior Doors						8.0				
	Replace Flooring Scale House						1.5				
	Replace Portable Tent Tent Infared Heaters								17.0		
PAGE TOTALS		\$126.3	\$66.7	\$20.0	\$3.0	\$0.0	\$9.5	\$0.0	\$17.0	\$0.0	\$0.0

TEN YEAR TOTAL **\$242**

THE CITY OF RED DEER 2004 - 2013 BUDGETS
TEN YEAR INFRASTRUCTURE MAINTENANCE COST DETAIL
(In Thousands of \$)
SCENARIO 3: RELOCATE AND BUILD NEW

PROGRAM:**DEPARTMENT: PUBLIC WORKS - ADMINISTRATION BUILDING****DIVISION:**

CD	INFRASTRUCTURE DESCRIPTION	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
	Repair Immediate Deficiencies Identified by Arch	101.0									
	Replace Parking Meter Trailer Ceiling	5.0									
	Replace Administration Roof Top A/C Unit	5.0									
	Replace West OH Doors & Scale House Window	13.8									
	Replace Signage Office Forced Air Heater	1.5									
	Replace Portable TentTent Infared Heaters								17.0		
PAGE TOTALS		\$126.3	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$17.0	\$0.0	\$0.0

TEN YEAR TOTAL **\$143**



Legislative & Administrative Services

DATE: January 20, 2004
TO: City Council
FROM: Legislative & Administrative Services Manager
SUBJECT: Councillor Larry Pimm – Proposed Resolutions:
Collicutt Centre Monthly Family Pass and
Collicutt Centre Fee Increase Deferral

At the January 14, 2004 Council Budget Meeting, two resolutions regarding the Collicutt Centre were introduced by Councillor Pimm. The consensus at that meeting was that these resolutions be discussed at the January 21, 2004 Council Budget Meeting. The motions are scheduled for 7:15 p.m.

This office has advised the Chamber of Commerce, Fitness Operators and other members of the public that have provided feedback to the City regarding the rates, when this discussion will occur.

For Council's reference, attached is information from City Administration regarding the proposed motions.

Kelly Kloss
Manager

/attach.

c City Manager
Directors
Treasury Services Manager
Mary Bovair, Financial Analyst
Red Deer Chamber of Commerce
Fitness Centre Operators

Attachment

Collicutt Centre Monthly Family Pass

"Resolved that the family rate for a monthly pass (Collicutt Card) be calculated so that the fee is equal to five times the family single use fee."

Rationale

Monthly passes for adults, youth and children are uniformly calculated so that the monthly fee is equal to five times the single use fee. Currently, family passes are treated differently resulting in the monthly family pass requiring more than five visits to "break even" when compared to paying single use admissions.

Example: A family of two adults, one youth, and one child would pay \$96.00 for a monthly pass. This is equal to 6.2 times the single admission price of \$15.50.

Collicutt Centre Fee Increase Deferral

"Resolved that the Collicutt Centre fee increase scheduled for March, 2004 be deferred to September 1, 2004."

Rationale

Reduction in level of service in the fitness programming combined with increased cost for the Collicutt Card have resulted in significant decline in pass sales which speaks both to financial sustainability and the ability of the Collicutt Centre to serve as broad a spectrum of the community as possible. Another increase so soon on the heels of the previous one is not advisable.

Date: January 19, 2004

To: Kelly Kloss, Legislative and Administrative Services Manager

From: Harold Jeske, Recreation, Parks & Culture Manager
Kay Kenny, Collicutt Centre Superintendent

SUBJECT: Collicutt Centre Fees

PURPOSE: To provide information for Council in reference to two notices of motion as proposed by Councillor Larry Pimm during 2004 Budget and Business Plan discussions.

BACKGROUND: A *Council Resolution of July 14, 2003*, approved inclusion of a recommendation in reference to the Collicutt Centre Fitness and Wellness Studio as an Addendum to the 2003 Recreation, Parks & Culture Business Plan. (*Attachment 1*)

Item #5 in the recommendation states that the City will “*maintain open channels of communication with the local fitness club operators (for profit, not for profit, institutional and public) to review service levels and fees, through the hosting of annual meetings, or more frequently as required.*”

The Collicutt Centre fees and charges were reviewed as part of the Recreation, Parks & Culture Department review during the 2004 Department Business Planning process and presented to Council on July 14, 2003. The parameters of the department’s operating philosophy and mandate guide the overall review whereby changes in one Business Unit may affect the operation of other Business Units. Consistency in application of the fees and charges needs to be maintained.

CURRENT ISSUE: Since the proposed resolutions refer to changes in fees at the Collicutt Centre, the fitness club operators have been given an opportunity to attend a Council meeting on January 21, 2004 at 7:15 p.m. to present information and enter into a discussion with City Council.

This report will provide relevant information to City Council to assist with this discussion. A number of attachments have been provided for reference as follows:

Attachment 2: 2004 Recreation, Parks & Culture Department Fees & Charges Rate Proposals – Collicutt Centre Admissions and Passes (With GST and Without GST)

Attachment 3: Collicutt Centre Family Fees Comparison to Other Similar Facilities in

Attachment 4: 2002/2003 Comparison of Fitness Attendance
Attachment 5: 2002/2003 Comparison of Number of Pass Transactions by Age Category
Attachment 6: 2002/2003 Comparison of Number of Active Passes
Attachment 7: 2002/2003 Comparison of Pass Sales Only
Attachment 8: 2002/2003 Comparison of Drop-in Admission Sales Only
Attachment 9: 2002/2003 Comparison of Combined Total Pass & Drop-in Admissions Sales

NOTICE OF MOTION submitted by Councillor Larry Pimm on January 14, 2004:

Be it resolved that the family rate for a monthly pass (Collicutt Card) be calculated so that the fee is equal to five times the family single use fee.

Rationale: Monthly passes for adults, youth and children are uniformly calculated so that the monthly fee is equal to five times the single use fee. Currently, family passes are treated differently resulting in the monthly family pass requiring more than five visits to "break even" when compared to paying single use admissions.

Example: A family of two adults, one youth and one child would pay \$96.00 for a monthly pass. This is equal to 6.2 x the single admission price of \$15.50.

IMPACT: There have been a number of complaints from families regarding the significant rate increases for the family package. The youth rates are higher due to the split off of the 13 to 17 age grouping from the child rate. (See *Attachment 2*) This resulted in 2700 fewer child/youth monthly passes being purchased in 2003. (See *Attachment 5*) This same attachment demonstrates a reduction in the number of monthly Family Package passes purchased of 6,664 in 2003 as compared to 2002.

The Recreation, Parks & Culture Department definition of a family is as follows:
"Consists of up to two adults and their children/youths including high school students that are living in the same residence. Proof of legal guardianship may be required."
This would apply to the new single FAMILY category for monthly cards. Since there are a number of family groupings for which this change might constitute a fee increase, it is recommended that the Family Package rates currently in effect should also be retained thus allowing a choice of application. (See *Attachment 3*)

NOTICE OF MOTION submitted by Councillor Larry Pimm on January 14, 2004:
Be it resolved that the fee increase scheduled for March, 2004 be deferred to September 1, 2004.

Reduction in level of service in the fitness programming combined with increased cost for the Collicutt Card have resulted in significant decline in pass sales which speaks both to financial sustainability and the ability of the Collicutt Centre to serve as broad a spectrum of the community as possible. Another increase so soon on the heels of the previous one is not advisable.


IMPACT: Fitness Attendance numbers have decreased by 6,299 when comparing between 2002 and 2003. (See *Attachment 4*) In addition, the combined total of Pass and Drop-in Admission Sales comparison between 2002 and 2003 indicates a drop in number of transactions of 541 and revenue of \$13,473. This would indicate that the increase in fees did not compensate for the reduced number of patrons to maintain an equal amount of revenue. (see *Attachment 9*)

It would be unusual to apply two fee increases in one year and expect not to have a backlash from potential patrons. The increase proposed for March 1, 2004 could further reduce numbers of patrons and revenue.

The 2004 Collicutt Centre budget does not take into consideration the proposed fee increase for March 1, 2004 as Administration projects that overall revenues would remain at the 2003 level.

There should not be a negative impact on the other recreation facilities with the introduction on January 1, 2004 of revenue sharing through use of the Collicutt (Plus) Card at the Recreation and G.H. Dawe Centres. Should this change in fees be approved for the Collicutt Centre, Administration would need to adjust the admission and pass fees at the other recreation facilities to maintain the consistency in ratios and service levels. Admission and pass fees for all pools and arenas would take effect at the same time.


Harold Jeske


Kay Kenny



Council Decision – July 14, 2003

Legislative & Administrative Services

DATE: July 15, 2003

TO: Harold Jeske, Recreation, Parks & Culture Manager
Kay Kenny, Collicutt Centre Superintendent

FROM: Kelly Kloss, Manager

SUBJECT: Collicutt Centre Fitness and Wellness Studio

Reference Report:

Recreation, Parks & Culture Manager & Collicutt Centre Superintendent, dated July 7, 2003.


Resolutions:

"Resolved that Council of the City of Red Deer, having considered the report from the Recreation, Parks & Culture Manager and Collicutt Centre Superintendent, dated July 7, 2003, re: Collicutt Centre Fitness and Wellness Studio, hereby approves the recommendation of the July 7, 2003 report as an Addendum to the 2003 Recreation, Parks & Culture Business Plan."

Report Back to Council: No

Comments/Further Action:

I have advised the Red Deer Chamber of Commerce and the Fitness Owners of Council's decision.



Kelly Kloss
Manager
/chk

c Community Services Director

COUNCIL RESOLUTION APPROVED JULY 14, 2003 RE: COLLICUTT CENTRE

That Council approve the recommendation of this report as an Addendum to the 2003 Recreation, Parks & Culture Business Plan with the following Administrative Actions specifically for the Collicutt Centre, as outlined in Alternative 3, to be implemented commencing September 1, 2003:

1. Change the service levels to:
 - Maintain the existing physical layout, size of the Fitness & Wellness Studio, number of pieces of equipment and fitness stations, with no planned expansion of net space/equipment in the foreseeable future.
 - Reduce programs to the basic service level for all age groupings as defined by City Administration in the ***Proposed Structure and Services (Attachment "E")***, keeping the Collicutt Smart Key Program, and the Health & Fitness Assessment and Program Design for new users, including the five key components as identified.
 - Discontinue the Health & Fitness Assessment Plus along with the Personal Training Programs and Packages currently being offered.
2. Change the fees to implement the proposed ***September 2003 Admission Fees (Attachment "F")***, and include the proposed increases for 2004 in the 2004 Business Plan. Further, discussion will occur regarding the adult rates for the 2005 Business Plan, in conjunction with the overall Recreation, Parks & Culture Department Fees & Charges review.
3. Review the personnel requirements for Fitness and Wellness Studio staff as positions become vacant to ensure that qualification and remuneration rates continue to be appropriate for staff recruitment.
4. Promote the facility in accordance with the ***Collicutt Centre Promotions Summary (Attachment "G")***:
 - Primarily through the seasonal Community Services Activity Guide, with the focus being programs.
 - The entire facility as required to meet the existing contractual agreements with tenants of the Collicutt Centre and the Big 105 radio station.
 - Additional promotion to provide public awareness of significant changes in service levels, fees or recommendations of Council.
 - Additional promotion to communities and groups outside of Red Deer who may want to access the Collicutt Centre for tournaments or other functions.
5. Maintain open channels of communication with the local fitness club operators (for profit, not for profit, institutional and public) to review service levels and fees, through the hosting of annual meetings, or more frequently as required.
6. Explore the need for City support for Care for Kids/Family Programs to be brought forward in the 2004 Business Planning process.

**Collicutt Centre Fitness & Wellness Studio
Proposed Structure and Services**

June 19, 2003

Description of Existing Facility	
Size	<ul style="list-style-type: none"> • 4006 Square Feet - 2325 on Main Floor 1681 on Upper Floor • 508 square feet - Spin Bike Area
Equipment	<p>Technogym™ was selected as the equipment supplier of the Collicutt Centre for its wellness orientated equipment and service capabilities. Technogym also offered The City an opportunity to act as a beta site to promote and test the equipment. Will maintain same number of units of similar quality and standard.</p> <p>**1 unit = 1 piece of equipment ie. Bench chest press etc.</p> <ul style="list-style-type: none"> • 21 units of cardiovascular equipment such as; Treadmills, Cross Trainers, Stationary Bikes etc. • 27 units of Strength equipment; 18 units of Technogym selectorized strength equipment (9 Computerized), 9 free weight machines. <p>TOTAL UNITS = 48</p> <p>Selectorized strength equipment was selected to cater to a market that consists of new exercisers, mainly youth and older adults</p> <ul style="list-style-type: none"> • 10 units - Keiser bikes for spin classes

Provision of Basic Service: “Entry level” programs, activities or services to provide effective and appropriate exercises in order to meet the needs of apparently healthy participants, provide weight room monitoring and equipment orientation, and lead introductory resistance training programs.

Fees Charged

These services are included with all Collicutt card and daily drop-in admissions.

Standard Admission Entitlement

- New Users Orientation:
 - Administer PAR Q, and Med-X (if necessary)
 - Sign a waiver form
 - Explain facility use and procedures
 - Demonstrate proper and safe equipment use and technique
- Review proper and safe equipment use and technique as required
- Participate in drop-in fitness classes
- Ask questions of facility staff relating to a healthy, active lifestyle:
 - Suggesting safe guidelines to implement such concepts as fitness, health, physical activity, active living and exercise (i.e., Do I need to exercise three times a week for benefits to begin?)
 - Defining, explaining benefits of physical activity and risks associated with inactivity (i.e., coronary heart disease, type II diabetes, osteoporosis, hypertension)
- Referral to the respective fitness centers and/or appropriate programs offered throughout the city.

Extra Fees Required

Registered Programs

The program assessment and design component will follow the standards and guidelines of the Alberta Fitness Leaders Certification Association (AFLCA) Resistance Training Course Material, “Effective Strength Training” by Douglas Brooks. In addition to Canada’s Food Guide to Healthy Eating, Canada’s Physical Guide to Healthy Active Living, and the Par-Q, these will guide our leaders in the development of specific programs for individuals or groups, addressing the five key components of health-related fitness as follows:

- Cardio-respiratory endurance
- Body composition
- Flexibility
- Muscular strength
- Muscular endurance

AFLCA sanctions fitness leaders to be certified in one or more of the following areas: resistance training, group exercise, aquatic exercise and/or fitness for the older adult. Programs will be limited to the following:

\$52.50 for 1.5 hour session	<ul style="list-style-type: none"> • Health & Fitness Assessment & Program Design –Beginner
\$89.00 for 12 week program	<ul style="list-style-type: none"> • Technogym Smartkey Programs™ - beginner
Fees vary as follows:	<ul style="list-style-type: none"> • Other programs that fit within the definition of “Basic Service or Entry Level” such as, but not limited to:
\$49.22 for 8 sessions	<ul style="list-style-type: none"> - Body Sculpting-Beginner
\$37.45 for 8 sessions	<ul style="list-style-type: none"> - Kickboxing
\$53.50 for 16 sessions	<ul style="list-style-type: none"> - Mom & Baby Stroller Workout
\$73.83 for 16 sessions	<ul style="list-style-type: none"> - Power Pacing Classes –Beginner to Intermediate
\$86.67 for 16 sessions	<ul style="list-style-type: none"> - Triathlon Training-Beginner to Intermediate
	<ul style="list-style-type: none"> • Programs that have been offered by other City of Red Deer Facilities prior to the Collicut Centre opening such as, but not limited to:
\$52.43 for 8 sessions	<ul style="list-style-type: none"> - Hatha Yoga-Beginner

Provision of Specialized Service: Requiring leadership by an instructor or coach who is certified beyond the basic AFLCA level through advanced training or certification.

Discontinued Programs and Services

We will discontinue personalized services that we acknowledge have been offered up to this point such as, but not limited to the following:

- Health & Fitness Assessment PLUS
- Personal Training Programs and Packages
- All Variations of Group Personal Training Programs

We will refer anyone wanting programs and services that would be considered to be beyond the levels we are committing to in this document to the respective fitness centers. This would include anyone requiring a specific exercise prescription, diet, or requiring a personal trainer.

REGISTERED PROGRAMS

Considered to be BASIC SERVICE but for which EXTRA fees are required by all City of Red Deer Programs:

Health & Fitness Assessment
 Collicut Smartkey Programs
 Step Aerobics
 Women's Self Defense
 Body Sculpturing
 Cardio Kick-Boxing
 Kickboxing
 Mom-Baby Stroller Workout
 Non-Impact Indoor Cycling Power Pacing
 Power Pacing & Tone
 Power Pace & Race
 Triathlon Training
 Kundalini Yoga-Beginner
 * Self-Defense for Women
 * Golf Conditioning (Preseason)

Considered to be SPECIALIZED and will agree to discontinue:

Health & Fitness Assessment PLUS
 Personal Training Programs and Packages
 All Variations of Group Personal Training Programs

- * Keenagers (Older Adult Fitness)
- * Sports Conditioning – Jump Training Program
- * Women on Weights
- * Strength & Conditioning for Youth – Beginner
- * Older Adult Resistance Training

Considered to be included are programs that have been offered by other City of Red Deer Facilities prior to the Collicutt Centre opening such as, but not limited to:

Hatha Yoga-Beginner
 Balletcise
 Jazzercize
 Latin Dance
 Kung Fu
 Tai Chi

*** Programs the City was asked to discontinue by the For Profit Fitness Clubs that fit within the Basic Service definition.**

Attachment "F"

PRICES EXCLUDE GST	Opening	Council Approval Jan / 03		* Proposed to Council July / 03		* Proposed to Council Jan / 04		Increase from March / 03 to March / 04	
	Initial June / 01	March / 03 (Current)		Effective Sept / 03		Effective Mar / 04			
General Admission									
Infant (under 2yrs)	Free	Free		Free		Free			
Child (3-12)	\$3.50	\$3.50	0%	\$3.50	0%	\$3.50	0%	\$0.00	0%
Youth (13-17)	\$3.50	\$3.50	0%	\$4.91	40%	\$4.91	0%	\$1.41	40%
Student (post-secondary)	\$4.91	\$4.91	0%	\$4.91	0%	\$4.91	0%	\$0.00	0%
Senior (65+)	\$6.31	\$6.31	0%	\$6.31	0%	\$6.31	0%	\$0.00	0%
Adult (18-65)	\$7.01	\$7.01	0%	\$7.01	0%	\$7.01	0%	\$0.00	0%
Family (2 adults + up to 4 youth)	\$14.49	\$14.49	0%	\$14.49	0%	\$14.97	3%	\$0.48	3%
Monthly Collicutt Card									
Monthly Adult	\$29.91	\$32.71	9%	\$35.05	7%	\$35.05	0%	\$2.34	7%
Monthly Senior	\$24.77	\$29.91	21%	\$29.91	0%	\$31.55	5%	\$1.64	5%
Monthly Student (post secondary)	\$21.03	\$23.36	11%	\$23.95	3%	\$24.55	3%	\$1.19	5%
Monthly Youth (13-17)	\$14.95	\$16.59	11%	\$23.95	44%	\$24.55	3%	\$7.96	48%
Monthly Child 9 (3-12) NEW	\$14.95	\$16.59	11%	\$16.59	0%	\$17.50	5%	\$0.91	5%
Collicutt Card Monthly Family Package									
1st Adult	\$29.91	\$32.71	9%	\$35.05	7%	\$35.05	0%	\$2.34	7%
2nd Adult	\$24.77	\$27.10	9%	\$29.44	9%	\$31.55	7%	\$4.45	16%
1st Senior	\$27.10	\$29.91	10%	\$29.91	0%	\$31.55	5%	\$1.64	5%
2nd Senior	\$21.96	\$24.30	11%	\$24.30	0%	\$28.40	17%	\$4.10	17%
Each Youth (13-17)	\$3.50	\$4.67	33%	\$14.73	215%	\$19.64	33%	\$14.97	321%
Each Child (3-12) NEW	\$3.50	\$4.67	33%	\$10.50	125%	\$14.00	33%	\$9.33	200%
				* CPI Indexing could be added to 2004 during Business Plan / Budget					

**City of Red Deer
Collicutt Centre Promotions Summary**

Attachment "G"

Target Markets	Characteristics	Promotions/Advertisement	Cost	Totals
Tourists/Visitors	Minimum one overnight stay	Hotel Directory	\$1,000	
	Special one time user	Visitor's Guide (local)	700	
	Tournament participants	City Map	500	
	Convention guests	Tournament Package	1,000	
	Travellers	CD ROM Promo Tool		
	Major economic benefit to			
	hotels, restaurants, transportation			
	industry, retail stores, recreation			
	and entertainment facilities		\$3,200	3,200
Central AB Visitors	Day trips (may stay overnight)	Visitor's Guide (other Central		
	Sporadic users	AB communities)	650	
	Tournament participants	Campsites		
	Convention guests	AMA Travel		
	Special event attendance (i.e., trad	Facility Brochure (General Info.)	1500	
	show, concert, hockey game)			
	Nearby campsites			
	Major economic benefit to			
	restaurants, retail stores, recreation			
	and entertainment facilities (may			
	also be hotels)		2150	2,150
Local Families Drop-in	Multi-purpose centre	Street Directional Signs (CC)		
	Drop-in Fees			
	Leisure/recreational time	Facility Brochure (General Info.)	2,000	
	Families -- all ages	ATCO Inserts (General Info.)	600	
	Features: indoor water park; field-	Newspaper Ad in Insert	1,000	
	house; running track; climbing wall;	(Summer Camps)		
	ice arena			
	Major draw for employment			
	relocation to city		3600	3,600
Local Families Frequent Users	Multi-purpose centre			
	Collicutt or Family Card Holders			
	Leisure/recreational time			
	Families -- all ages			
	Features: indoor water park; field-			

	house; running track; climbing wall;			-
	ice arena; fitness & wellness studio			0
Department-wide	City-wide information and choices	Activity Guide (3x/year)	13,000	
Programs/Activities	"Learn to" programs in recreation,	Let's Talk Mall Display	400	
	parks and culture areas	Westerner Parade		
			13,400	13,400
Special Target Groups				
Neighbourhood Families	Surrounding neighbourhoods	Insert of Information/Ad into	400	
	(I.e., Lancaster, Deer Park,	Community Association (Lancaster		
	Morrisroe, Anders Park)	/Deer Park) Newsletter		
	Walking distance			
	Uniqueness of features/amenities			
Red Deer College Students	Limited financial resources	Coupons	400	
	Seasonal participation			
Accessibility	Reduced Admissions for special	Sunday Family Swim		
	age groups/times	Neighbourhood Thur Eves		
		Seniors Weekday A.M.	800	800
Special Events	Annual Birthday Party		1,250	
	Ron McLean Family Fun Day	Sponsorship/Partners	1,500	
	Chamber - Business After Hours	Trade Fair	1,500	
	Nova Corp Family Birthday Party	"Big 105" (All events/sponsored)	8,000	
	Volunteer/Staff Recognition		12,250	12,250
Partnerships	Gymnastics Club	Their brochures and presence in		
	Minor Hockey Club	the facility		
	Figure Skating Club	Joint sponsorship for some events		
	Soccer Club	and activities		
	Lacrosse Club	Mall Sign Board (CC/Partners)	Capital	
	Track & Field Club			
	Schools			
	Internal Businesses			
Miscellaneous			1,000	1,000
TOTAL COST:				36400

Admission Fees

(Collicutt Centre)

Single Admissions

No GST		
Admission Type	Rate	% of BR
Adult	\$7.01	100.00%
Senior	\$6.31	90.00%
Student / Youth	\$4.91	75.00%
Child	\$3.50	50.00%
Family	\$14.95	213.00%

GST		
Admission Type	Rate	% of BR
Adult	\$7.50	100.00%
Senior	\$6.75	90.00%
Student / Youth	\$5.25	75.00%
Child	\$3.75	50.00%
Family	\$16.00	213.00%

Punch Pass (10 Visit)

No GST		
Admission Type	Rate X 8	% of BR
Adult	\$56.08	800.00%
Senior	\$50.47	800.00%
Youth / Student	\$39.25	800.00%
Child	\$28.04	800.00%
Family	\$119.58	

GST		
Admission Type	Rate X 8	% of BR
Adult	\$60.00	800.00%
Senior	\$54.00	800.00%
Youth / Student	\$42.00	800.00%
Child	\$30.00	800.00%
Family	\$127.95	

Single Monthly Passes

No GST		
Pass Type	Rate	% of Drop In
Adult	\$35.05	500.00%
Senior	\$31.54	500.00%
Student / Youth	\$24.53	500.00%
Child	\$17.52	500.00%

GST		
Pass Type	Rate	% of Drop In
Adult	\$37.50	500.00%
Senior	\$33.75	500.00%
Student / Youth	\$26.25	500.00%
Child	\$18.75	500.00%

Family Monthly Passes

(Includes up to 2 adults and their children)

No GST		
Family Card	Rate	
Adult	\$35.05	
Second Adult	\$31.55	
Senior	\$31.54	
Second Senior	\$28.04	
Family Student / Youth	\$19.63	
Family Child	\$14.02	

GST		
Family Card	Rate	
Adult	\$37.50	
Second Adult	\$33.75	
Senior	\$33.75	
Second Senior	\$30.00	
Family Student / Youth	\$21.00	
Family Child	\$15.00	

Impact of Notice of Motion on 2004 RP&C Fees and Charges:

No GST		
	Rate	
Family Card	\$72.43	

GST		
	Rate	
Family Card	\$77.50	

Attachment 3

COLLICUTT CENTRE FAMILY FEES COMPARISON TO OTHER SIMILAR FACILITIES IN ALBERTA

FAMILY FEES COMPARISON (With GST)

*Family Package Applied to a Family of Four							**Family (One rate as defined)		
	Collicutt Centre				Millennium	Tri-Leisure	Southland	Village Sq	Mill Woods
	Nov 1/01	Mar 1/03	Sept 1/03	Proposed Mar 1/04	Current	Current	Current	Current	Current
1st Adult	32.00	35.00	37.50	37.50	30.00	30.00			
2nd Adult	26.50	29.00	31.50	33.75	25.00	25.00			
1 Youth	3.75	5.00	15.75	21.00	9.00	9.00			
1 Child	3.75	5.00	11.25	15.00	9.00	9.00			
Family	66.00	74.00	96.00	107.25	73.00	73.00	79.00	79.00	68.80

*Family: Rate depends on number of family members.

**Family: 2 adults and their children living under one roof.

Note: Other centres were eliminated from the comparison as they do not have monthly rates.

If Collicutt Centre @ Single Family Rate	
Sept 1/03	Proposed Mar 1/04
Formula: \$15.50 x 5 =	Formula: \$16.00 x 5 =

\$77.50	\$80.00
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FAMILY FEES COMPARISON (Without GST)

*Family Package Applied to a Family of Four							**Family (One rate as defined)		
	Collicutt Centre				Millennium	Tri-Leisure	Southland	Village Sq	Mill Woods
	Nov 1/01	Mar 1/03	Sept 1/03	Proposed Mar 1/04	Current	Current	Current	Current	Current
1st Adult	29.91	32.71	35.05	35.05	28.04	28.04			
2nd Adult	24.77	27.10	29.44	31.54	23.36	23.36			
1 Youth	3.5	4.67	14.25	19.63	8.41	8.41			
1 Child	3.5	4.67	10.51	14.02	8.41	8.41			
Family	61.68	69.15	89.25	100.24	68.22	68.22	73.83	73.83	64.30

If Collicutt Centre @ Single Family Rate	
Sept 1/03	Proposed Mar 1/04
Formula: \$14.49 x 5 =	Formula: \$14.95 x 5 =

\$72.45	\$74.75
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ATTACHMENT 4

2002/2003 Collicutt Centre FITNESS ATTENDANCE Comparison

	J	F	* M	A	M	J	J	A	* S	O	N	D	TOTAL
2002	17033	16785	17238	15978	10491	8002	7304	7458	9244	11659	14025	12240	147457
2003	17805	17632	18954	14420	11363	8366	7012	6260	7616	8810	11940	10980	141158
INC (DEC)	772	847	1716	-1558	872	364	-292	-1198	-1628	-2849	-2085	-1260	-6299

Fee Increases:

* March 1/03 -- no services were cut with fee increase.

* Sept 1/03 -- services were cut (personal training) along with fee increase.

Fitness attendance is calculated by counting the number of participants in the Fitness & Wellness Studio on an hourly basis, which is the average length of stay.

Observations:

The most significant drop in attendance was September to December totalling 7822.

The year ended at a decrease of 6299 due to the increases in January to March, thus minimizing the effects over the whole year.

2002/2003 Collicutt Centre Comparison

Number of Pass Transactions by Age Category

Adult													
	J	F	M	A	M	J	J	A	S	O	N	D	Total
2002	756	1545	1892	1787	1469	1027	901	1032	1294	1683	1958	1702	17046
2003	2367	2195	2045	1610	1394	1016	894	919	943	1353	1475	1431	17642
Inc (Dec)	1611	650	153	-177	-75	-11	-7	-113	-351	-330	-483	-271	596

Senior													
2002	18	78	68	58	44	26	28	30	36	56	72	83	597
2003	103	16	79	56	36	28	20	24	28	32	63	76	561
Inc (Dec)	85	-62	11	-2	-8	2	-8	-6	-8	-24	-9	-7	-36

Post-Secondary Student													
2002	143	198	244	210	236	163	166	155	225	225	207	247	2419
2003	399	324	294	206	272	192	155	126	178	211	212	250	2819
Inc (Dec)	256	126	50	-4	36	29	-11	-29	-47	-14	5	3	400

Child & Youth													
2002	534	1144	1747	1661	1299	914	897	946	1111	1375	1561	1479	14668
2003	1775	1692	1589	1332	1013	792	755	668	477	616	659	600	11968
Inc (Dec)	1241	548	-158	-329	-286	-122	-142	-278	-634	-759	-902	-879	-2700

Family													
2002	42	12	19	11	6	10	3	58	64	61	19	18	323
2003	13	17	28	26	25	15	10	77	25	20	14	35	305
Inc (Dec)	-29	5	9	15	19	5	7	19	-39	-41	-5	17	-18

Fee Increases: Mar 1/03 and Sept 1/03

Child & Youth restructured (split into 2 categories) Sept 1/03

Observations:

Number of passes sold generally increased in all categories early in the year; decreased later in the year.

The adult category increased in Jan to Mar by 2414, but decreased after the fee increases took effect (-1818).

The greatest drop was in the Child & Youth category of -2700 over the year, commencing in Mar/03.

January 15, 2004

Via email
Original by mail

To: (Individually addressed)
Fitness Club Operators
Chamber of Commerce:

Re: *Invitation to Attend January 21, 2004 Budget Meeting*
 A) Collicutt Centre Monthly Family Pass
 B) Collicutt Centre Fee Increase Deferral

At a recent budget meeting of Red Deer City Council, the attached motions and rationale were submitted by Councillor Pimm for consideration during the 2004 Budget deliberations.

To ensure that the Red Deer Fitness Operators and Chamber of Commerce have an opportunity to comment, the City Manager invites you to attend the Wednesday January 21 Budget Meeting at 7:15 pm in Council Chambers. As usual we ask that one or two spokespersons for your group be appointed to speak should you wish to make comments.

If you have written comments for submission prior to this meeting, please provide them to my office and I will ensure that Council members receive them.

If you have any questions please feel free to call me.

Sincerely,

Kelly Kloss
Manager
c. Mayor
 Councillors
 City Manager
 Community Services Director
 Recreation, Parks, & Culture Manager

Attachment

Collicutt Centre Monthly Family Pass

"Resolved that the family rate for a monthly pass (Collicutt Card) be calculated so that the fee is equal to five times the family single use fee."

Rationale

Monthly passes for adults, youth and children are uniformly calculated so that the monthly fee is equal to five times the single use fee. Currently, family passes are treated differently resulting in the monthly family pass requiring more than five visits to "break even" when compared to paying single use admissions.

Example: A family of two adults, one youth, and one child would pay \$96.00 for a monthly pass. This is equal to 6.2 times the single admission price of \$15.50.

Collicutt Centre Fee Increase Deferral

"Resolved that the Collicutt Centre fee increase scheduled for March, 2004 be deferred to September 1, 2004."

Rationale

Reduction in level of service in the fitness programming combined with increased cost for the Collicutt Card have resulted in significant decline in pass sales which speaks both to financial sustainability and the ability of the Collicutt Centre to serve as broad a spectrum of the community as possible. Another increase so soon on the heels of the previous one is not advisable.

Name	Company	Address	City/PC	Salutation	Phone	Email
Valentine Owen (Lance is Manager)	Body Basics	5569 47 Street	Red Deer, AB T4N 1S1	Dear Valentine:	343-6601	bodybasics@telusplanet.net
Al Parada (also runs HHHS Lightning Loft)	Hardbodies Gym Ltd.	8, 7710 50 Avenue	Red Deer, AB T4P 2A5	Dear Al:	341-5560 314-4274 (f)	hrdbodies@shaw.ca
Blair Budvarson	Only Women's Fitness	4725 49 Street	Red Deer, AB T4N 1T6	Dear Blair:	341-5999	owfitnes@telusplanet.net
Shawn Freeborn	Planet Fitness	6500 67 Street	Red Deer, AB T4P 1A2	Dear Shawn:	346-8260 343-3600(f)	No email
Connie Walker-Dymianiw	Red Deer College Train Station	Box 5005	Red Deer, AB T4N 5H5	Dear Connie:	342-3139	Connie.walker-dymianiw@rdc.ab.ca
Sheila Crouch (manages both locations)	Curves for Women	13, 7619 50 Avenue	Red Deer, AB T4P 1M6	Dear Sheila:	348-0642 348-0643 (f)	Darmac@cable-lynx.net
Joanne Groenewegen	Fit Express	100, 4419 50 Avenue	Red Deer, AB T4N 3Z5	Dear Joanne:	346-4611 403-845-4699 (Rocky Mtn. House) 348-0668	fitexpress@telus.net
Sherry Hedlund/Scott & Joan Barnes	Sisters Pace Fitness	3710 50 Avenue	Red Deer, AB T4N 3Y8	Dear Joan:		
Susan Maber	World's Gym	C8 2310 Gaetz Avenue	Red Deer, AB T4R 1W5	Dear Susan:	309-2233	susan@world-gym.ca or
Chris Romanchuk	World's Gym	C8 2310 Gaetz Avenue	Red Deer, AB T4R 1W5	Dear Chris:	309-2233	nabit@telusplanet.net chris@world-gym.ca or nabit@telusplanet.net
Chad Reed	Rock &	100B	Red	Dear Chad:	341-4788	rockrope@telusplanet.net

Name	Company	Address	City	PC	Salutation	Phone	Email
Jan Fisher	Rope Red Deer Chamber of Commerce	6660 Taylor Drive 3017 50 Avenue	Deer, AB T4P 1Y3 Red Deer, AB T4N 5Y6		Dear Jan:	347-4491	jfisher@reddeerchamber.com
Monica Bast		504 4909 49 Street	Red Deer, AB T4N 1V1		Dear Monica:	342-7400 340-0520 (f)	monica@smhlaw.com
Fran	The Blitz	#2, 5809 - 51 Ave.	Red Deer, AB T4N 4H8			348-0005	theblitzformen@telus.net
Victoria Lines Schultz	Therapeutic Health & Fitness	1 st Floor, 4915 54 Street	Red Deer, AB T4N 2G7			347-8555	exvic@hotmail.com

Salutation	First	Last	Address	Postal code	Phone
Mr. & Mrs.	Fred	Nordby	20 Asmundsen Ave	T4R 1E9	
Ms.	Susan	Wiens	52 Dunham Close	T4R 2J2	
Ms.	Brenda	Campbell	47 Lampard Cres	T4R 2W8	
Dr.	Stacy	Larsen	65 Sherwood Cres	T4N 0A5	
	Kathy	Fleming	26 Dickson Cres		
	Deryl	Comeau			342-5833
	D	Graboski			347-0279
	Dwayne	Gouw			340-2526
	Brenda	Pattison			343-0300
	Michelle	Gillespie			343-3611
	Tyler	Rowan			
	Rob	Krysko			346-0491
	Hiko	Bolwyn			391-0912
	K	Fleming			347-9389
	Brenda	Tainsh			343-0323
	Joanne	Archer			346-0312

Email

etrowan@shaw.ca

Christine Kenzie

From: dm Gillespie3@shaw.ca
Sent: January 21, 2004 1:30 PM
To: Christine Kenzie
Subject: Re: RE: January 16, 2004 to M Gillespie Via EMail re Collicutt Centre Uses for January 21, 2004 Council Meeting_v1.DOC

Thanks again Christine for taking the time to call me.

I guess what I have to say is fairly to the point.

I was and continue to be greatly upset by the fee hike at the Collicutt center and some of the reasons behind it.

The main reason I have issues with it is because I believe the council succumbed to pressure from business's in the community for the wrong reasons. Yes do I believe that the center was pulling people from other health club, yes I do, but why???

The why I saw was that in a time where we as families are struggling to keep them together when there is so much to draw us apart there was this light so to speak in the Collicutt center and at an affordable price, we also did foster care and having the ability to bring everyone there and have something to do for all of us!!! YEH!!! What a treat! You see at times I have up to 6 or 7 kids and when we can all come and have fun under the same roof and that doesn't mean dropping a few of them off at the daycare that means swimming, working out with my 13 year old, developing a relationship with him as we talk about wanting to look after our bodies as I listened to him talk about getting in shape so he can do better in his chosen sports or listening to him vent over something that had stressed him out that day, you see this all happened while working out at the gym, it happened with my husband and him.

Boy usually a 13 year old would rather hang with friends and heaven forbid he be caught dead with mom or dad...my son wanted to hang with us!!! Thankfully we are creative and have still facilitated that but those months there laid the foundation. With foster children it was a great place to bond without words, just hanging, shooting hoops, climbing a wall and watching them roll with laughter as I hung from a rope, apparently I am quite a sight!!!

Do the health clubs offer the ability to work out with a 13 year old? Let alone swim with the kids while we watch Dad on the tread mill, then trade places with Dad and see them with him, look mom I can swim!!!! Not many if any and then the restrictions are most likely ridiculous.

You see when we looked at the investment at the Collicutt, we look at the volunteer effort that went in, the community donations, the tiles on the walls that each of my children did and we see not the Collicutt center, but a family/community center that was and still should be accessible to all, I don't see it as that anymore, you have to be able to afford it. Coming there was an added bonus, you see I have an elite gymnast, a wrestler 2 hockey players and the list goes on, this was our family time at a reasonable rate. I could also set up an appointment for my son to learn how to work out on the machines the right way, you see at 13/14...he's more willing to listen to a professional than mom or dad, besides then he can teach us a few things too, instilling his desire to teach and help others. This was all a win win situation. Can I still afford to pay monthly rates, it's not really worth it, we now pay per visit, do I go as much as we would have before...No.

SO back to the wrong reasons, well my husband is partners in a business in town here and how do they stay on top of their chosen area of expertise? They constantly strive to meet their clients needs in every way, as a new need arises they reevaluate and go from there, they do not come to you and complain it is unfair that someone else is offering a better service, they assess the viability of offering the same or better and go from there.

Can we all meet everyone's needs NO, are these clubs willing to meet the families of Red Deer's needs??? Maybe you should ask them because I don't see them coming to you and complaining, or at least you doing anything about their complaints about the new health clubs in town.

You see long story short the Collicut has the ability to meet the needs of a specific group of individuals in the community, the other clubs meet another group. I in principal will not step foot in another gym club in Red Deer other than the Collicut. You see I am a part of a group of people who wants to keep their family close, to have fun with them and it is a bonus when it is a physical activity and affordable. The affordable is a bit if a stretch now as far that goes.

I would ideally like to see the fee's be on a graduated scale so that our community has more access and definatly think the fee hike is rediculous, the community pulled together, volunteered time and money and now it is becoming unaccessable...

I appologize for not being able to be there tonight, I know this letter is not near as meaningful as being ther in person but please do the right thing, stand up for the families of all income levels in the community of Red Deer.

Thakn you for your time and consideration
Sincerely Michelle Gillespie

----- Original Message -----

From: Christine Kenzie <chrisk@city.red-deer.ab.ca>
Date: Wednesday, January 21, 2004 8:00 am
Subject: RE: January 16, 2004 to M Gillespie Via EMail re Collicutt Centre Uses for January 21, 2004 Council Meeting_v1.DOC

Yes you can send an e-mail but I would need to get it by 3:00 today so that it can be presented to Council this evening. I will phone you today as well.

Christine Kenzie
Legislative & Administrative Services
403.342.8201

-----Original Message-----

From: dmgillespie3@shaw.ca [dmgillespie3@shaw.ca]
Sent: January 21, 2004 12:07 AM
To: Christine Kenzie
Subject: Re: January 16, 2004 to M Gillespie Via EMail re Collicutt Centre Uses for January 21, 2004 Council Meeting_v1.DOC

Hi there, I would like to thank you for taking the time to call me I have just this moment realized that I am committed elsewhere for Wednesday evening, please call me and let me know if I can send you an email to be read or if I can do anything else.
Thanks Michelle

----- Original Message -----

From: Christine Kenzie <chrisk@city.red-deer.ab.ca>
Date: Friday, January 16, 2004 3:14 pm
Subject: January 16, 2004 to M Gillespie Via EMail re Collicutt Centre Uses for January 21, 2004 Council Meeting_v1.DOC

Here is a letter regarding the January 21, 2004 Council Meeting
where> Council will be reviewing resolutions submitted by Councillor
Larry Pimm
regarding the Collicutt Centre Monthly Family Pass & Collicutt
Centre Fee
Increases.

Please call if you have any questions.

Christine Kenzie
Legislative & Administrative Services
City of Red Deer
403.342.8201
chrisk@city.red.deer.ab.ca

[This message has been scanned for security content threats, including
computer viruses.]

[This message has been scanned for security content threats, including computer viruses.]

Submitted to Council
January 21, 2004

FROM MR. & MRS. C. WILSON, RESIDENTIAL HOME OWNERS,

REPLY

URGENT ☐

AS SOON AS POSSIBLE ☒

DATE

1/21/2004

200

SUBJECT

SHRINKING MEMBERS AT COLLICUTT CENTRE.

COUNCIL MEMBERS, CITY OF RED DEER, 4914-48 AVE.,

RED DEER, AB. T4N 3T4

POSTAL CODE

MESSAGE

SENIORS REPRESENT A SIGNIFICANT PERCENTAGE OF THE CITY OF RED DEER POPULATION.

RECOMMENDATIONS:

- A) MAKE MEMBERSHIP FEES AFFORDABLE FOR FIXED INCOME SENIORS, (ALL SENIORS TO BE INCLUDED).
- B) PERSONS THAT STAY IN GOOD HEALTH ARE MORE ACTIVE IN THE COMMUNITY, EXERCISE IS THE **KEY**.
- C) MANY OF THE ACTIVE SENIORS DO MUCH OF THE VOLUNTEERING IN THE CITY.

CONCLUSION: CURRENTLY SENIORS FEE ,FIRST ADULT\$32.00 SECOND \$26.00 =\$58.00/MONTH/COUPLE.

I DO NOT KNOW THE PERCENTAGE OF THE MEMBERSHIP THAT ARE SENIORS???? MAYBE IT CAN BE INCREASED?

LETS MAKE IT MORE AFFORDABLE FOR SENIORS, AND INCREASE THE NUMBER AND DOLLARS FOR THE COLLICUTT CENTRE.

MAYBE FIRST SENIOR,-\$20.00, SECOND SENIOR,-\$20.00 = \$40.00 LESS 5 PERCENT=\$2.00NET/MONTH/
/COUPLE = \$38.00. THIS WOULD BE AFFORDIBLE. REGARDS *[Signature]*

RE

FROM

REPLY DATE

Response to Councillor Pimm's Family Rate Proposal January 21, 2004

If Monthly Collicutt Pass of \$77.50 is incorporated as suggested by Councillor Pimm:

	<u>5 Children</u>	<u>4 Children</u>	<u>3 Children</u>	<u>2 Children</u>	<u>1 Child</u>
1st Adult	\$37.50	\$37.50	\$37.50	\$37.50	\$37.50
2nd Adult	\$31.50	\$31.50	\$31.50	\$31.50	\$31.50
Youth or child	\$1.70	\$2.13	\$2.83	\$4.25	\$8.50
Youth or child	\$1.70	\$2.13	\$2.83	\$4.25	
Youth or child	\$1.70	\$2.13	\$2.83		
Youth or child	\$1.70	\$2.13			
Youth or child	\$1.70				
	<u>\$77.50</u>	<u>\$77.50</u>	<u>\$77.50</u>	<u>\$77.50</u>	<u>\$77.50</u>

Conclusion:

- 1) Results in Youth/Child add-on rates lower than they were following the March 2003 fee increase when two or more children are included under the family monthly rate of \$77.50.
- 2) Encourages parents to pay a monthly rate rather than drop-in because the cost to their children will be less than the rate of one drop-in visit.
- 3) Reintroduces unhealthy pricing competition with Private Fitness Clubs.

Submitted to Council
January 21, 2004
by the Private Fitness
Club Owners

PERFORMANCE MEASURES

PERFORMANCE MEASURE	2000 ACTUAL	2001 ACTUAL	2002 ACTUAL	2003 ACTUAL	2004 PROJECTED
Fire Calls	880	1099	975 (111)	915	950
Ambulance Calls	3802	3976	4396	4683	5010
Total Calls	4682	5075	5371	5598	5960
Overlapping EMS Calls (more than 1 ambulance)	1552	1656	1898	2162	2400
Dollar Value of Ambulance Invoices	(948,331)	(960,000)	(1,093,113)	(1,150,000)	(1,200,000)
Delayed Calls – No Resources: Ambulance (A) and Fire (F)	5A + 1F	15A + 5F	4A + 4F	2A	1A + 1F
Fire Injuries(I)/Deaths(D)	7 (I) + 0 (D)	9 (I) + 1 (D)	11 (I) + 0 (D)	4 (I) + 0(D)	
Annual Fire Loss	\$4,387,000	\$1,134,600	\$898,963	\$546,347	\$600,000
Value of Property Which was Saved from Fire	\$104,993,000	\$34,010,000	\$43,300,000	\$53,907,303	
Fire Inspections Done	2125	2249	1851	2056	2250
% of all Required Inspections Completed	83%	81%	75%	75%	85%
Home Inspections Done	1600	2400	2400	2438	2400

Figures updated January 19, 2004

EXPENDITURE
Personnel
General & Contracted Services
Materials & Supplies & Utilities
Other
SUB-TOTAL
Internal Charges & Transfers
TOTAL EXPENDITURE
REVENUE
NET TAX LEVY

2003 Budget January Approval	Less: Other Requis- itions	2003 Revised Budget	2003 Budget Amend- ments	2003 Budget
43,749,577	-	43,749,577	194,547	43,944,124
20,065,797	-	20,065,797	325,195	20,390,992
24,227,479	-	24,227,479	79,850	24,307,329
37,361,778	(24,845,396)	12,516,382	611,159	13,127,541
125,404,631	(24,845,396)	100,559,235	1,210,751	101,769,986
16,213,579	-	16,213,579	2,237,196	18,450,775
141,618,210	(24,845,396)	116,772,814	3,447,947	120,220,761
(141,618,210)	24,845,396	(116,772,814)	(3,447,947)	(120,220,761)
\$0	\$0	\$0	\$0	\$0

Total of all 2004 Dept Budget Summaries	Less: Other Requis- itions	2004 Preliminary Budget (Excl. Reqn's)
47,040,290	-	47,040,290
21,005,689	-	21,005,689
27,347,877	-	27,347,877
39,091,308	(25,082,503)	14,008,805
134,485,164	(25,082,503)	109,402,661
18,216,611	-	18,216,611
152,701,775	(25,082,503)	127,619,272
(149,325,895)	25,082,503	(124,243,392)
\$3,375,880	\$0	\$3,375,880

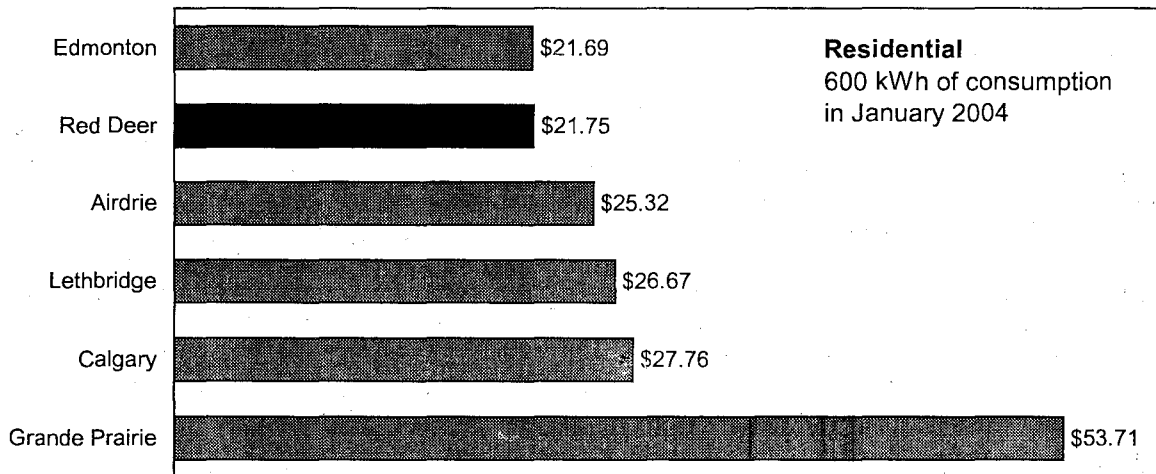
Submitted to
Council Jan 19/04

COMPARISON OF DISTRIBUTION TARIFF

RESIDENTIAL - JANUARY 2004

For a Residential customer consuming 600 kWh per month...

Municipality	Distribution Tariff Charge (\$)					
	Fixed	Variable	SubTotal	MCAF	Riders	TOTAL
Edmonton	11.39	8.02	19.41	2.28	0.00	21.69
Red Deer	11.84	7.38	19.22	2.53	0.00	21.75
Airdrie	12.45	12.21	24.66	0.66	0.00	25.32
Lethbridge	13.46	6.90	20.36	6.31	0.00	26.67
Calgary	9.03	8.81	17.84	5.97	3.94	27.76
Grande Prairie	21.06	27.72	48.78	4.93	0.00	53.71



Note:

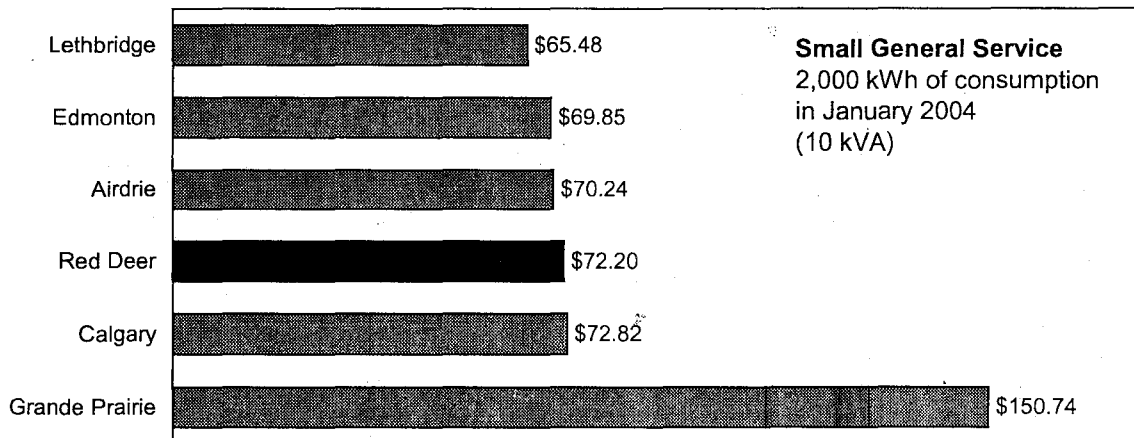
1. Lethbridge Tariff effective since May 1, 2003
2. Grande Prairie (ATCO Tariff) as per Interim Tariff effective December 1, 2003
3. Airdrie (Aquila Tariff) as per Interim Tariff effective August 1, 2003
4. Edmonton (EPCOR Tariff) as per Interim Tariff effective January 1, 2004
5. Calgary (Enmax Tariff) as per Interim Tariff effective January 1, 2004

COMPARISON OF DISTRIBUTION TARIFF

SMALL GENERAL SERVICE - JANUARY 2004

For a Small General Service customer (10 kVA) consuming 2,000 kWh in a month...

Municipality	Distribution Tariff Charge (\$)					
	Fixed	Variable	SubTotal	MCAF	Riders	TOTAL
Lethbridge	12.98	37.00	49.98	15.49	0.00	65.48
Edmonton	11.32	50.93	62.25	7.60	0.00	69.85
Airdrie	49.48	18.92	68.40	1.84	0.00	70.24
Red Deer	14.95	49.40	64.35	7.85	0.00	72.20
Calgary	16.89	24.85	41.74	17.94	13.15	72.82
Grande Prairie	80.34	56.58	136.92	13.83	0.00	150.74



Note:

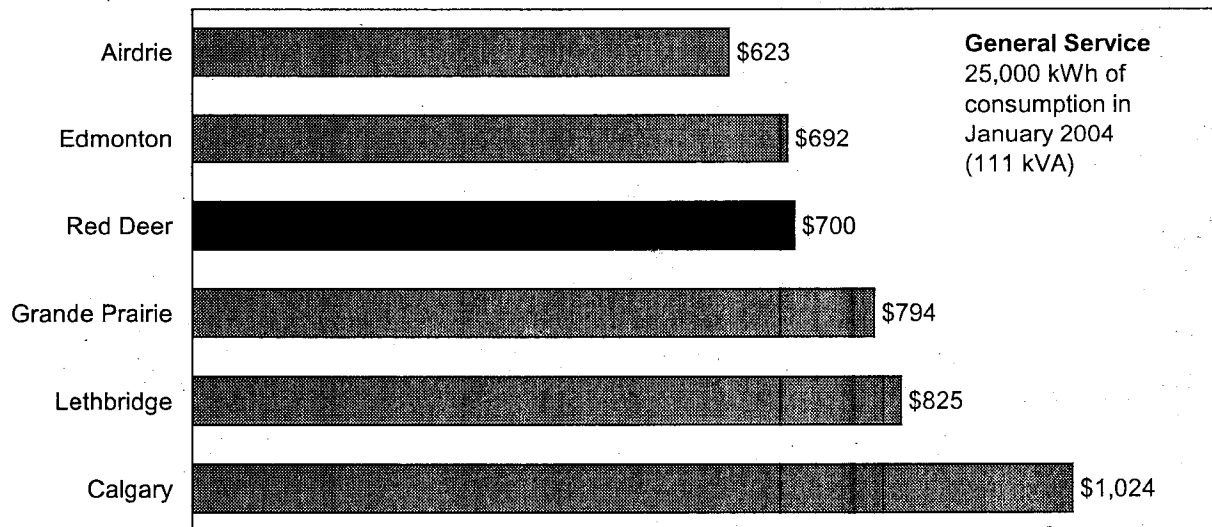
1. Lethbridge Tariff effective since May 1, 2003
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3. Airdrie (Aquila Tariff) as per Interim Tariff effective August 1, 2003
4. Edmonton (EPCOR Tariff) as per Interim Tariff effective January 1, 2004
5. Calgary (Enmax Tariff) as per Interim Tariff effective January 1, 2004

COMPARISON OF DISTRIBUTION TARIFF

GENERAL SERVICE - JANUARY 2004

For a General Service customer (111 kVA) consuming 25,000 kWh in a month...

Municipality	Distribution Tariff Charge (\$)					
	Demand	Variable	SubTotal	MCAF	Riders	TOTAL
Airdrie	511.07	95.27	606.34	16.31	0.00	622.64
Edmonton	254.85	341.96	596.81	95.00	0.00	691.81
Red Deer	479.14	150.00	629.14	70.65	0.00	699.79
Grande Prairie	635.75	95.00	730.75	63.05	0.00	793.80
Lethbridge	400.47	229.00	629.47	195.13	0.00	824.60
Calgary	358.61	265.62	624.23	235.59	164.33	1,024.14



Note:

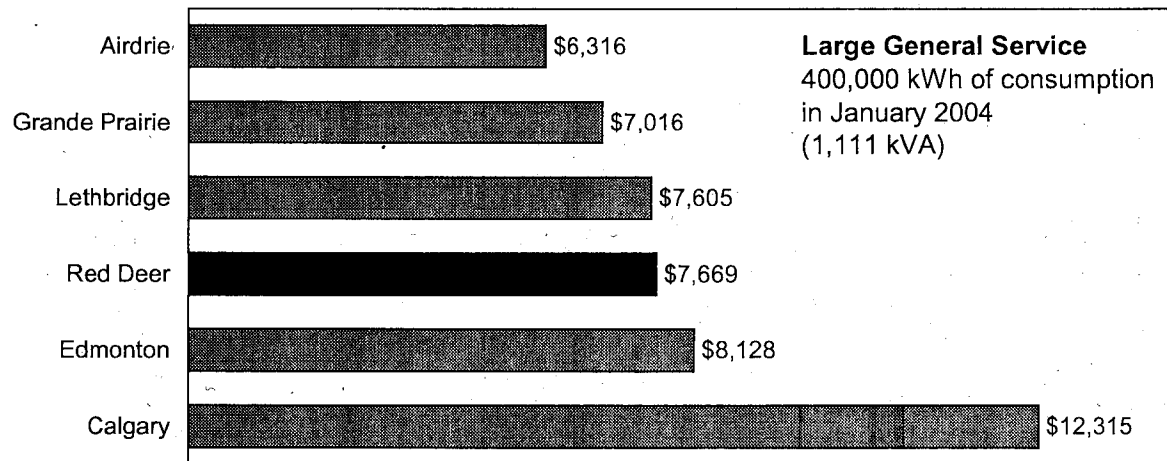
1. Lethbridge Tariff effective since May 1, 2003
2. Grande Prairie (ATCO Tariff) as per Interim Tariff effective December 1, 2003
3. Airdrie (Aquila Tariff) as per Interim Tariff effective August 1, 2003
4. Edmonton (EPCOR Tariff) as per Interim Tariff effective January 1, 2004
5. Calgary (Enmax Tariff) as per Interim Tariff effective January 1, 2004

COMPARISON OF DISTRIBUTION TARIFF

LARGE GENERAL SERVICE / INDUSTRIAL - JANUARY 2004

For a Large General Service customer (1,111 kVA) consuming 400,000 kWh per month...

Municipality	Distribution Tariff Charge (\$)					
	Demand	Variable	SubTotal	MCAF	Riders	TOTAL
Airdrie	4,625.90	1,524.30	6,150.19	165.39	0.00	6,315.58
Grande Prairie	4,852.45	1,520.00	6,372.45	643.62	0.00	7,016.07
Lethbridge	4,265.13	1,540.00	5,805.13	1,799.59	0.00	7,604.72
Red Deer	4,498.33	2,440.00	6,938.33	730.86	0.00	7,669.19
Edmonton	1,391.97	5,216.08	6,608.05	1,520.00	0.00	8,128.05
Calgary	2,796.98	3,526.16	6,323.14	3,362.24	2,629.20	12,314.58



Note:

1. Lethbridge Tariff effective since May 1, 2003
2. Grande Prairie (ATCO Tariff) as per Interim Tariff effective December 1, 2003
3. Airdrie (Aquila Tariff) as per Interim Tariff effective August 1, 2003
4. Edmonton (EPCOR Tariff) as per Interim Tariff effective January 1, 2004
5. Calgary (Enmax Tariff) as per Interim Tariff effective January 1, 2004

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Legislative & Administrative Services
DEPARTMENT: Legislative & Administrative Services
BUSINESS UNIT No.: Major Capital**

1. Description of Item:

Funding is requested for a new sound system for Council Chambers

2. Cost of funding this item for the -

- ◆ 2004 Budget \$ 31,000
- ◆ 2005 Budget \$ 0
- ◆ 2006 Budget \$ 0

3. Implications of not funding this item:

- ◆ Financial
 - Continuing to make minor repairs to a sound system that is at the end of its useful life and has a high risk of failing is not value for the dollars spent.
 - Could result in a higher replacement cost in the future should the City wait until the system fails.
- ◆ Organizational
 - The system could fail during a regular Council meeting, which would result in down time until a new system can be ordered and installed.
 - Existing feedback and speaker problems make audibility within Council Chambers difficult.
 - Volume controls for some microphones either cannot be adjusted or do not stay adjusted.
 - A number of microphones have already failed and sharing of existing microphones occurs.
 - For meetings, such as the Assessment Review Board, proceedings are recorded. For the accurate transcription of these proceedings, clear audible recordings are important.
- ◆ Community
 - At risk of losing the television audience if the sound continues to fluctuate making audibility difficult.
 - Viewers have called voicing concerns that some speakers cannot be heard.

- Quotes taped from the sound system by radio and television the radio may be distorted.

FUNDING REQUEST BACKGROUND INFORMATION

Background

The Council Chamber's sound system is at the end of its life. The system constantly experiences trouble both internally and for rebroadcast by Shaw Cable and the media. Minor upgrading and repairs have assisted in extending its life but a better solution is needed.

What renovations have been done previously to the sound system?

An upgrade to the sound system was done in 1989 at a cost of \$26,000.

What minor repairs have recently been made to the existing sound system?

To increase the longevity of the system, over the last five years we continued to make minor repairs. As problems with this system are occurring at an increasing rate, to continue providing for repairs will not be value for the dollars spent.

Why was this not presented in the 2004 documents?

In 2003 a redesign of the Council Chambers was completed with one component of that being a new sound system. However, at the time of the budget preparation it was identified that an office space study was being completed and consideration of any major renovations should be held off until the study is complete. At that time the installation of the sound system we had selected was best done in conjunction with the new millwork. Since that time we are continuing to experience problems with the sound system and we have had an opportunity to explore other system alternatives.

What type of sound system would be installed?

We have recently viewed a system that is be superior to the original system investigated. This system is easy to install, can be easily relocated or adapted if Council Chambers is ever renovated, is less expensive and provides a number of other benefits including:

- Increased audibility – Each individual microphone has a 2-way-loudspeaker system. High level of intelligible audio – easy to hear and understand what has been said.
- Ease of use – A switch activates the microphone.
- Reliable – A single cable provides power and audio to each unit, eliminating the need to cable wires through the ceiling back to the main control panel and speakers.
- No feedback problems.
- Expandability – Up to 2000 units per system.

This system has been installed in a number of major facilities such as the Senate and the United Nations.

CITY OF RED DEER – 2004, 2005, 2006 BUDGETS BUSINESS PLAN FUNDING REQUIREMENT

PROGRAM: Election
DEPARTMENT: Legislative & Administrative Services
BUSINESS UNIT No.: 182

1. Description of Item:

Funding is requested to design and plan a strategy that:

- a. Will expand and enhance the statutory notification requirements.
- b. Will increase the methods of informing electors of their role in the election, their eligibility, and where to vote. This includes methods that are directly related to informing the visually impaired.
- c. Communicate the concept of a “community governing itself” and why it is important for electors to participate.
- d. Takes steps to reverse the trend of low voter turnout in Red Deer’s municipal elections.

2. Cost of funding this item for the -

- ◆ 2004 Budget \$25,000
- ◆ 2005 Budget \$
- ◆ 2006 Budget \$

3. Implications of not funding this item:

a. Financial

- ◆ Community’s opportunity to decide who manages their tax dollars.

b. Organizational ⁽¹⁾

- ◆ This is the grassroots of participation. Voters choose the individual(s) they feel best represents their interests. The municipality is charged with the legislated responsibility to inform the electors of the process and how they can participate.

(1) The City of Red Deer 2002 – 2005 Strategic Plan:
Strategy 3.1.2 – *Gather and consider information in a variety of ways, to help determine the facilities, services and programs we should provide, and to know how we are doing.*
Strategy 3.1.2 – *Provide timely information that our citizens need to make choices and understand our decisions*

c. Community

- ◆ Traditionally the City complies with the legislated requirements for notification. Unfortunately, the logistics covered in traditional notification does not meet the variety of ways that our customers look for information. New, varied and innovative processes are required to meet the changing needs of our customers.
- ◆ Trends in voter turnout at all three levels of government are declining. The use of alternative voter notification methods will provide needed benchmarking to determine the most effective method for future election planning.
- ◆ The majority of the voters at the three levels of government are aged 45+. An Election Canada statistic indicates that less than 1% of Canadians between the ages of 18 and 25 vote. For The City of Red Deer approximately 46% of the eligible voters are between 18 and 44 years of age. Red Deer is a very young city. New and creative ways are necessary to target this important and valuable age group.

FUNDING REQUEST BACKGROUND INFORMATION

What is the voter turnout history for The City of Red Deer?

The average voter turnout for municipal elections from 1980 to 2001 is 32.35%. The highest voter turnout was 43.11% in 1992 and the lowest in 2001 with 22.1%.

How does Red Deer's voter turnout compare to other municipalities?

Below is a comparison of municipal election voter turnout for 2001 for Alberta municipalities.

Municipality	Voter Turnout
Red Deer	22%
Calgary	38%
Edmonton	35%
Lethbridge	45%
Medicine Hat	50%
St. Albert	36%
Strathcona County	39%
Average of 26 Alberta Municipalities in 2001 ⁽¹⁾	34.9%

⁽¹⁾ Alberta Municipal Clerks Association, November 2001

How does municipal voter turnout compare to federal and provincial voter turnout?

Voter turnout in federal and provincial elections has historically been greater than that of local municipalities. These elections are also seeing a downward trend as noted below ⁽²⁾.

Canadian Federal Elections		Alberta Provincial Elections	
Year	Voter Turnout	Year	Voter Turnout
1984	75%	1986	47%
1988	75%	1989	54%
1993	71%	1993	60%
1997	67%	1997	54%
2000	61%	2001	53%

- (2) Voter Participation in Canada: Is Canadian Democracy in Crisis?,
Centre for Research and Information on Canada, October 2001,
Pgs 4 and 42

Why don't people vote?

A study conducted by the Centre for Research and Information on Canada (CRIC) in 2001 asked the question, "*Were there one or more particular reasons why you did not vote (in the last federal election)?*" Below is a summary of the responses:

- Didn't like candidates or parties
- Didn't think my vote makes a difference
- Election didn't matter to me
- Not enough time to vote; had to work
- Injury, illness
- Wasn't registered, not on voters' list: didn't receive voter's card
- Not enough information on where and when to vote

A CRIC report entitled "Voter Participation in Canada: Is Canadian Democracy in Crisis" identifies three general reasons for low voter turnouts:

- Uninteresting elections
- Changes in Canadians' values
- Rising levels of political disaffection or cynicism

These findings are based on voter turnouts at the federal level, however many of the responses could apply to municipal elections.

Have other methods to increase voter turnout been tried?

Yes, a number of Alberta municipalities, including Edmonton, St. Albert, Airdrie, Strathcona County, and Okotoks, experimented with earlier voting hours for the 2001 election. Only Strathcona County experienced a marginally higher turnout.

For the City of Red Deer to accommodate earlier voting hours, for example 6:30 a.m. to 8:00 p.m., the budget for staff and training would increase by approximately 30% to accommodate the additional voting and rental costs related to voting stations.

What activities are planned in 2004 to address the issue of low voter turnout?

A nine-month plan is proposed to:

1. meet our statutory notification requirements; and
2. initiate new activities to reduce the declining voter turnout.

This plan includes voter outreach initiatives that will cover the following categories:

- Legislated:
 - New alternatives for informing electors that meets legislated requirements. Example: direct mail.
- Special Interest Groups (visually impaired)
 - The use of electronic advertising. Example: radio.
- Education and Awareness:
 - One method of advertising has not met the need of all electors. Increasing the medium used will increase the likelihood that all citizens will become aware of their responsibility to participate and how they can participate. Example: TV, utility inserts, promotional materials, 'Let's Talk' Saturday at the mall, talk shows, website enhancements.
- Partnering in Education:
 - Educating future voters of their democratic responsibility and the importance of their participation. Example: 'Kids Can Vote'.
- Benchmarking:
 - Gather information to measure the success of the marketing strategy. Example: surveys.

Resolutions re Collicutt Centre Fees
Budget Meeting January 14/03

Be it resolved that the family rate for a monthly pass (Collicutt Card) be calculated so that the fee is equal to five times the family single use fee.

Rationale: Monthly passes for adults, youth and children are uniformly calculated so that the monthly fee is equal to five times the single use fee. Currently, family passes are treated differently resulting in the monthly family pass requiring more than five visits to "break even" when compared to paying single use admissions.

Example: A family of two adults, one youth, and one child would pay \$96.00 for a monthly pass. This is equal to 6.2 X the single admission price of \$15.50

Submitted by Councillor Larry Pimm on January 14, 2004

Notice of Motion re Collicutt Card Fee Increase

Be it resolved that the fee increase scheduled for March, 2004 be deferred to September 1, 2004.

Reduction in level of service in the fitness programming combined with increased cost for the Collicutt Card have resulted in significant decline in pass sales which speaks both to financial sustainability and the ability of the Collicutt Centre to serve as broad a spectrum of the community as possible. Another increase so soon on the heels of the previous one is not advisable.

Submitted by Councillor Larry Pimm on January 14, 2004



SP -

Social Planning Department

DATE: January 14, 2004
TO: Mayor and Council
FROM: Wendy Klassen, Community Facilitator
SUBJECT: Citizen Action Bus Dispatch

- Further to questions raised at the Social Planning Department 2004 Budget presentation last evening, we are providing the following information.
- Budget request for 32 hours part time dispatch, an increase from 20 hours as submitted would be an annual cost of \$29,430. (benefits are included in that cost at 8% for part time)
- Increasing the second dispatch position to full time would be an annual cost of \$36,837 (benefits are included and calculated at 15% for full time). If the position were to start on February 1, 2004, the cost would be \$33,767.
- The difference from what has been submitted to increasing the second dispatch position to full time is (11 months) \$6789.

Background Notes:

- Total trips for 2003 were 48,565 up from 43,310 in 2002, an increase of 5255 trips.
- Back-up taxi trips for 2003 were 3779 up from 2096 in 2002, an increase of 1683
- Staggering dispatch hours (for example, one staff from 8:00AM – 4:00 PM and the second staff from 10:00 AM – 6:00 PM) would create critical challenges in the peak dispatch hours from 8:00 AM – 10:00 AM. A split shift may be difficult to staff.
- When the dispatch office is closed, the message indicates the cell phone number to call for cancellations and other trip changes.
- 4:30 PM – 6:00 PM, the evening driver (who starts at 6:00 PM) answers the cell phone to be aware of cancellations or trip changes for that evening, but cannot book trips and does not have contact with drivers on between 4:30 – 6:00 PM. Weekends, the driver has the cell phone.
- The Executive Director is currently answering the phone as back up to dispatch phone rather than have calls go to voice mail because dispatch staff cannot get to picking up voice mails and miss cancellations.

Submitted to
Council Jan 14/03



Personnel

DATE: January 14, 2004

TO: Members of Council

FROM: Grant Howell
Personnel Manager

SUBJECT: Councillor Query re: Implementation of CUPE Job Evaluation System

During the deliberations on the Personnel budget, a question was raised as to why this Business Plan Funding Requirement (*section 4*, item 118; BPFR *section 5*, page 7) was included in that this item was funded in last year's Business Plan.

The answer is that this amount was identified in last year's business plan for the year 2004 (see attached 2003 BPFR index). The amount of \$30,000 was budgeted for 2003 and a further \$10,000 was identified as being needed in the second year of the plan at that time.

This BPFR is simply carrying out the second year of this project.

If you have further questions please call me at 342-8149.

A handwritten signature in black ink, appearing to read 'G. Howell'.

Grant Howell

LAST YEAR'S BUSINESS PLAN

Section 7 - Index

**BUSINESS PLAN FUNDING REQUIREMENTS
2002/2004 DEPARTMENT SUBMISSIONS**

Pg. No.	Department/Description	Total Requirement		
		2003	2004	2005
32	Gravel Lane grading	10,000	12,000	14,000
33	Reconstruct lanes	15,000	15,000	15,000
	Mayor and City Manager:			
9	Safe Communities Coalition Investment	25,000	25,000	25,000
	Personnel:			
2	Compensation Supervisor	77,000	77,000	77,000
3	Leadership Networks	5,000	5,000	5,000
4	Training Initiatives	10,000	10,000	10,000
5	Recruitment - Overload Management	11,000	11,000	11,000
6	CUPE Job Evaluation / Wage Program Review	30,000	10,000	0
7	Health Promotion	5,000	5,000	5,000
8	Safety Promotion	5,000	5,000	5,000
	Total Business Plan Funding Requirements Submissions	\$2,520,830	\$3,845,234	\$4,975,613

2004 COMPONENT



Personnel

DATE: January 14, 2004

TO: Members of Council

FROM: Grant Howell
Personnel Manager

SUBJECT: Recruitment of Local and Out-of-Town Employees

During budget deliberations the question of where our employees are recruited from was asked and I undertook to respond to that question. The following table shows that the majority of hires, both permanent and temporary, come from the local area and do not receive any relocation assistance. The permanent employees hired from out-of-town are generally in higher skilled occupations, where relocation assistance is an important component in our ability to attract them to make the move to Red Deer and to our organization.

2002	2003
Total hires 352	Total hires 370
Internal Transfers 97	Internal Transfers 89
External hires – local 237 Non-permanent 10 Permanent	External hires – local 240 Non-permanent 27 Permanent
External hires – Out of Town 8 Permanent	External hires – Out of Town 14 Permanent

If you have any questions please call me at 342-8149.

A handwritten signature in cursive script, appearing to read 'G. Howell'.

Grant Howell

Submitted to
Council Jan 13/04

CITY OF RED DEER – 2004, 2005, 2006 BUDGETS BUSINESS PLAN FUNDING REQUIREMENT

**PROGRAM: Community Services Directorate
DEPARTMENT: Community Services Division
BUSINESS UNIT No. 470**

- 1. Description of Item:** Contract with a consultant to undertake a study that results in information that will form the basis of a promotional plan that indicates the economic and quality of life benefits of the services provided by Community Services. This will be used to raise awareness and assist in the application of grants and seeking donations. The information will be specific to Red Deer rather than general information.
- 2. Cost of funding this item for the -**
 - ◆ **2004 Budget** \$25,000—one time
- 3. Implications of not funding this item:**
 - ◆ **Financial Impact:** The collecting of information that shows economic benefit and quality of life benefit of our services is very important as it will assist us in grant applications and seeking donations.
 - ◆ **Organizational Impact:** The information will assist us as an organization in doing a better job and in conveying to the community the importance of our work. Confirmation of tangible importance attached to soft services is difficult to determine, however, it is significant in maintaining morale and keeping staff motivated
 - ◆ **Community Impact:** Having this information will help the community better understand the importance of services provided by the division. The benefits will be seen as more tangible when they are attached such things as economic benefit, tourism etc and are specific to Red Deer.
 - ◆ **Avoid higher expenditure in the future (maintenance)?** Possibly, because we may have more success with granting applications,
 - ◆ **Consistent with the Master Plan? Describe.** This was a strategy identified in the Services Action Plan for Community Services, approved by Council in July 2003.
 - ◆ **Necessary to boost staff morale/productivity?** Yes

General Corporate Programs
Community Services Division

Corporate Services Division

Development Services Division

Mayor & City Manager Office

1	Council Review Schedule
2	Capital Budget Requirements
3	Capital Budget Alternative
4	Operating Budget Requirements
5	Bus. Plan Funding Requirements
	BUSINESS PLANS / SUMMARIES
6	General (Taxation & Other)
7	Community Services Directorate
8	Community Services – General
9	Police (RCMP)
10	Recreation, Parks & Culture
11	Social Planning
12	Transit
13	Corporate Services Directorate
14	Assessment & Tax
15	Information Technology Services
16	Legislative & Administrative Services
17	Treasury Services
18	Development Services Directorate
19	Electric Light & Power
20	Emergency Services
21	Engineering Services
22	Inspections & Licensing
23	Land & Economic Development
24	Public Works
25	Mayor & City Manager
26	Personnel

THE CITY OF RED DEER - 2004 BUDGET REVIEW CITY COUNCIL REVIEW DATES

<u>DATE</u>	<u>TOPIC</u>	<u>START</u>	<u>END</u>
Monday, December 15, 2003	Basic Capital Introduction	4:30	5:30
Tuesday, January 13, 2004	Budget Introduction	4:30	5:00
	General	5:00	5:20
	City Manager	5:20	5:40
	Personnel	5:40	6:00
	Supper	6:00	7:15
	Community Services	7:15	7:45
	Agencies	7:45	8:40
	Social Planning	8:40	9:00
Wednesday, January 14, 2004	Police (RCMP)	4:30	5:40
	Transit	5:40	6:00
	Supper	6:00	7:15
	Transit	7:15	7:45
	Rec. Parks & Culture	7:45	9:00
Monday, January 19, 2004	Corporate Services	4:30	4:40
	Treasury	4:40	4:55
	Assessment & Tax	4:55	5:10
	Legislative & Administrative	5:10	5:30
	Info. Tech. Services	5:30	6:00
	Supper	6:00	7:15
	Development Services	7:15	7:25
	Inspection & Licensing	7:25	7:45
	Electric Light & Power	7:45	8:30
	Land & Economic Dev.	8:30	9:00
Tuesday, January 20, 2004	Emergency Services	4:30	5:30
	Engineering	5:00	6:00
	Supper	6:00	7:15
	Public Works	7:15	8:30
Wednesday, January 21, 2004	Operating Debate	4:30	6:00
	Supper	6:00	7:15
	Major Capital Debate	7:15	9:00
Tuesday, January 27, 2004	Budget Resolutions		
Wednesday, January 28, 2004	If Required		

- Capital Budget requests will be presented by Department Managers as part of their Business Plan presentations
- All Department Managers in attendance on January 21 after supper and on January 27.

CAPITAL BUDGET SUMMARY (2004 – 2008)

Council policy states that a budget for capital projects for the next five years shall be prepared each year. The budget for 2004 is \$84 million, and the five-year total is \$319 million.

Total Project Budget - The 2004 to 2008 Capital Budget, summarizing planned capital expenditures by type of project, is as follows.

Project Type	2004 Total in \$ thousands	Five-Year Total in \$ thousands
Transportation	20,578	49,530
Protective Services	3,054	10,127
Community Services	9,281	58,961
General	6,400	55,088
Utility and Business Enterprises	44,620	145,371
Total	\$ 83,933	319,077

Funding Sources - There are many sources of funding for these projects:

Funding Source Proposed	2004 Total in \$ thousands	Five-Year Total in \$ thousands
Basic Capital Grant (based on \$60 per capita) (Note 1)	2,139	11,089
Cities Special Transportation Grant (Note 2)	1,512	3,024
Capital Projects Reserve	15,850	15,850
Unfunded	877	85,275
Customer Contributions	2,830	13,234
Equipment Financing Reserve	3,234	11,023
Land Sales	15,927	58,868
E.L. & P. Stabilization Reserve	1,525	6,940
Water Stabilization Reserve	8,198	14,400
Wastewater Stabilization Reserve	2,794	10,456
Solid Waste Reserves	354	3,836
Long Term Debt – Utility Supported	7,500	22,600
Operating Budget	369	1,617
Other Grants & Reserves	6,396	12,573
Roads Offsite Levy Basin	5,608	14,248
Recreation Levies	1,450	4,655
Other Offsite Levies	1,175	23,165
Other	6,195	6,224
Total	\$83,933	\$ 319,077

Note 1 – the amount shown reflects the policy to accumulate funds of approximately \$2 million per year to ensure funds are available to finance the Northland river crossing expected to begin in 2010

Note 2 – this grant is anticipated to be received but has not been committed to by the Province

The following population projections have been used in estimating grants and debt per capita.

Population Projection					
	2004	2005	2006	2007	2008
Population Projection	72,691	74,581	76,296	77,882	79,145

There are a number of issues related to the Capital Budget that are worthy of mention. They are discussed as follows.

BASIC CAPITAL PROVINCIAL GRANT FUNDING

A significant funding source is the Basic Capital Grant (BCG). The following points need to be considered when reviewing the amounts presented in the tables:

- The funding received is based on \$60 per capita but as there is no long term agreement with the Province this continued level of funding is uncertain
- There is no indication that the \$60 per capita will be adjusted for inflation
- The funding received has been adjusted for population growth
- As the city continues to grow there will be an increased demand on this source of funding for bridge maintenance and operating maintenance such as crown paving (this increased demand has not been reflected in the amounts presented)
- There will likely be additional projects identified which qualify for funding from this source as the city continues to grow and develop
- The Transit fleet may grow faster than anticipated at this point
- The figures shown are in 2004 dollars. Inflation and cost increases have not been included

The following scenario assumes 100% Road Offsite Basin funding for most roads projects. The accumulation through 2008 is to ensure funds are available to finance the Northland river crossing, expected to begin in 2010. Even with this change, there will be a BCG shortfall of \$1.2 million.

BCG Assuming 100% Road Basin	2004	2005	2006	2007	2008	2009 +
Balance – Beginning of Year	1,755	3,190	4,908	7,638	7,187	9,560
Less: Funding Required – Capital	(2,138)	(1,969)	(1,060)	(4,332)	(1,588)	(31,806)
Less: Operating Funding	(788)	(788)	(788)	(788)	(788)	(3,940)
Add: Provincial Grant Funding	4,361	4,475	4,578	4,669	4,749	25,007
Surplus (Deficit)	3,190	4,908	7,638	7,187	9,590	(1,179)

The following projection assumes continued 40% Basic Capital Grant funding of eligible roads projects, with 60% funded from the Road Offsite Basin. At the end of ten years we project a BCG funding shortfall of \$12.1 million, assuming no additional funding is received.

BCG Assuming 40% BCG Funding	2004	2005	2006	2007	2008	2009 +
Balance – Beginning of Year	1,755	1,863	3,533	5,063	4,212	4,777
Less: Funding Required – Capital	(3,465)	(2,017)	(2,260)	(4,732)	(3,396)	(37,982)
Less: Operating Funding (Pavement Maintenance, etc.)	(788)	(788)	(788)	(788)	(788)	(3,940)
Add: Provincial Grant Funding	4,361	4,475	4,578	4,669	4,749	25,007
Surplus (Deficit)	1,863	3,533	5,063	4,212	4,777	(12,138)

CAPITAL PROJECTS RESERVE

Another significant source of funding for capital projects is the Capital Project Reserve (CPR), which is funded as follows:

- The annual 1% tax funded contribution to the implemented by Council in 2001.
- Transfers from other reserves exceeding target levels, like the EL&P reserve
- Additional one time funding not needed for other purposes.

However, as can be seen in the table below, even with these sources of funding, the Capital Project Reserve is unable to finance the five-year Capital Plan.

Capital Project Reserve - (in \$ thousands)						
	2004	2005	2006	2007	2008	2009 +
Balance – Beginning of Year	12,585	(877)	(19,260)	(47,808)	(53,830)	(72,570)
Expected Prior Yr E.L. & P. Surplus	2,000	2,000	1,500	1,500	1,000	3,000
Repayment of Utility Project Funds	130	130	130	130	130	0
Sale of Assets	675	0	0	0	0	0
Rebuilding of Capital Capacity	460	860	1295	1,765	2,265	13,975
Funding Required	(16,727)	(21,373)	(31,473)	(9,417)	(22,135)	(37,900)
Deficit	(877)	(19,260)	(47,808)	(53,830)	(72,570)	(93,495)

Significant Projects Funded by the CPR – There are twenty projects that represent about 90% of the projected funding required from the CPR over the next five to ten years, as follows:

Capital Project - (in \$ thousands)	Projected Time Frame	Estimated Project Total	CPR Funding Required
West Yard Relocation (P/Works, Stores, Transit, Parks, Garage) – CPR Funding Net of Recoveries	2005 - 06	\$ 30,275	\$ 19,755
New Museum & Archives Building	2006	22,360	18,335
Information Technology Projects	On-Going	8,523	8,273
Recreation Centre Renovations & Park Site Development	2004 – 05	8,164	8,164
Northlands Drive, New River Bridge & Related Projects	2010 – 11	29,500	7,965
Emergency Services Replacement Equipment	On-Going	8,535	7,835
Downtown Promenade, Overpasses, etc.	2006 - 09	7,125	6,100
Dawe Centre Renovations	2005 - 06	6,000	6,000
New Indoor Ice Arena	2008	5,000	5,000
Riverlands Culture Area & Surrounding Parks	2009	5,000	5,000
Emergency Services North Red Deer Station, Miscellaneous Equipment	2005	4,479	4,254
Drainage Pond - (Michener Centre) – On-Going	2004	5,600	2,800
Golden Circle - Rehabilitate Old Museum	2007	2,600	2,600
Lion's Campground Expansion	2008	1,500	1,500
Gaetz & Highway 11A - 71 St to 11A - 6 lanes	2004 - 05	5,600	1,232
32 Street Widening - 40 Avenue to 49 Avenue	2008	4,000	1,080
32 Street / Gaetz Intersection Upgrade	2004 - 05	3,000	810
Dawe Branch Library Major Renovations	2005	1,000	750
RCMP Building Requirements – See Note *	2008 - 09	7,500	7,500

Downtown Parkade - See Note *	2009	7,000	7,000
City Office Requirements - See Note *	2008 - 09	7,500	7,500
Total		\$ 180,261	\$ 129,453

Note * - The last three items are based on very early projections, anticipated as a result of the City's recent and projected growth. No firm plans have been made.

DEBT

It is City Council's policy to use a reasonable level of debt for financing utility projects, in keeping with the utility rate model.

New Utility Supported Debt of \$22 million, over the next five years, has been assumed for the upgrade of the Wastewater Treatment Plant. Self Supported (Utility) Debt peaked in 1983 at \$1,111 per capita, almost five times the \$247 per capita debt projected for 2008.

Utility Supported Debt in \$ thousands						
	2004	2005	2006	2007	2008	5 Yr Total
Balance – Beginning of Year	5,057	11,200	17,866	20,304	20,684	
Debt Reduction	(1,357)	(1,834)	(2,262)	(1,520)	(1,154)	(8,127)
New Debt – Treatment Plants	7,500	8,500	4,700	1,900	0	22,600
Debt Total – End of Year	11,200	17,866	20,304	20,684	19,530	
Per Capita Self Supported Debt	\$ 154	\$ 240	\$ 266	\$ 266	\$ 247	

Tax Supported debt continues to decrease. It peaked in 1983 at \$448 per capita, has steadily decreased to the 2004 level of \$61 per capita, and is expected to continue to decrease.

Tax Supported Debt in \$ thousands						
	2004	2005	2006	2007	2008	5 Yr Total
Balance – Beginning of Year	5,689	4,437	3,054	1,527	645	
Debt Reduction	(1,252)	(1,383)	(1,527)	(882)	(357)	(5,401)
Debt Total – End of Year	4,437	3,054	1,527	645	288	
Per Capita Self Supported Debt	\$ 61	\$ 41	\$ 20	\$ 8	\$ 4	

Debt Limit – Alberta Municipal Affairs prescribes a debt limit for municipalities, based primarily on their revenues. The City of Red Deer's expected 2008 debt of \$20 million is well below our current debt limit of over \$200 million.

If debt were to be considered for tax-supported projects, every \$1 million of new debt amortized over 15 years would cost taxpayers approximately \$100,000 per year. In 2004 this means a 1% tax increase would be able to fund approximately \$3.6 million in new debt.

SUMMARY

The information in this report demonstrates that the number of needed projects and the limited funding available from sources like the Capital Projects Reserve continue to make it difficult to finance the City's capital budget. It will be necessary to continue to consider other alternatives, such as:

1. Defer some projects past ten years, using a ranking process.
2. Cancel some projects completely. This may require some services cuts.
3. Increase the contribution from general taxation to the Capital Projects Reserve.
4. Sell profitable assets, if possible, such as a campground or electric utility.
5. Continue to look for additional transfers from other levels of governments.
6. Seek new partnerships, with other governments, businesses, non-profit groups, etc.
7. Expand the use of debt beyond utilities, and incur additional cost pressures against general taxation for debt service costs.

100% Road Offsite Scenario

Transportation & Development

(Amounts in \$ Thousands)

									Funding Sources (%)																															
									Capital Projects Reserve	Equipment Replacement Reserve	EL&P Stabilization Reserve	Landfill Stabilization Reserve	Water Stabilization Reserve	WW Stabilization Reserve	Parking Reserve	River/Bend Reserve	Cemetery Reserve	Public Reserve	Other Reserves	Water Offsite Levy Fund	WW Offsite Levy Fund	Roads Offsite Levy Fund	Storm Offsite Levy Fund	New Development Basin Water Offsite Levy Fund	New Development Basin WW Offsite Levy Fund	New Development Basin Storm Offsite Levy Fund	Recreation Offsite Levy Fund	Basic Capital Grant	Special Transportation Grant	Centennial Grant	Other Grants	Operating	Customer Contribution	Land Sales	LT Debt - Self Supported	LT Debt - Tax Supported	ICAP	Other		
Item	Dep't	Project	2004	2005	2006	2007	2008	2009+																																
1	Eng Prior Year Approved	Johnstone Drive - pavement overlay - Jewell St N. to Taylor Drive	250	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
2	Eng Prior Year Approved	22 Street Construction	2,266	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
3	Eng Prior Year Approved	40 Avenue Construction	2,947	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4	Eng Prior Year Approved	General Road Transportation Plan Update	75	0	0	0	0	0	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0	0	0
5	Eng Prior Year Approved	59 Av/67 St Intersection Widening	200	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0
6	Eng Prior Year Approved	Gaetz Ave at 63 St - Intersection Widening (ATU Site, Village & Parkland Malls)	52	0	0	0	0	0	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	30	0	0	0	0	0	60	0	0	0	0	0	0
7	Eng Prior Year Approved	2003 Capital Sidewalk Program	35	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0
8	Eng Prior Year Approved	Curb return radius improvement for truck & public transit vehicles	135	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0
9	Eng Prior Year Approved	Pamely Ave & 67 St Intersection widening on North side only	45	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0
10	Eng Prior Year Approved	40 Avenue Rebuilding - New landfill access South to City Limits	175	0	0	0	0	0	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0	0	0
11	Engineering Development	43 Street widening between 52 Ave & Gaetz Ave adjacent to Hospital	0	575	0	0	0	0	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0	0	0
12	Engineering Development	Kingston (80) St - 2004 Land Costs 4 lane collector west of Gaetz Ave.	400	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0
13	Engineering Development	Kingston (80) St - 4 lane collector west of Gaetz Ave.	0	230	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0
14	Engineering Development	22 St. east of Taylor Drive - Realignment for land sale	555	0	0	0	0	0	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0	0	0
15	Engineering Development	42A Ave and 59 St Road Extension at Lindsay Thurber and River Glen	0	0	435	0	0	0	60	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40	0	0	0	0	0	0	
16	Engineering Development	42A Ave and 55 St Intersection improvements at Lindsay Thurber	550	0	0	0	0	0	60	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40	0	0	0	0	0	0	0
17	Engineering Development	Memorial Centre parking lot & 58 Street Improvements at Lindsay Thurber	0	0	155	0	0	0	50	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	50	0	0	0	0	0	0	0	
18	Engineering Development	30 Av (22 St to Delburne Rd) - 4 lane divided - temporary street lighting in 2004	25	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
19	Engineering Development	30 Av (22 St to Delburne Rd) - 4 lane divided construction	0	0	0	1,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Transportation & Development

(Amounts in \$ Thousands)

Item	Dep't	Project	2004	2005	2006	2007	2008	2009+	Funding Sources (%)																											
									Capital Projects Reserve	Equipment Replacement Reserve	EL&P Stabilization Reserve	Landfill Stabilization Reserve	Water Stabilization Reserve	WW Stabilization Reserve	Parking Reserve	River/Bend Reserve	Cemetery Reserve	Public Reserve	Other Reserves	Water Offsite Levy Fund	WW Offsite Levy Fund	Roads Offsite Levy Fund	Storm Offsite Levy Fund	New Development Basin Water Offsite Levy Fund	New Development Basin WW Offsite Levy Fund	New Development Basin Storm Offsite Levy Fund	Recreation Offsite Levy Fund	Basic Capital Grant	Special Transportation Grant	Centennial Grant	Other Grants	Operating	Customer Contribution	Land Sales	LT Debt - Self Supported	LT Debt - Tax Supported
20	Engineering Development	Potential Industrial Development (Arterial Roadway Improvements)	0	0	3,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	
21	Engineering Development	Delburne Rd (30 Av to 40 Av) - 4 lane divided	0	0	0	0	2,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	
22	Engineering Development	Ross Street (Rideout Av to 20 Av) - 4 lane divided	0	0	0	0	1,200	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	
23	Engineering Development	20 Avenue (Ross St to 55 St) - Initial 2 lanes	0	0	0	0	1,200	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	
24	Engineering Development	20 Avenue (32 St to Ross St) - Initial 2 lanes	0	0	0	0	0	2,400	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	
25	Engineering Development	32 St (Daines Av to 20 Av) - 4 lane divided	0	0	0	0	0	1,300	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	
26	Engineering Development	Gaetz Ave right turn lane - between Bennett St & 28 St	225	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	
27	Engineering Development	Gaetz Ave Development Setback Study	50	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
28	Engineering Capacity	Gaetz Ave & Hwy 11A (71 St to 11A - widen to 6 lane-Includes intersection Improvements at 11A)**SEE BELOW	2,800	2,800	0	0	0	0	22	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5	54	0	18	0	0	0	0	0	1
28	Engineering Capacity	Project will proceed in 2004 ONLY if the application under "Cities Special Transportation Grant" is approved by the Province.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
29	Engineering Capacity	32 Street between 55 Ave and 57 Ave including Red Deer College Access Improvements	0	0	1,200	0	0	0	12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	38	0	0	0	0	0	50	0	0	0	0
30	Engineering Capacity	32 St Widening - 40 Avenue to 49 Avenue	0	0	0	0	0	4,000	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	
31	Engineering Capacity	32 St./Gaetz Av - intersection upgrade	0	0	0	3,000	0	0	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	
32	Engineering Capacity	Northland Drive & new River Bridge (future o/s basin)	0	0	0	0	0	18,000	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	
33	Engineering Capacity	67 St / 30 Av Intersection Improvements	0	0	0	0	0	4,500	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	
34	Engineering Capacity	Northland Drive (Gaetz Av to Riverside Dr)	0	0	0	0	0	7,000	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	
35	Engineering Capacity	Highway 2 Northbound Ramp to Taylor Drive	0	0	0	0	0	2,000	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	
36	Engineering Rehabilitation	Deck Rehabilitation on 49 Ave river bridge - Northbound	0	0	0	850	0	0	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	
37	Engineering Rehabilitation	Gaetz Ave River Bridge - Deck rehab and Painting - Southbound	0	0	0	0	0	2,000	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	

100% Road Offsite Scenario

Transportation & Development

(Amounts in \$ Thousands)

[illegible]

100% Road Offsite Scenario

Transportation & Development

(Amounts in \$ Thousands)

[illegible]

100% Road Offsite Scenario

Transportation & Development

(Amounts in \$ Thousands)

[illegible]

100% Road Offsite Scenario

Utility Projects

(Amounts in \$ Thousands)

[illegible]

100% Road Offsite Scenario

Utility Projects

(Amounts in \$ Thousands)

[illegible]

Utility Projects

(Amounts in \$ Thousands)

[illegible]

100% Road Offsite Scenario

Other Self Supported Projects

(Amounts in \$ Thousands)

									Funding Sources (%)																														
Item	Dep't	Project	2004	2005	2006	2007	2008	2009+	Capital Projects Reserve	Equipment Replacement Reserve	EL&P Stabilization Reserve	Landfill Stabilization Reserve	Water Stabilization Reserve	WW Stabilization Reserve	Parking Reserve	River/Bend Reserve	Cemetery Reserve	Public Reserve	Other Reserves	Water Offsite Levy Fund	WW Offsite Levy Fund	Roads Offsite Levy Fund	Storm Offsite Levy Fund	New Development Basin Water Offsite Levy Fund	New Development Basin WW Offsite Levy Fund	New Development Basin Storm Offsite Levy Fund	Recreation Offsite Levy Fund	Basic Capital Grant	Centennial Grant	Other Grants	Operating	Customer Contribution	Land Sales	LT Debt - Self Supported	LT Debt - Tax Supported	CAP	Other		
195	Fleet Utility	Action Bus - Replacement	150	150	75	75	75	0	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0	0
196	Fleet Utility	Equipment Purchases - Additional	1,006	248	153	178	211	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
197	Fleet Utility	Equipment Purchases - Replacement	2,025	2,219	1,745	1,008	1,314	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
198	Fleet Utility	Transit Buses - Replacement	600	0	0	320	320	0	0	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0	0
199	Fleet Utility	Transit Buses - Additional Car - Special Constable (RCMP) (related to BPFR)	3	1,200	2	800	0	0	0	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0	
200	Fleet Utility		40	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
201	Subdivision	Industrial - Land Purchase	1,273	0	318	318	673	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	
202	Subdivision	Industrial - Offsite & Recreation Levies	1,022	0	871	871	1,246	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	
203	Subdivision	Industrial - Pre-Grade, Servicing, etc.	1,250	950	950	950	950	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	
204	Subdivision	Residential - Land Purchase	2,425	1,027	1,010	984	961	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	
205	Subdivision	Residential - Offsite & Recreation Levies	4,305	1,875	1,840	1,797	1,750	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	
206	Subdivision	Residential - Servicing Costs	5,427	3,450	3,855	2,825	2,950	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	
207	ES - EMS	Monitor Replacement	45	45	45	45	45	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0		
208	ES - EMS	Ambulance Replacement	140	140	140	140	140	0	0	0	0	0	0	0	0	0	140	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	
209	Downtown	Promenade (48 Street) Planning Study	250	0	0																																		

Other Self Supported Projects

(Amounts in \$ Thousands)

Other Self Supported Projects

(Amounts in \$ Thousands)

100% Road Offsite Scenario

Tax Supported (CPR) Projects

(Amounts in \$ Thousands)

[illegible]

Tax Supported (CPR) Projects
(Amounts in \$ Thousands)

										Funding Sources (%)																														
Item	Dep't	Project	2004	2005	2006	2007	2008	2009+	Capital Projects Reserve	Equipment Replacement Reserve	EL&P Stabilization Reserve	Landfill Stabilization Reserve	Water Stabilization Reserve	WW Stabilization Reserve	Parking Reserve	River/Bend Reserve	Cemetery Reserve	Public Reserve	Other Reserves	Water Offsite Levy Fund	WW Offsite Levy Fund	Roads Offsite Levy Fund	Storm Offsite Levy Fund	New Development Basin Water Offsite Levy Fund	New Development Basin WW Offsite Levy Fund	New Development Basin Storm Offsite Levy Fund	Recreation Offsite Levy Fund	Basic Capital Grant	Centennial Grant	Other Grants	Operating	Customer Contribution	Land Sales	LT Debt - Self Supported	LT Debt - Tax Supported	ICAP	Other			
274	ES - Suppr.	Light Vehicles - Replace Car 2 (1997)	0	0	0	40	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
275	ES - Suppr.	Light Vehicles - Replace Car 3 (1997)	0	0	0	40	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
276	ES - Suppr.	Light Vehicles - Replace Car 6 (1995)	0	0	0	0	40	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Hazmat/Rescue - Replace Rescue Truck HM1 (1990)																																						
277	ES - Suppr.		0	0	350	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
278	ES - Suppr.	New Brush Trucks	150	0	150	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
279	ES - Suppr.	Brush Truck - Replace B1 (1997)	0	0	0	45	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
280	ES - Suppr.	North Red Deer Station - Station	100	1,350	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
281	ES - Suppr.	North Red Deer Station - Engine	0	560	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
282	ES - Suppr.	North Red Deer Station - Ambulance	0	130	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		North Red Deer Station - Thermal Imaging Camera																																						
283	ES - Suppr.		0	30	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
284	ES - Suppr.	Thermal Imaging Cameras (4)	0	0	0	0	120	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
285	ES - Suppr.	Light Rescue Vehicle	0	0	0	0	170	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Heavy Rescue Equipment - Urban Rescue - hydraulic equipment																																						
286	ES - Suppr.		40	40	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
287	ES - Suppr.	PASS devices (2005 new standard)	0	0	35	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Self Contained Breathing Apparatus (SCBA) replacement - 25 sets																																						
288	ES - Suppr.		150	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
289	ES - Comm	BIMS - Radio Computer Cards	10	10	10	12	12	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Communication Room Expansion/Improvements																																						
290	ES - Comm		40	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
291	ES - Comm	UPS System Upgrades	0	25	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
292	ES - Comm	4th Communications Position & Radio Console	0	0	80	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
293	ES - Comm	Mobile Emergency Communications Centre	0	0	0	150	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0																		

100% Road Offsite Scenario

Tax Supported (CPR) Projects

(Amounts in \$ Thousands)

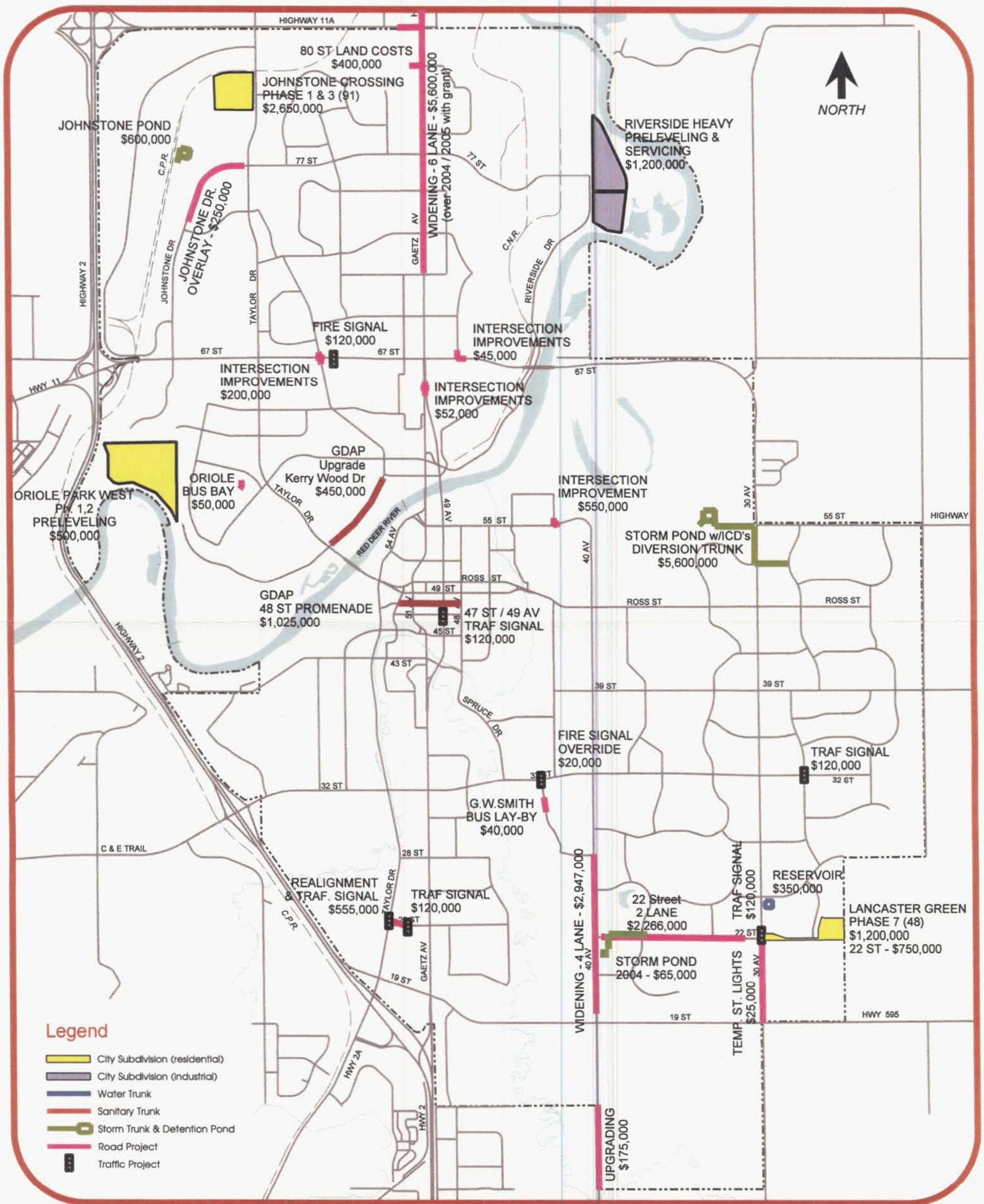
[illegible]

[illegible]

Tax Supported (CPR) Projects
(Amounts in \$ Thousands)

100% Road Offsite Scenario

Item	Dept	Project							Funding Sources (%)																													
			2004	2005	2006	2007	2008	2009+	Capital Projects Reserve	Equipment Replacement Reserve	EL&P Stabilization Reserve	Landfill Stabilization Reserve	Water Stabilization Reserve	WW Stabilization Reserve	Parking Reserve	RiverBend Reserve	Cemetery Reserve	Public Reserve	Other Reserves	Water Offsite Levy Fund	WW Offsite Levy Fund	Roads Offsite Levy Fund	Storm Offsite Levy Fund	New Development Basin Water Offsite Levy Fund	New Development Basin WW Offsite Levy Fund	New Development Basin Storm Offsite Levy Fund	Recreation Offsite Levy Fund	Basic Capital Grant	Centennial Grant	Other Grants	Operating	Customer Contribution	Land Sales	LT Debt - Self Supported	LT Debt - Tax Supported	ICAP	Other	
372 Corporate Assessment & Renovations		City Hall Renovations (space allocation report)	0	0	0	0	0	5,000	2,500	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
373 Tax		Tax	49	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
374 Engineering		Parkade	0	0	0	0	0	0	7,000	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
375 Insp & Lic		48 St Parking Lot	180	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
			12,176	20,120	43,668	7,702	20,229	12,000																														



60% Road Offsite Scenario

Transportation & Development

(Amounts in \$ Thousands)

[illegible]

60% Road Offsite Scenario

Transportation & Development

(Amounts in \$ Thousands)

Item	Dep't	Project	2004	2005	2006	2007	2008	2009+	Funding Sources (%)																																
									Capital Projects Reserve	Equipment Replacement Reserve	EL&P Stabilization Reserve	Landfill Stabilization Reserve	Water Stabilization Reserve	WW Stabilization Reserve	Parking Reserve	River/Bend Reserve	Cemetary Reserve	Public Reserve	Other Reserves	Water Offsite Levy Fund	WW Offsite Levy Fund	Roads Offsite Levy Fund	Storm Offsite Levy Fund	New Development Basin	Water Offsite Levy Fund	New Development Basin	WW Offsite Levy Fund	New Development Basin	Storm Offsite Levy Fund	Recreation Offsite Levy Fund	Basic Capital Grant	Special Transportation Grant	Centennial Grant	Other Grants	Operating	Customer Contribution	Land Sales	LT Debt - Self Supported	LT Debt - Tax Supported	ICAP	Other
20	Engineering Development	Potential Industrial Development (Arterial Roadway Improvements)	0	0	3,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	60	0	0	0	0	0	40	0	0	0	0	0	0	0	0	0	0	0	
21	Engineering Development	Delburne Rd (30 Av to 40 Av) - 4 lane divided	0	0	0	0	2,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	60	0	0	0	0	0	40	0	0	0	0	0	0	0	0	0	0	0	0
22	Engineering Development	Ross Street (Rideout Av to 20 Av) - 4 lane divided	0	0	0	0	1,200	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	60	0	0	0	0	0	40	0	0	0	0	0	0	0	0	0	0	0	0
23	Engineering Development	20 Avenue (Ross St to 55 St) - Initial 2 lanes	0	0	0	0	1,200	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	60	0	0	0	0	0	40	0	0	0	0	0	0	0	0	0	0	0	0
24	Engineering Development	20 Avenue (32 St to Ross St) - Initial 2 lanes	0	0	0	0	0	2,400	0	0	0	0	0	0	0	0	0	0	0	0	0	0	60	0	0	0	0	0	40	0	0	0	0	0	0	0	0	0	0	0	0
25	Engineering Development	32 St (Daines Av to 20 Av) - 4 lane divided	0	0	0	0	0	1,300	0	0	0	0	0	0	0	0	0	0	0	0	0	0	60	0	0	0	0	0	40	0	0	0	0	0	0	0	0	0	0	0	0
26	Engineering Development	Gaetz Ave right turn lane - between Bennett St & 28 St	225	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	
27	Engineering Development	Gaetz Ave Development Setback Study	50	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
28	Engineering Capacity	Gaetz Ave & Hwy 11A (71 St to 11A - widen to 6 lane-Includes intersection Improvements at 11A)**SEE BELOW	2,800	2,800	0	0	0	0	22	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5	54	0	18	0	0	0	0	0	0	0	0	0	1
28	Engineering Capacity	Project will proceed in 2004 ONLY if the application under "Cities Special Transportation Grant" is approved by the Province.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
29	Engineering Capacity	32 Street between 55 Ave and 57 Ave including Red Deer College Access Improvements	0	0	1,200	0	0	0	12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	38	0	0	0	0	0	50	0	0	0	0	0	0	0
30	Engineering Capacity	32 St Widening - 40 Avenue to 49 Avenue	0	0	0	0	0	4,000	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0	0	0	0
31	Engineering Capacity	32 St./Gaetz Av - intersection upgrade	0	0	0	3,000	0	0	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0	0	0	0
32	Engineering Capacity	Northland Drive & new River Bridge (future o/s basin)	0	0	0	0	0	18,000	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0	0	0	0
33	Engineering Capacity	67 St / 30 Av Intersection Improvements	0	0	0	0	0	4,500	0	0	0	0	0	0	0	0	0	0	0	0	0	0	60	0	0	0	0	0	40	0	0	0	0	0	0	0	0	0	0	0	0
34	Engineering Capacity	Northland Drive (Gaetz Av to Riverside Dr)	0	0	0	0	0	7,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	60	0	0	0	0	0	40	0	0	0	0	0	0	0	0	0	0	0	0
35	Engineering Capacity	Highway 2 Northbound Ramp to Taylor Drive	0	0	0	0	0	2,000	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0	0	0	0
36	Engineering Rehabilitation	Deck Rehabilitation on 49 Ave river bridge - Northbound	0	0	0	850	0	0	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0	0	0	
37	Engineering Rehabilitation	Gaetz Ave River Bridge - Deck rehab and Painting - Southbound	0	0	0	0	0	2,000	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0	0	0	

60% Road Offsite Scenario

Transportation & Development

(Amounts in \$ Thousands)

								Funding Sources (%)																																		
Item	Dep't	Project	2004	2005	2006	2007	2008	2009+	Capital Projects Reserve	Equipment Replacement Reserve	EL&P Stabilization Reserve	Landfill Stabilization Reserve	Water Stabilization Reserve	WW Stabilization Reserve	Parking Reserve	River/Bend Reserve	Cemetery Reserve	Public Reserve	Other Reserves	Water Offsite Levy Fund	WW Offsite Levy Fund	Roads Offsite Levy Fund	Storm Offsite Levy Fund	New Development Basin	Water Offsite Levy Fund	New Development Basin	WW Offsite Levy Fund	New Development Basin	Storm Offsite Levy Fund	Recreation Offsite Levy Fund	Basic Capital Grant	Special Transportation Grant	Centennial Grant	Other Grants	Operating	Customer Contribution	Land Sales	LT Debt - Self Supported	LT Debt - Tax Supported	ICAP	Other	
38	Engineering Rehabilitation	Taylor Dr/River Bridge Girder Rehabilitation	0	0	0	0	0	1,000	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0	0	0
39	Eng-Serv Imp	RD Regional Airport Infrastructure Improvement Project - funding to be from CSTG& RD Airport Authority & Project partners	6,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100
40	Eng-Serv Imp	New Sidewalk Construction Program	200	200	200	200	200	1,000	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0	0	0
41	Eng-Serv Imp	Transit - Road and Sidewalk Improvements	30	30	30	30	30	150	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0	0	0
42	Eng-Service Improvement	Street Light Relocation Program	100	100	100	100	100	500	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
43	Eng-Service Improvement	Overhead Power Line Relocation @ 43 St / 52 Ave (to be funded from EL&P Utility)	175	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
44	Eng-Serv Imp	Oriole Park School Layby	50	0	0	0	0	0	50	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	50	0	0	0	0	0	0
45	Eng-Serv Imp	GW Smith School Bus & City Transit Bus Layby	40	0	0	0	0	0	50	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	50	0	0	0	0	0	0
46	Eng-Serv Imp	Golden West Avenue access to 67 Street (north & south)	0	0	0	300	0	0	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0	0	0
47	Eng-Serv Imp	Spruce Drive widening and curve improvement (37 St to 43 St)	0	0	0	0	0	1,000	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0	0	0
48	Eng-Serv Imp	40 Avenue / Ross St Intersection Improvements	0	0	0	0	0	2,500	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0	0	0
49	Eng-Serv Imp	Safety Initiatives at High Accident Intersections	0	0	100	0	0	200	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0	0	0
50	Eng - Traffic	Misc - signal displays, loops, count down ped. displays, conv. ped., audible signals, signal control relocation.	80	80	80	80	80	400	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
51	Eng - Traffic	Traffic Study (Consultant) to Update Traffic Signal Priority List	0	40	0	0	40	40	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
52	Eng - Traffic	Traffic Safety Initiative Study (high accident locations)	0	50	0	0	50	50	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0	0	0
53	Eng - Traffic	New Signal @ 22 St / IGA access - subject to land development	120	0	0	0	0	0	50	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	50	0	0	0	0	0
54	Eng - Traffic	New Signal @ 32 St/Lockwood Ave.	120	0	0	0	0	0	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0	0	0
55	Eng - Traffic	New Signal @ 47 St/49 Avenue downtown	120	0	0	0	0	0	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0	0	0
56	Eng - Traffic	Flashing Beacons for 67 St Fire Station	120	0	0	0	0	0	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0	0	0
57	Eng - Traffic	Signal Override for 32 St Fire Station	20	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
58	Eng - Traffic	New Signal @ 30 Ave/22 St	120	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	60	0	0	0	0	0	0	0	40	0	0	0	0	0	0	0	0	0	0	0	0
59	Eng - Traffic	New Signal @ Hermary St / 59 Av	0	120	0	0	0	0	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0	0	0
60	Eng - Traffic	New Signal @ 32 St/Alford Ave.	0	0	0	0	0	120	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0	0	0
61	Eng - Traffic	New Signal @ 34 St/Gaetz Avenue	0	120	0	0	0	0	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0	0	0
62	Eng - Traffic	New Signal @ 49 Ave/Delburne Road	0	120	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	60	0	0	0	0	0	0	0	40	0	0	0	0	0	0	0	0	0	0	0	0
63	Eng - Traffic	Upgrade Ped. To Full Signal at Ayers Av / 32 St	0	60	0	0	0	0	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0	0	0	0

60% Road Offsite Scenario

Transportation & Development

(Amounts in \$ Thousands)

[illegible]

60% Road Offsite Scenario

Transportation & Development

(Amounts in \$ Thousands)

Item	Dep't	Project	2004	2005	2006	2007	2008	2009+	Funding Sources (%)																											
									Capital Projects Reserve	Equipment Replacement Reserve	EL&P Stabilization Reserve	Landfill Stabilization Reserve	Water Stabilization Reserve	WW Stabilization Reserve	Parking Reserve	River/Bend Reserve	Cemetery Reserve	Public Reserve	Other Reserves	Water Offsite Levy Fund	WW Offsite Levy Fund	Roads Offsite Levy Fund	Storm Offsite Levy Fund	New Development Basin Water Offsite Levy Fund	New Development Basin WW Offsite Levy Fund	New Development Basin Storm Offsite Levy Fund	Recreation Offsite Levy Fund	Basic Capital Grant	Special Transportation Grant	Centennial Grant	Other Grants	Operating	Customer Contribution	Land Sales	LT Debt - Self Supported	LT Debt - Tax Supported
97	Offsites - Water	30 Av - 61 St to 67 St Trunk	0	0	0	0	400	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	
98	Offsites - Water	30 Ave - 22 St to Delburne Road Trunk	0	0	0	300	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	
99	Offsites - Water	Pump Station - Gaetz & 33 St	0	0	0	0	0	600	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	
100	Offsites - Water	Potential Industrial Development	0	2,700	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	
101	Sanitary	Inglewood East	0	200	0	200	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	
102	Sanitary	Anders on the Lake Lift Stn Pmt	65	65	65	65	65	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	
103	Sanitary	45 Avenue River Crossing	0	0	0	650	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	
104	Sanitary	Riverside Drive Trunk	0	0	0	2,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	
105	Sanitary	Potential Industrial Development	0	2,800	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	
106	Sanitary	Sanitary Model Update	75	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
107	Offsites - Storm	2004Southeast Drainage Program (Deerhome Pond, Diversion Line & ICD's) (Continuing Project)	5,600	0	0	0	0	0	50	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	50	0		
108	Offsites - Storm	Anders on the Lake Agreement (Outfall Line Payment)	95	95	95	95	95	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	
109	Offsites - Storm	Johnstone Detention Pond (Continuing Project)	600	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	
110	Offsites - Storm	Inglewood West Detention Pond	65	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	
111	Offsites - Storm	Inglewood East Detention Pond & Trunk	0	650	0	350	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	
112	Offsites - Storm	Potential Industrial Development	0	7,500	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	
113	Offsites - Storm	Lindsay Thurber Storm main Realignment	0	210	0	0	0	0	50	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	50	0	0	0	0	0	
114	Offsites - Storm	College Park Detention Pond & Trunk	0	700	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	
115	Offsites - Storm	Oriole Park (SW19) Detention Pond & Outlet	0	350	0	650	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	
			26,405	21,135	7,390	10,505	9,105	52,240																												

60% Road Offsite Scenario

Utility Projects

(Amounts in \$ Thousands)

[illegible]

60% Road Offsite Scenario

Utility Projects

(Amounts in \$ Thousands)

[illegible]

60% Road Offsite Scenario

Utility Projects

(Amounts in \$ Thousands)

[illegible]

60% Road Offsite Scenario

Other Self Supported Projects

(Amounts in \$ Thousands)

Item	Dep't	Project	2004	2005	2006	2007	2008	2009+	Funding Sources (%)																												
									Capital Projects Reserve	Equipment Replacement Reserve	EL&P Stabilization Reserve	Landfill Stabilization Reserve	Water Stabilization Reserve	WW Stabilization Reserve	Parking Reserve	RiverBend Reserve	Cemetery Reserve	Public Reserve	Other Reserves	Water Offsite Levy Fund	WW Offsite Levy Fund	Roads Offsite Levy Fund	Storm Offsite Levy Fund	New Development Basin Water Offsite Levy Fund	New Development Basin WW Offsite Levy Fund	New Development Basin Storm Offsite Levy Fund	Recreation Offsite Levy Fund	Basic Capital Grant	Centennial Grant	Other Grants	Operating	Customer Contribution	Land Sales	LT Debt - Self Supported	LT Debt - Tax Supported	ICAP	Other
195	Fleet Utility	Action Bus - Replacement	150	150	75	75	75	0	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0
196	Fleet Utility	Equipment Purchases - Additional	1,006	248	153	178	211	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
197	Fleet Utility	Equipment Purchases - Replacement	2,025	2,219	1,745	1,008	1,314	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
198	Fleet Utility	Transit Buses - Replacement	600	0	0	320	320	0	0	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0
199	Fleet Utility	Transit Buses - Additional	3	1,200	2	800	0	0	0	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	0	0	0	0	0	0	0	0	0
200	Fleet Utility	Car - Special Constable (RCMP) (related to BPFR)	40	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
201	Subdivision	Industrial - Land Purchase	1,273	0	318	318	673	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0
202	Subdivision	Industrial - Offsite & Recreation Levies	1,022	0	871	871	1,246	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0
203	Subdivision	Industrial - Pre-Grade, Servicing, etc.	1,250	950	950	950	950	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0
204	Subdivision	Residential - Land Purchase	2,425	1,027	1,010	984	961	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0
205	Subdivision	Residential - Offsite & Recreation Levies	4,305	1,875	1,840	1,797	1,750	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0
206	Subdivision	Residential - Servicing Costs	5,427	3,450	3,855	2,825	2,950	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0
207	ES - EMS	Monitor Replacement	45	45	45	45	45	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0
208	ES - EMS	Ambulance Replacement	140	140	140	140	140	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0
209	Downtown	Promenade (48 Street) Planning Study	250	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0
210	River Bend	Capital Items	215	248	230	170	140	0	0	0	0	0	0	0	0	94	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6	0	0	0	0	0
211	River Bend	Clubhouse	600	600	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0
212	RPC	Food Service Metal Security Grilles - CC	35	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
213	RPC	Additional Water Slide, Sauna & Water Park Play Feature - CC	0	0	0	284	0	0	0	0	0	0	0	0	0	0	0	0	50	0	0	0	0	0	0	0	0	0	0	0	50	0	0	0	0	0	0
214	RPC	Trails Master Plan Study	65	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
215	RPC	Capital Upgrades - CC	35	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
216	RPC	Memorial Centre Hazardous Material Removal	11	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
217	RPC	Pioneer Lodge Repairs - Washrooms & Roof	38	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
218	RPC	Memorial Centre Roof Upgrade	0	120	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
219	RPC	Pond Hockey - capital items	34	0	0	0	0	0	20	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	80	0	0	0	0	0	
220	RPC	Downtown Plaza Park - Ph II	375	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	60	0	0	0	0	0	0	40	0
221	RPC	Downtown Plaza Park - Ph III	0	0	0	0	500	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0
222	RPC	Mountain Bike Park	24	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	25	0	0	0	0	0	75	0
223	RPC	Alto Reste Cemetery - Paving	50	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
224	RPC	Alto Reste - Road Extension	0	0	45	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
225	RPC	Alto Reste - Land Acquisition	0	250	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
226	RPC	Customer Service Counter Renovation - CC	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
227	RPC	Wave Pool Mechanical Room Modification - CC	60	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
228	RPC	Lion's Campground Playground Equip	35	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	
229	RPC	Washers & Dryers	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	

60% Road Offsite Scenario

Other Self Supported Projects

(Amounts in \$ Thousands)

[illegible]

60% Road Offsite Scenario

Tax Supported (CPR) Projects

(Amounts in \$ Thousands)

[illegible]

60% Road Offsite Scenario

Tax Supported (CPR) Projects

(Amounts in \$ Thousands)

[illegible]

60% Road Offsite Scenario

Tax Supported (CPR) Projects

(Amounts in \$ Thousands)

Item	Dep't	Project	2004	2005	2006	2007	2008	2009+	Funding Sources (%)																										
									Capital Projects Reserve	Equipment Replacement Reserve	EL&P Stabilization Reserve	Landfill Stabilization Reserve	Water Stabilization Reserve	WW Stabilization Reserve	Parking Reserve	River/Bend Reserve	Cemetery Reserve	Public Reserve	Other Reserves	Water Offsite Levy Fund	WW Offsite Levy Fund	Roads Offsite Levy Fund	Storm Offsite Levy Fund	New Development Basin Water Offsite Levy Fund	New Development Basin WW Offsite Levy Fund	New Development Basin Storm Offsite Levy Fund	Recreation Offsite Levy Fund	Basic Capital Grant	Centennial Grant	Other Grants	Operating	Customer Contribution	Land Sales	LT Debt - Self Supported	LT Debt - Tax Supported
310	RCMP	Red Light Camera Installation - 4 sites	256	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
311	RCMP	Building Issue	0	0	0	0	5,000	2,500	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
312	Transit	Electric Door Openers - Transit Storage Building	20	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
313	Archives	Mobile Shelving - 2nd Storeroom	28	0	0	0	0	0	36	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
314	Archives	Mobile/Custom Shelving	0	24	0	0	0	0	55	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
315	Comm Serv	Highway 2 Welcome Signage (North & South)	80	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
316	Normandeau	New Museum/Archive Design	235	250	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
317	Normandeau	Museum Renovations/Replacement	0	0	22,360	0	0	0	82	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4		
318	Normandeau	Re-roof section - Kerry Wood Nature Centre	25	0	0	0	0	0	52	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
319	Normandeau	Vinyl Flooring - Kerry Wood Nature Centre	10	0	0	0	0	0	50	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
320	Normandeau	Replace Furnaces - Kerry Wood Nature Centre	16	0	0	0	0	0	50	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
321	Library	Major Renovations - Dawe Branch	0	1,000	0	0	0	0	75	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
322	RPC	Parks Relocation with PW	0	0	6,000	0	0	0	83	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
323	RPC	Rotary Park Playground Upgrade	250	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
		Waskasoo Park Facilities Study (Bower Ponds & Heritage Ranch)	65	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
324	RPC	Kinsmen Arenas - Dressing Rm Enlargemnt	200	0	0	0	0	0	50	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
326	RPC	Recreation Centre Renovations	4,090	1,000	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
327	RPC	Rec Centre Renovations - Public Art	55	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
328	RPC	Lion's Campground Expansion	0	0	0	0	1,500	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
329	RPC	Dawe Centre Renovations	300	2,850	2,850	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
330	RPC	Lion's Campground - Upgrade Electrical	0	0	0	65	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
331	RPC	Repair Kinex Arena Roof	10	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
332	RPC	Great Chief Park Fastball #3 Retrofit	200	0	0	0	0	0	25	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
333	RPC	Normandeau Shelter Renovation	0	0	0	0	60	0	50	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
334	RPC	Heritage Ranch Utility Connection	0	0	0	0	390	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
335	RPC	A.L. Gaetz Shelter Renovation	0	140	0	0	0	0	50	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
336	RPC	New Indoor Ice Arena	0	0	0	0	5,000	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
337	RPC	Rotary Park Security Lighting	35	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
338	RPC	Replace Bower Ponds Fountain	14	14	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
339	RPC	Cenotaph Rehabilitation Program	20	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
		New Entrance Signs (2) - 67 St & Gaetz Ave North	120	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
340	RPC																																		
341	RPC	Oriole Park - Overdown & Oleander (includes Oriole Park playground)	150	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
342	RPC	Outdoor Business ID Sign - CC	25	0	0	0	0	0	20	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
343	RPC	Develop Rotary Park Site	0	1,019	1,000	0	1,000	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
		Museum/Archives Renovations for Golden Circle - design work	0	0	100	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
344	FCSS																																		

60% Road Offsite Scenario

Tax Supported (CPR) Projects

(Amounts in \$ Thousands)

Item	Dep't	Project	2004	2005	2006	2007	2008	2009+	Funding Sources (%)																											
									Capital Projects Reserve	Equipment Replacement Reserve	EL&P Stabilization Reserve	Landfill Stabilization Reserve	Water Stabilization Reserve	WW Stabilization Reserve	Parking Reserve	River/Bend Reserve	Cemetery Reserve	Public Reserve	Other Reserves	Water Offsite Levy Fund	WW Offsite Levy Fund	Roads Offsite Levy Fund	Storm Offsite Levy Fund	New Development Basin Water Offsite Levy Fund	New Development Basin WW Offsite Levy Fund	New Development Basin Storm Offsite Levy Fund	Recreation Offsite Levy Fund	Basic Capital Grant	Centennial Grant	Other Grants	Operating	Customer Contribution	Land Sales	LT Debt - Self Supported	LT Debt - Tax Supported	ICAP
345	FCSS	Museum/Archives Renovations for Golden Circle	0	0	0	2,500	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
346	Comm Serv	Golden Circle Renovations for Community Centre	0	0	0	0	622	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
347	City Clerk	Numbering/Perfing Machine	16	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
348	City Clerk	Folder Machine	10	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
349	City Clerk	Mail Machine	0	27	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
350	City Clerk	Audio/Visual equipment replacement - Wapiti Room	20	0	0	0	10	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
351	City Clerk	Audio/Visual equipment replacement - Crimson Star Room	0	0	0	0	10	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
352	ITS	GIS Geographic Information	250	100	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
353	ITS	Infrastructure Management System - GIS based Customer Access - Web Based Electronic Service Delivery - POS	0	500	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
354	ITS	Customer Access - Internet & Intranet Development	100	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
355	ITS	Customer Access - IVR Interactive Voice Response	0	75	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
356	ITS	Customer Access - Kiosks	0	0	50	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
357	ITS	Electronic Procurement	0	0	100	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
358	ITS	Human Resource/Payroll Software Upgrade/Replacement	0	25	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
359	ITS	Inspections & Licensing Application Upgrades	0	0	0	0	100	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
360	ITS	Tax & Assessment Software Upgrade/Replacement	0	0	250	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
361	ITS	Field Automation - Inspections & Licensing	125	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
362	ITS	Field Automation - Emergency Services Inspector	100	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
363	ITS	Field Automation - Emergency Services Patient Care System	25	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
364	ITS	Field Automation - Assessors	75	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
365	ITS	Citizen Relationship Management	0	0	500	50	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
366	ITS	Phone System - Major Upgrade/Replace	0	0	0	0	500	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
367	ITS	Electronic Records Mgmnt - PC Docs S/W & Licenses	50	100	100	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
368	ITS	Office Software - Major Upgrade	0	0	0	300	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
369	ITS	ES Computer Based Training (CBT) Workstations	20	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
370	ITS	CLASS e-Connect software	28	0	0	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
371	ITS																																			

DATE: December 24, 2003
TO: Mayor & City Councillors
CC: Senior Management Team
FROM: Director of Corporate Services
SUBJECT: 2004 Operating Budget Information

Attached for your Budget Binder (Section 4) is the following information:

1. Budget Ranking Document

This document is the "spreadsheet" that has been used in the last two budget sessions as a tool for budget debate. It was shown on the screen in the Council Chamber, and was modified as changes were made.

This year we have put the categories in a slightly different order, and have included a one-page summary, that shows the total of each category. As in the previous years, we are showing the monthly municipal tax increase associated with each group of funding requirements. The percentage increase is also shown for Council's information. The public document will not have the percentage tax increase shown.

One significant difference from 2003 is item #9 in the Base Section on page 3. As a result of discussions at SMT, we have shown the additional tax revenue that would automatically be collected if the tax(mill) rate was not reduced. In 1993 the tax rate was 7.8 mills. This simply means that \$7.80 of tax would be paid for every \$1,000 of assessed value. Therefore, the 1993 "Sample House" valued at \$103,433 paid taxes of \$811 per year. That same house valued at \$143,700 in 2003, would have paid \$1,126 if the tax rate remained at the 1993 level. However, the tax rate has been lowered every year, giving a tax rate of only 5.9 in 2003, which resulted in only \$846 in municipal taxes. During this same period the CPI rose over 27%, reducing the purchasing power of the tax collected to only \$657.

Given the many budget pressures facing the City over the next number of years, Council may wish to discontinue the practice of lowering the tax rate to offset the rise in property values. It is apparent that the projected "growth" taxes of 1.2 million (item # 8) are needed for growth costs, and therefore are not available to be allocated to inflation and new service costs.

Fixing the tax rate at the 2003 level will bring in an additional \$1.1 million in taxes, which represents a 3% tax increase. The County of Red Deer has used this method in their 2004 budget process. The other levels of government do not normally reduce tax and other rates as wages and prices rise. As a result, they capture the inflation increases naturally without the media announcing a tax increase.

Another major point of difference from the previous year is item number 97 on page 7. The funding source for the additional 4 RCMP officers is the Tax Stabilization Reserve. As such, these officers have no impact on the budget or tax rate in 2004, but will impact the 2005 Base Budget as they come on stream.

2. Major Impacts on Base Budget

This one-page document is new to the budget process this year. It is a brief over-view of some of the major budget items. This list includes only items from the Base Budget section. It does not show the increased tax revenue offsetting. It is designed to give Council a snapshot of those expenditures for which actions have already been taken, or will be taken as a normal course of business.

The categories are discussed below:

Council Decisions

These costs are based on decisions made by Council in the 2003 budget process, for which critical actions have already been taken. For 2004, the entire amount of \$676,270 is related to increased municipal staff and police officers.

Council Strategies & Contractual Arrangements

These are costs associated with strategies that Council has endorsed, that have not yet been implemented, such as the mandate for negotiating with the unions and a further 5 fire medic positions. The CUPE Job Evaluation Program review represents a major overhaul of a 20 year-old system of ranking positions. It is expected that this revamping of the system will have an impact of about \$200,000 corporate wide, due mainly as a result of the recognition that the new system will give to those highly skilled technical staff that have been penalized by the existing system.

External Sources

These are costs that the City cannot control, such as RCMP contract costs and pension plan contribution rates. For example, as a result of a weak investment market over several years, earnings of the Local Authorities Pension Plan are down substantially. This decrease in revenue has necessitated increased contributions from both employees and employers, to maintain the solvency of this defined benefits plan. The portion shown is the employer's share.

3. Property Tax History and Comparisons

I have enclosed page 26 of the "2003 Residential Property Taxes and Utility Charges Survey" prepared annually by The City of Edmonton. It shows that Red Deer is the second lowest of the 25 Canadian cities included in the survey for combined municipal property taxes and utility charges. This has been consistent for many years, and once again confirms our strong position relative to other cities.

Also included is a one-page summary entitled "Municipal Tax and Declining Purchasing Power", prepared by our City Assessor to demonstrate the loss of purchasing power as a result of reducing the tax rate each year during periods of inflation. The City Assessor has selected 3 homes in Oriole Park that match the description of the "Sample Home" used in the Edmonton survey mentioned above. This allows us to have an average of 3 real properties that can be tracked in the City's assessment data. This document clearly demonstrates the impact of reducing the tax rate during prolonged periods of inflation. During the years 1993 to 2003, the Consumer Price Index (CPI) rose by over 27%, while our tax rate dropped by 25%. This combination has eroded the purchasing power of our tax base.

4. Budget Messages

This document is in a "printer friendly" format for Council's information. The formatted brochure will be available prior to when Administration meets with the media on January 8, 2004. It is at that time the media receives their budget binder, and have the opportunity to ask clarifying questions.

As in past years, this document is designed as a tool for Council to use in explaining the budget pressures that the City is facing in 2004 and beyond. Given the number of critical messages that need to be dealt with, we have developed a more comprehensive brochure this year.

After the budget is passed, a second brochure will be prepared setting out the approved Council budget strategy and highlights, as was done in the past two years.

Please contact me at 342-8210 if you have questions.



Rodney Burkard

Attachments:

- Budget Ranking Document
- Major Impacts on Base Budget
- 2003 Residential Property Taxes and Utility Charges Survey
- Municipal Taxes and Declining Purchasing Power
- Budget Messages

2004 Operating Budget Requirements - Summary

SAMPLE HOME - 2003 Tax Year Assessment of \$143,700
55% of Red Deer homes are assessed at this value or lower

2003 MONTHLY RESIDENTIAL TAXES	MUNICIPAL ONLY	\$ 70.51
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LEGEND:			
B - Base	CI - Corporate Initiative	TOTALS	REQUIRED MONTHLY MUNICIPAL TAX INCREASE
H - High Risk	M - Medium Risk N - Nominal Risk		% TAX INC. REQ'D

2004 BUDGET CHANGES

RANKED AS PART OF BASE	\$ 2,091,599	\$3.94	5.59%
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RANKED AS HIGH RISK	\$ 784,616	\$1.48	2.10%
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RANKED AS MEDIUM RISK	\$ 651,590	\$1.23	1.75%
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RANKED AS NOMINAL RISK	\$ 247,340	\$0.47	0.67%
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RANKED AS CORPORATE INITIATIVE	\$ 995,195	\$1.88	2.66%
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RANKED AS ONE TIME	\$ -	\$0.00	0.00%
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GRAND TOTAL	\$ 4,770,340	\$9.00	12.77%
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2004 MONTHLY RESIDENTIAL TAXES	MUNICIPAL ONLY	\$ 79.51
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Tax increase calculated on projected tax base for 2004 of \$37,425,375

Explanation of ranking categories - see following page

Business Plan Funding Requirement Categories

To support Council during budget debates, Senior Management Team sorts each Business Plan Funding Requirement (BPFR) into one of six categories. These categories act as a point of reference for Council when establishing priorities and assessing the possible impact of not funding any requirement.

Ranking by Risk

Senior Management Team ranks many of the BPFRs according to the risk they represent to our finances, to the organization, and to the community. This ranking system in no way reflects the importance of the service or requirement to the organization or community—it is solely an indication of the risk of not funding the requirement.

High Risk

“High Risk” requirements include those items that, if they are not funded, represent a significant and immediate risk to The City’s finances, to the organization, or to the community. Deferring these items would lead to a decreased level of service or an increased future cost to The City in 2004. In some situations the impact is already being felt.

Medium Risk

“Medium Risk” requirements are those items that pose a lesser degree of risk—that level of risk however, would rise in the future. Deferring these items may lead to a decreased level of service or an increased future cost to The City.

Nominal Risk

“Nominal Risk” requirements pose the least amount of risk. However, deferring any of these items may also lead to a decreased level of service or a certain amount of additional cost to The City in the future.

Other Categories

Base

“Base” budget requirements are items that have been previously approved by Council, or items that are not within our control. Examples may include salary increases resulting from labour negotiations and full-year costs of items approved in the previous year.

One-time Requirements

“One-time” requirements represent a cost to The City in the current budget year only. Although they are not ranking according to risk, these items have been carefully reviewed and Senior Management Team supports their inclusion in the budget.

Corporate Initiatives

“Corporate Initiatives” are budget requirements that are essential in moving the organization in new directions. They represent an element of change. Corporate Initiatives are often closely tied with the initiatives and strategies included in The City’s Strategic Plan. Each item must be debated on its own merit.

2004 Operating Budget Requirements

I T E M #	R A N K	DEPT	LEGEND: B - Base H - High Risk CI - Corporate Initiative M - Medium Risk N - Nominal Risk	TOTALS	REQUIRED MONTHLY MUNICIPAL TAX INCREASE	% TAX INC. REQ'D
			2004 BUDGET CHANGES RANKED AS PART OF BASE			
1	B	Com Svcs	RDC Contribution reduction as paid in full	(50,000)		
2	B	Com Svcs	River Bend Capital Improvements Reserve Transfer	50,000		
3	B	EL&P	Street & Traffic Lights Electricity decrease as result of distribution charge decrease	(34,400)		
4	B	Emerg.Svcs	Increased revenue - Ambulance Svcs/Dispatch/Inspection fees/Rental, net of increased expenses	(59,553)		
5	B	Emerg.Svcs	Reversal of 2003 additional costs of hiring 5 new Fire Medics.	(34,773)		
6	B	Emerg.Svcs	Additional Staffing- Half year funding for Fire Medics (5 FTE) (5 new hires per year up to and including 2007)	206,618		
7	B	Eng. Svcs	Field Service Staff - relocation operating costs	28,200		
8	B	General	Additional Tax Revenue as a result of growth	(1,200,000)		
9	B	General	Additional Tax Revenue as a result of higher property values	(1,100,000)		
10	B	General	Capital Reserve contribution - 1% to rebuild the City's Capital capacity. Year 3 of 8.	370,000		
11	B	General	Salary & Benefits Increases - Provided for in collective agreements, etc.	1,945,500		
12	B	General	Salary & Benefit Increase - Full Year Funding of Prior Year New Positions	285,000		
13	B	General	Provision for salary revisions resulting from replacement of 20 year old CUPE Job Evaluation Program	200,000		
14	B	General	Downtown Revitalization Reserve Transfer increase	30,000		
15	B	General	City Utility Municipal Consent Fee and Support Cost increases.	(143,839)		
16	B	General	Reduction in Franchise Fee revenue from non-City utilities	75,000		
17	B	General	Reduction in transfer to taxation from the Water and Subdivision utilities - Debenture paid off.	107,792		
18	B	Police	Full year funding for 8 additional member (\$391,270) and RCMP Contract increase for 91 members (\$340,249)	731,519		
19	B	Public Wks	Winter Road Maintenance (Sanding, Plowing, Removal, etc.) - Based on Five Year Average	110,000		
20	B	RP&C	Lions's Campground Playground Equipment, Washer & Dryers	45,000		
21	B	RP&C	Admissions & Registration Fees increase	(26,928)		
22	B	RP&C	Trail Overlay for maintenance of trails.	20,000		
23	B	Transit	School District agreement - full year impact of 2003 agreement	63,141		
24	B	Various	CPI increase - Grants to Organizations and 2.8% on Materials & Supplies and Contracted Services	382,146		
25	B	Various	Fleet Equipment Expense Increases absorbed in base budget	79,150		
26	B	Various	Changes that are net of other adjustments	12,026		
			SUBTOTAL	\$ 2,091,599	\$3.94	5.59%

2004 Operating Budget Requirements

I T E M #	R A N K	DEPT	LEGEND: B - Base H - High Risk CI - Corporate Initiative M - Medium Risk N - Nominal Risk	TOTALS	REQUIRED MONTHLY MUNICIPAL TAX INCREASE	% TAX INC. REQ'D
			2004 BUDGET CHANGES RANKED AS HIGH			
27	H	Asmt & Tax	Contract Fee Appraisal Expertise to Defend and Prevent Non-Residential Assessment Appeal Losses.	5,000		
28	H	Asmt & Tax	Staff Development and Succession Management Strategy to avoid hiring additional staff for the next three years	18,000		
29	H	Asmt & Tax	Legal Fees - The assessment valuation methodology and process is challenged more regularly, requiring an increased reliance on legal council.	25,000		
30	H	Emerg. Svcs	Hazardous Materials Emerg. Response Training	10,000		
31	H	General	Insurance Cost Increase - Provision for 30% increase in costs.	135,000		
32	H	Insp. & Lic.	Additional Staffing - Inspections Supervisor (1.0 FTE) (full year funding-\$40,000)	29,000		
33	H	Insp. & Lic.	Additional Staffing- Site Inspector (6 mth funding - \$24,000, 9 mth funding - \$35,000, full year funding - \$47,000)	24,000		
34	H	Leg. & Admin.	Records Clerks (1.25 FTE, full year -\$45,171), Records Management Analyst (1.00 FTE, full year - \$52,884) could result in change in job classification for existing Records Information Officer	77,500		
35	H	Leg. & Admin.	Corporate Records Management Program - Electronic File Management software maintenance and ITS Support	25,000		
36	H	Eng. Svcs	Additional Staffing- Records Clerk Support Staff (1.0 FTE) (full year funding-\$40,800)	31,200		
37	H	Insp. & Lic.	Additional Staffing- Records Clerk Support Staff (1.0 FTE) (full year funding-\$30,400)	22,800		
38	H	Personnel	Relocation Expenses - funding required to attract employees.	10,000		
39	H	Personnel	Additional Staffing- Benefits & Payroll Administrator (from 0.8 to 1.0 FTE) (full year funding-\$12,000)	9,000		
40	H	Police	Additional Staffing- Special Constables (3.0 FTE) (full year funding-\$180,000)	171,850		
41	H	Police	Additional Staffing- Guards & Matrons (700 hrs) - required to cover increases in prisoner hours	14,516		
42	H	Police	Additional Staffing - Guards & Matrons - Additional Cell Security	50,000		
43	H	Public Wks	Street & Curb painting	20,000		
44	H	RP&C	Additional Staffing - Casual staffing for new wristband program	20,300		
45	H	RP&C	Additional Casual Staffing - Collicutt Centre waterslide attendants during peak usage.	10,100		
46	H	RP&C	Activity Centre operational funding for two new Community Associations	8,500		
47	H	RP&C	Activity Centre / Community Associations operating grant increase	33,750		
48	H	Transit	Under funded Personnel Expenses	9,300		
49	H	Various	Fleet Equipment Expense Increases - Over Base Budget	24,800		
			SUBTOTAL	\$ 784,616	\$ 1.48	2.10%

2004 Operating Budget Requirements

I T E M #	R A N K	DEPT	LEGEND: B - Base H - High Risk CI - Corporate Initiative M - Medium Risk N - Nominal Risk	TOTALS	REQUIRED MONTHLY MUNICIPAL TAX INCREASE	% TAX INC. REQ'D
			2004 BUDGET CHANGES RANKED AS MEDIUM			
50	M	Archives	Minor Equipment, Supplies & Training	10,800		
51	M	Asmt & Tax	Multiple Regression Analysis (MRA) - training on how to develop Valuation Model, departmental strategy to avoid additional staff	10,000		
52	M	Asmt & Tax	Multiple Regression Analysis (MRA) - Property characteristic cleaning and development of Valuation Model (see # 51 above)	15,000		
53	M	Com Svcs	Cultural Groups Fee for Service - Special Event Funding	18,170		
54	M	Com Svcs	Cultural Groups Fee for Service - General Funding	23,980		
55	M	Com Svcs	Additional Staffing- Parkland Community Planning Services (0.5 FTE) (full year funding \$39,900)	29,900		
56	M	Land & ED	Additional Staffing- Clerical Staff (0.5 FTE) (full year funding)	10,455		
57	M	Police	Additional Staffing- PIRS / CPIC Clerk (1.0 FTE) (full year \$47,818)	40,900		
58	M	Police	Additional Staffing- Watch Clerk (1.0 FTE) (full year funding \$47,818)	40,900		
59	M	Police	Building Maintenance	23,000		
60	M	Public Wks	Additional Staffing - Clerk Steno (0.5 FTE \$26, 205 subsidized by Utilities-full year funding)	10,593		
61	M	Public Wks	Spring clean up	50,000		
62	M	Public Wks	Street Sweeping	20,000		
63	M	RP&C	Subdivision Enhancement Program in older, established neighbourhoods.	17,000		
64	M	RP&C	Additional Staffing - Parks Labourer II (1.0 FTE) (full year \$57,600)	43,000		
65	M	RP&C	Additional Staffing - Marketing /Promotions Coordinator (1.0 FTE) (full year funding -\$54,700)	46,000		
66	M	RP&C	Additional Staffing- Culture Staff Programmer (0.5 FTE) (full year funding - \$27,200)	22,000		
67	M	RP&C	Culture Administration operating increase	6,400		
68	M	RP&C	City Participation in Centre Fest	10,000		
69	M	RP&C	Additional Staffing - Community Programmer (0.5 FTE for 9 mths) (full year funding - \$26,450)	20,000		
70	M	RP&C	Additional Staffing- morning cashier @ Rec/Dawe Pools (full year)	24,600		
71	M	RP&C	Funding for maintenance of new parks, and IMP top up	131,292		
72	M	Soc. Plan.	10th Bus Operating Expenses (full year funding - \$51,600)	17,200		
73	M	Soc. Plan.	Extend Dispatch hours from 20 to 35 & retain full driver staff during Summer	10,400		
			SUBTOTAL	\$ 651,590	\$ 1.23	1.75%

2004 Operating Budget Requirements

I T E M #	R A N K	DEPT	LEGEND: B - Base H - High Risk	CI - Corporate Initiative M - Medium Risk N - Nominal Risk	TOTALS	REQUIRED MONTHLY MUNICIPAL TAX INCREASE	% TAX INC. REQ'D

			2004 BUDGET CHANGES RANKED AS NOMINAL			
74	N	Archives	Additional Staffing- Archives Technician (0.5 FTE) (full year funding-\$22,081)	16,600		
75	N	Emerg.Svcs	Emergency Manager (Telus Notifications System)	15,700		
76	N	IT Svcs	Microsoft Premier Support Contract	18,540		
77	N	Public Wks	Downtown Snow Removal	150,000		
78	N	RP&C	Additional Staffing- Admin Clerk (from 0.5 to 1.0 FTE) (full year funding-\$16,680)	12,500		
79	N	Transit	Later Sunday / Holiday Service (Full year funding - \$53,500)	17,500		
80	N	Treasury	Additional Staffing - Switchboard (0.5 FTE) (full year funding-\$22,000)	16,500		
			SUBTOTAL	\$ 247,340	\$ 0.47	0.67%

2004 Operating Budget Requirements

I T E M #	R A N K	DEPT	LEGEND:	TOTALS	REQUIRED MONTHLY MUNICIPAL TAX INCREASE	% TAX INC. REQ'D
			B - Base H - High Risk			
2004 BUDGET CHANGES RANKED AS CORPORATE INITIATIVE						
81	CI	City Mgr	Additional Staffing - Web Services Support Position (1.0 FTE) (full year funding-\$56,000)	47,000		
82	CI	Emerg.Svcs	Injury Prevention Programs - Risk Watch	15,000		
83	CI	Emerg.Svcs	Fleet Financing	116,000		
84	CI	Eng. Svcs	Additional Staffing- Part Time Accounting Staff (500 hrs) (\$10,000 recovered from projects)	0		
85	CI	General	Tax Stabilization Reserve - Target draw is \$750,000 - Current draw is \$1,350,000	0		
86	CI	General	Subdivision Fund - Replacement of Investment Income	100,000		
87	CI	General	Cost of allowing credit card payments of city services except for taxes and land purchases, impact on utilities is \$35,000.	10,000		
88	CI	IT Svcs	Additional Staffing- GIS Technical Analyst (1.0 FTE) (full year funding - \$60,000) - continued roll-out of approved GIS strategy	35,000		
89	CI	Leg. & Admin.	Council Representation - at events, meetings or membership on a committee of a national and/or provincial association, I.e. FCM	10,000		
90	CI	Leg. & Admin.	Additional Staffing - Committee Secretarial Assistant - (15 hrs/week)	17,795		
91	CI	Leg. & Admin.	Census Workers - move from contract to City employees (\$3,500), cover projected population growth expenses (\$4,200)	7,700		
92	CI	Personnel	Competency Development Program	25,000		
93	CI	Personnel	Management Team Development	10,000		
94	CI	Personnel	Safety Promotion	18,000		
95	CI	Police	Red Light Camera Installations - Operating component required if Major Capital request approved.	24,700		
96	CI	Police	Crime Prevention Analysis - to deter criminal activity through environmental design	15,000		
	CI	Police	RCMP Members (4 FTE) - Addition of 4 members to a total establishment of 95 members, as approved by Council Feb. 10, 2003. Funding will be drawn from the Tax Stabilization Reserve as required in 2004.	0		
97	CI	Police	RCMP Members (4 FTE) - Addition of 4 members to a total establishment of 99 members. Funding will be drawn from the Tax Stabilization Reserve as required in 2004.	0		
98	CI	RP&C	Urban Forest Wildfire Mgmt Plan	25,000		
99	CI	RP&C	Infrastructure Maintenance - Parks Facilities & Maintenance and playground CSA upgrades.	45,000		
100	CI	RP&C	Security Service for City Rec, Parks & Culture Facilities	43,000		
101	CI	RP&C	Care for Adults - adult subsidy program	8,000		
102	CI	RP&C	Care for Families - augments Care for Kids subsidy program	10,000		
103	CI	RP&C	Infrastructure Maintenance - Rec & Culture Facilities	25,000		
104	CI	Transit	Terminal Security - Commissionaire Service	25,000		
105	CI	Transit	Additional Service to Neighborhoods/Service Areas (Full year funding - \$959,000)	363,000		
106	CI	Various	Debenture Payment - expired debenture payments	(75,000)		
107	CI	General	Debenture Payment - expired debenture payments applied to Capital Project Reserve	75,000		
			SUBTOTAL	\$ 995,195	\$ 1.88	2.66%

2004 Operating Budget Requirements

I T E M #	R A N K	DEPT	LEGEND: B - Base H - High Risk CI - Corporate Initiative M - Medium Risk N - Nominal Risk	TOTALS	REQUIRED MONTHLY MUNICIPAL TAX INCREASE	% TAX INC. REQ'D
			2004 BUDGET CHANGES - ONE TIME			
108		Com Svcs	Contract Resources	75,000		
109		Com Svcs	RD Visitor & Convention Bureau - Establish administrative system	15,000		
110		Com Svcs	Waskasoo Park Interpretive Master Plan Update & revision	25,000		
111		Com Svcs	Riverbend Recreation Area Review	35,000		
112		Corp. Svcs	Consulting Services - Identify & Analyze Risk Issues	25,000		
113		Emerg.Svcs	Succession Plan Staff Increases	36,250		
114		Eng. Svcs	Consulting Service - retention of technical expertise in legal disputes	15,000		
115		Insp. & Lic.	Comprehensive Review of Permit Fees & Charges	10,000		
116		Leg. & Admin.	Election Costs: increases in voting stations, ballot printing, and the upgrading of the ballot counting equipment & software.	58,846		
117		Personnel	Strategic Corporate HR Plan	35,000		
118		Personnel	CUPE Job Evaluation Program Implementation - Contractual	10,000		
119		Police	Enhanced Policing - maintain visible presence & prevent escalation of disorderly conduct.	140,000		
120		Public Wks	Public Awareness of Worker Safety	25,000		
121		Public Wks	Department Organizational Review (\$50,000 with \$10,000 from existing budget and \$40,000 paid by utilities)	0		
122		RP&C	RPC Program Fees & Charges review	6,000		
123		RP&C	CLASS Leisure Programs 5.0 Upgrade - Staff Training	6,000		
124		Treasury	Contract professional expertise to study and report on major areas needing review including: electronic banking, investment policy and strategy, development agreements and contract documents and processes, and infrastructure accounting and reporting.	75,000		
125		General	Draw from Tax Stabilization Reserve to cover one time funding items	(592,096)		
			SUBTOTAL	\$ -	\$ -	0.00%

**Major Impacts on Base Budget (See Note 1)
2004 Operating Budget**

	\$	% Tax
	Cost	Increase
		(Note 2)
<u>Council Decisions</u>		
RCMP - Full Year Funding - 8 Officers added in 2003	391,270	1.06
Fire Medics -Full Year Funding - 5 fire medics added in 2003	138,564	0.37
Full Year Funding for all other staff hired in 2003	<u>146,436</u>	<u>0.40</u>
Sub-Total	<u>676,270</u>	<u>1.83</u>
<u>Council Strategies & Contractual Arrangements</u>		
Salary & Benefit Increases on Existing Staff	1,585,000	4.28
Fire Medics - Additional 5 for 2004 - 50% costing	206,618	0.56
Provision for CUPE Job Evaluation Program Review & Implementation	200,000	0.54
1% Capital Levy to build up Capital Projects Reserve	370,000	1.00
CPI increase; materials, supplies, services & grants to organizations	<u>382,146</u>	<u>1.03</u>
Sub-Total	<u>2,743,764</u>	<u>7.42</u>
<u>External Sources</u>		
RCMP - 4% Contract Rate Increase (91 Officers @ \$3,739) (See note 3)	340,249	0.92
Pension Rate(LAPP) increase due to weak investments; Employer's Share	<u>225,000</u>	<u>0.61</u>
Sub-Total	<u>565,249</u>	<u>1.53</u>
Grand Total	<u>3,985,283</u>	<u>10.77</u>

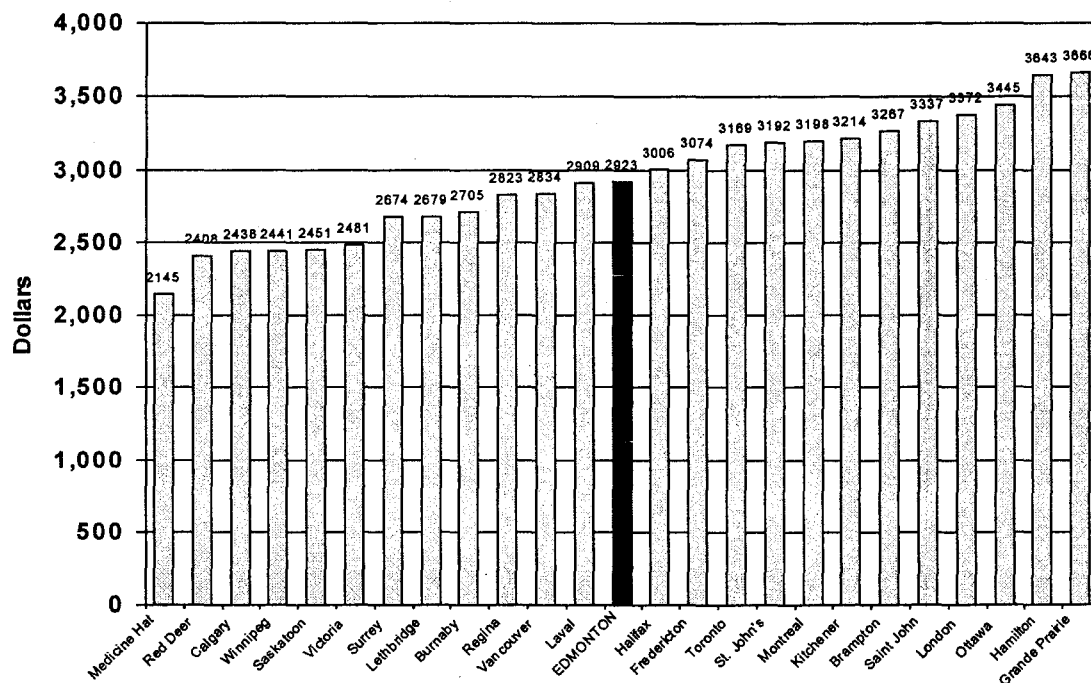
Note 1: These are the major costs that result from prior decisions, Council strategies, contractual arrangements and external sources

Note 2: 1% Tax increase is approximately \$370,000

Note 3: 2003 RCMP rate per officer was \$95,065. 2004 is \$98,804

Prepared by Rodney Burkard
22-Dec-03

Chart 6: Combined Municipal Property Tax and Utility Charges for a Single Detached House in 2003 - Canadian Cities



Prepared by: City of Edmonton, Planning and Development Department. December 2003

Notes:

- (1) Property taxes include both municipal and regional taxes, but exclude school taxes and is net of part of homeowner grants if applicable.
- (2) The sample house is defined as a 25-30 year-old detached 3-bedroom bungalow with a main floor area of 1,200 square feet, finished full basement and a double car garage, on a 6,000 square foot lot.

The City of Red Deer
Municipal Taxes and Declining Purchasing Power

Tax Year	Assessed Value			Average Assessed Value of *Sample Properties	Tax Rate Excluding Education	Tax Levy Excluding Education \$	CPI Rate%	Purchasing Power of Property Tax \$
	*Sample Property #1	*Sample Property #2	*Sample Property #3					
1993	105630	100110	104560	103,433	7.8370	811	1.2	811
1994	not available	not available	not available	not available	7.8630	not available	1.4	not available
1995	not available	not available	not available	not available	7.6510	not available	2.3	not available
1996	not available	not available	not available	not available	7.1100	not available	2.2	not available
1997	108,800	110,000	110,900	109,900	6.3520	698	2.1	645
1998	108,800	110,000	110,900	109,900	6.3830	701	1.1	641
1999	128,500	129,700	131,200	129,800	5.9980	779	2.4	695
2000	134,400	128,200	131,100	131,233	5.9690	783	3.5	675
2001	139,000	133,700	136,600	136,433	5.7960	791	2.3	666
2002	141,600	134,900	137,700	138,067	5.8240	804	3.4	655
2003	148,900	139,700	142,500	143,700	5.8885	846	5.1	657

*Sample properties are from Oriole Park -1,200 sq. ft., bungalow, finished basement, 25-30 years old, detached garage, on a 6,000 sq. ft. lot. Sample property characteristics based on the "Residential Property Taxes and Utility Charges Survey" requirements conducted by the City of Edmonton.

Budget 2004

Exciting Opportunities, Tough Choices

For the past several years, rapid growth has been inching Red Deer closer to an exciting new stage in our development—from the realm of a small city, to that of a complex urban community.

The issues, challenges and opportunities that will be debated in the 2004 budget will make it clear that Red Deer is no longer teetering on the brink of “big city-hood.” Rather, we have taken a definitive step into the heart of it.

(Sidebar chart)

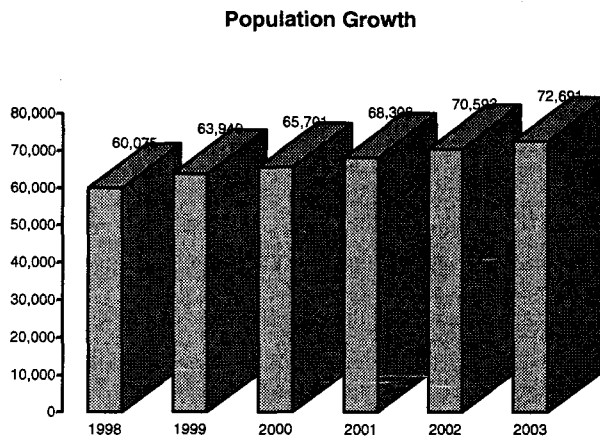


Chart caption: Red Deer's population has experienced a rate of growth unprecedented since the 1970s—an increase of 21 per cent in six years.

Becoming a more complex community has tremendous advantages. We now have the opportunity to work in more industries, educate ourselves in more disciplines and receive more services right here in Red Deer. As a thriving community we are expecting, and receiving, more choices and more opportunities.

At the same time, however, our more complex community has different municipal needs—big city needs such as additional social housing options and increased police and emergency services. Needs that cost money, and needs that despite careful planning, cannot be provided for overnight.

During the 1990s, we prided ourselves on keeping taxes as low as possible. This strategy has given us the second lowest combined property tax and utility charges of major Canadian cities.

During the past few years, while we have continued to focus on keeping taxes as low as possible, we have also begun to gear up for impending challenges.

Challenges such as our increasingly complex society as well as our aging and maximized infrastructure.

With the importance of maintaining a safe and secure community solidly in our minds, we have begun increasing the number of firemedics and police officers. We are also continuing to dedicate a one per cent tax increase to offset our looming infrastructure crunch.

But these measures are not enough. We need to do more.

The City's challenges are beginning to impact our budget in a more immediate way. Particularly since other factors are widening the gap between our revenues and expenditures—factors that include declining provincial support, an inadequate funding system, and increasing service expectations.

Together, the combined impact of these issues signal a new stage in our development—a new stage that requires a refined financial strategy.

While Budget 2004 is the toughest budget we have seen in recent history, careful planning and thoughtful investment will see us through this period of transition and allow us to embrace the opportunities that come with growth.

An Envable Position

Despite the challenges that come with growth, Red Deer continues to be in a strong financial position.

Red Deer's debt is the lowest of Alberta's eight largest cities. Red Deer also boasts the second lowest combined property tax and utility charges of major Canadian cities.

In 2003, the municipal portion of the residential property tax bill for a sample home* valued at \$143,700 was \$846—up only \$35 from ten years ago. When you consider the loss in purchasing power, municipal taxes have actually decreased by \$154, or 19 per cent, in ten years.

Average household incomes in Red Deer, on the other hand, have been steadily rising—from about \$43,700 in 1990, to \$60,372 in 2000. This is equivalent to about a 38 per cent increase.

Sample Home*	1993	1997	1998	1999	2000	2001	2002	2003
Assessment Value	\$103,433	\$109,900	\$109,900	\$129,800	\$131,233	\$136,433	\$138,067	\$143,700
Municipal Tax	\$811	\$698	\$701	\$779	\$783	\$791	\$804	\$846
Purchasing Power of Tax	\$811							\$657
							Purchasing Power \$ Decrease from 1993	-\$154
							Purchasing Power % Decrease from 1993	-19%

But The City's finances are not the only reason we are in an enviable position. A recent report by TD Economics cites the Calgary-Red Deer-Edmonton Corridor as the only Canadian economic region to reach a United States level of wealth while preserving a Canadian-style quality of life.

Our location in the middle of that corridor provides us with enormous opportunity. The City is enthusiastically taking hold of that opportunity by participating in several projects such as the development of a regional water strategy, providing 9-1-1 services to the region, and lending our hands to cooperative efforts such as the Central Alberta Economic Partnership.

We are ensuring a stable future by positioning ourselves as the heart of a very prosperous and well-developed region.

* The sample home is an older three-bedroom bungalow with a double garage. Fifty-five per cent of Red Deer homes are assessed at this value or lower.

Demands on the 2004 budget

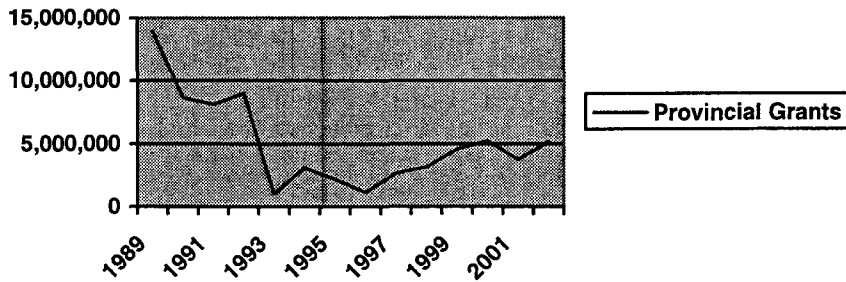
Revenues have not kept pace with the demands before us.

- Declining Provincial and Federal Funding**

Municipalities across the country have been grappling with the same issue and voicing the same concern—the municipal funding structure has not changed to reflect the new balance of municipal, provincial and federal responsibilities. While municipalities are providing more services to a larger percentage of the population, we are getting a smaller share of taxes and other revenues.

In 2002, The City of Red Deer received almost \$3.8 million less in provincial operating grants than in 1989. When inflation and population growth are taken into account, it amounts to a \$9.4 million decrease in purchasing power. The decline in capital grants is even more significant—from \$14 million in 1989, to \$5.1 million in 2002. Again, considering inflation and population growth, that is a decrease of just under \$20 million.

Red Deer's Declining Provincial Capital Grants



- ### Absorbing Inflation Not Sustainable

While we have designed utility rates and set user fees to keep up with inflation, we have not allowed our tax rate to do the same.

Assessment increases can come from two sources—new properties (growth) and increased property values. The City collects additional revenue when new homes and buildings are constructed. The City, however, has historically chosen not to collect the additional tax revenue that results from rising property values.

Although property values rise naturally with inflation and with demand, we have reduced our tax rate to accommodate for these increases. Essentially, The City is absorbing the cost of inflation. This practice puts incredible pressure on The City's finances.

In the past, The City has been able to accommodate this practice by using the increased revenue gained through new properties to offset the cost of inflation. However, in the face of **extended rapid growth**, when services must be provided to additional neighbourhoods year after year, new property tax revenues cannot continue to be used to subsidize inflationary operating costs and new service demands.

Declining Municipal Tax Rate

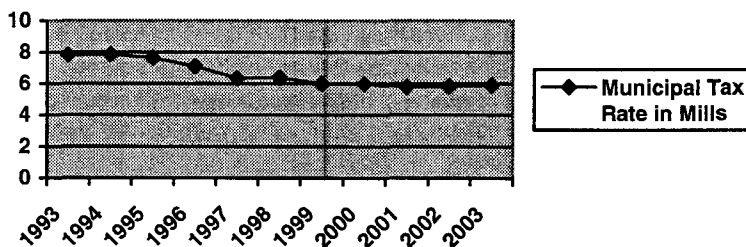


Chart caption: The City's tax rate is lower than in 1993.

Provincial and federal governments receive their income through many sources including income tax, other taxes and royalties. They do not, however, normally decrease their tax rate as wages and prices rise.

- **Reliance on Short-term Funding Sources**

In the interest of keeping taxes as low as possible for as long as possible, The City of Red Deer has been relying on some revenue sources that will not be there in the long run—sources such as interest from the land reserve.

Rapid growth has demanded that The City develop additional industrial land far earlier than was originally planned—as early as 2006. That means the interest generated from our land reserve will no longer be available to supplement our operating fund.

It is also possible that uncertainties in the energy market may impact revenue from The City's electric utility.

Growth costs money.

Growth is continuing to impact every corner of our organization—from more requests for service at many of our counters, to the need to extend services to new neighborhoods.

Providing for growth is costly. For example, public transportation systems throughout the province generally recover less than 50 per cent of the cost of transit service through fares. The remainder of the cost is funded through taxes and grants. When transit service is extended to new areas, the cost to the taxpayer goes up and the overall recovery rate drops until ridership becomes established.

Add to additional transit service—new fire halls, firemedics and emergency equipment; more police officers; additional recreation facilities; extended roads to plow and maintain—and you can begin to see that growth does not pay for itself.

Personal safety and security concerns are on the rise.

Red Deer's growth and changing social fabric continues to affect the need for additional policing and emergency services resources. Calls to our emergency services stations have increased by approximately 40 per cent in the past five years. Meeting our emergency response targets given the increase in the volume of calls, as well as the larger territory, requires additional firemedics, equipment, and stations.

Police services face similar challenges. Calls for police service have increased significantly. Compounding the increase in the volume of calls is the increasing complexity of crime in our community. As police resources continue to be pulled away to deal with more complex crime issues—some of which have increased

by more than 50 per cent since 2001—less time is available to respond to neighbourhood concerns.

Infrastructure needs have outstripped our resources.

"Infrastructure" refers to the tangible assets within our community—roads, buildings, parks, bridges, and equipment like ambulances, fire trucks and buses

Rapid growth puts pressure on our infrastructure in terms of increased need for maintenance and shortened timelines for development.

For example, as more people use our roadways, more stress is put on roads resulting in the need for increased maintenance. If maintenance is postponed, we risk a higher long-term cost as the road may have to be rebuilt.

During the last period of significant growth in the 1970s and 1980s, we made several substantial investments in our community. The result was the development of some of the facilities that hold an important place in our city—facilities such as Waskasoo Park, the Museum, the Recreation Centre, and the GH Dawe Centre. These facilities, and several others, are reaching a critical point in their lifespan.

Aging infrastructure, coupled with the capital pressures resulting from growth, is making it clear that our capital requirements have outstripped our capital resources. Over the next ten years, we estimate that Red Deer will need approximately \$500 million to meet all of our capital requirements. Our projected funding falls \$100 million short of that target.

Service expectations are increasing.

In our fast-paced society, citizens want increased convenience both in how they conduct their business with The City and the amount and type of information they request. Increased expectations range from the ability to accept credit card payments for a wider variety of City services, to the ability to access more City records, faster.

The City's Web site is another example. Since May 2002, visits to the site have more than doubled. More visitors, however, are leading to more requests for online services. Citizens want the convenience of conducting business and gathering customized information online.

Key factors driving the 2004 budget

Financial Strategies

- Reduce reliance on interest generated from land reserve
- Continue with one per cent capital levy to help address future capital shortfall
- Consider maintaining tax rate from year to year as part of base budget

Growth Costs

- Extend transit service to new neighbourhoods
- Maintain road sanding and spring clean-up in growing community
- Uphold parks maintenance guidelines in new areas
- Improve records management to respond to growing community and growing number of files
- Upgrade and widen designated roads
- Add North Fire Hall in 2005

Personal Safety and Security

- Increase emergency services to respond to growing community—five new firemedics and emergency services equipment including ambulances and pumpers
- Increase and enhance police services—full-year funding for the eight police officers added in 2003; four new police officers in 2004; and additional guards and matrons, bylaw officers and support personnel
- Improve security in our parks, at community events and at the Transit Terminal

Infrastructure Maintenance and Upgrades

- Renovate and upgrade Recreation and GH Dawe Centres
- Upgrade Water and Wastewater Treatment Plants
- Overhaul Museum in 2006
- Upgrade parks and playgrounds

Increased Service Expectations

- Expand web services and bill payment options
- Offer online registration for Recreation, Parks and Culture programming
- Ensure City services are widely accessible through additional "Care for Kids" and "Care for Families" funding

Price Increases

Some City costs have risen faster than the Consumer Price Index.

- Accommodate higher pension contributions caused by weak investment market
- Address higher insurance premiums
- Cover increased electricity and gas costs impacting everything from our city facilities and buildings to our streetlights
- Accommodate salary increases resulting from inflationary increases and labour negotiations

Budget 2004 Forces Tough Choices

In the face of these challenges—many of which we have been confronting for some time—The City has learned how to be creative in how it delivers its services. We have found, and continue to look for, efficiencies. It is increasingly clear that we cannot continue to cope with growth and inflation within existing resources.

Many of The City's resources are stretched beyond capacity and new strategies are required. When any successful business expands during a cycle of growth, it has to invest in its future. It has to incur upfront costs to achieve long-term benefits. The City of Red Deer is no different.

We are hopeful that actively lobbying senior levels of government will eventually lead to a new financial deal for municipalities. But even if a new deal comes, The City will still have to consider alternate financial strategies—strategies that may include taking on long-term debt, increasing taxes, and decreasing service levels.

It will take several years to adjust to the needs of our increasingly complex community, cope with declining funding sources, address infrastructure requirements and catch-up from the last several years of rapid growth. In the meantime, if significant budget requirements do not receive funding, we will be exposed to a higher degree of risk in how we budget, plan, and administer our operations.

As the 2004 budget debate unfolds, one thing is certain. We will be forced to answer tough questions and make even tougher decisions.

- How do we balance the need for increased police and emergency services with the need for other services?
- Do we maintain our Transit service standards and extend bus service to eligible new subdivisions?
- What level of investment is right for our community infrastructure?
- What is the right balance between building-up reserves to fund capital projects and using debt?

While keeping up with growth is a challenge, growth also signifies a thriving community filled with tremendous opportunity. Careful planning will see us through this transition as we embark on an exciting new chapter in Red Deer's history.

**BUSINESS PLAN FUNDING REQUIREMENTS INDEX
2004-2006 DEPARTMENT SUBMISSIONS**

Pg. No.	Department/Description	Incremental Requirements			Sec. 4 Item #
		2004	2005	2006	
	General (Taxation and Other):				
5	Credit Card Payment Options	45,000	40,000	40,000	87
5	Credit Card Payment Options - Funding from Utilities	(35,000)	(30,000)	(30,000)	87
	Community Services Directorate:				
60.1	Economic and Quality of Life Benefits Study	25,000	(25,000)		126
61	Contracted Resources	75,000	(75,000)		108
70	Additional Staffing - Archives Technician (0.5 FTE)	16,600	5,481		74
71	Archives Minor Equipment & Supplies	10,800	2,000	2,000	50
	Community Services - General:				
67	Visitor & Convention Bureau - Agency Administrative System	15,000	(15,000)		109
68	Waskasoo Park - Interpretive Master Plan	25,000	(25,000)		110
69	Riverbend Golf Course - Consultant Research	70,000	(70,000)		111
69	Riverbend Golf Course - Funding from RBGC	(35,000)	35,000		111
72	Cultural Groups Fee for Service - General Funding	23,980	24,700		54
72	Cultural Groups Fee for Service - Special Event Funding	18,170	18,170		53
74	PCPS - Additional Staffing - Clerical (0.5 FTE)	29,900	10,000		55
	Police:				
76	Additional Staffing - Special Constables (3.0 FTE)	137,350	42,650		40
80	Special Constables (3.0 FTE)- Workstation & Equipment	34,500	(34,500)		40
78	Additional Staffing - PIRS / CPIC Clerk (1.0 FTE)	35,900	11,918		57
80	PIRS / CPIC Clerk (1.0 FTE) - Workstation & Equipment	5,000	(5,000)		57
79	Additional Staffing - Watch Clerk (1.0 FTE)	35,900	11,918		58
80	Watch Clerk (1.0 FTE) - Workstation & Equipment	5,000	(5,000)		58
81	Enhanced Policing	140,000	(140,000)		119
82	Additional Staffing - Guards & Matrons - (700 hours)	14,516			41
83	Additional Staffing - Guards & Matrons - Additional Cell Security	50,000			42
84	Crime Prevention Analysis	15,000			96
85	Building Maintenance	23,000			59
86	Red Light Camera Installations - Operating Contract	24,700			95
	Recreation, Parks & Culture:				
87	Culture Administration operating increase	6,400			67
88	Additional Staffing - Culture Staff Programmer (0.5 FTE)	20,000	7,200		66
88	Culture Staff Programmer (0.5 FTE) - workstation	2,000	(2,000)		66
89	Centre Fest - City Participation	10,000			68
90	Additional Staffing - Community Programmer (0.5 FTE)	20,000	6,450		69
92	Care for Adults - adult subsidy program	8,000	2,000		101
93	Care for Families	10,000			102
94	Additional Staffing - Marketing /Promotions Coordinator (1.0 FTE)	41,000	13,700		65

**BUSINESS PLAN FUNDING REQUIREMENTS INDEX
2004-2006 DEPARTMENT SUBMISSIONS**

Pg. No.	Department/Description	Incremental Requirements			Sec. 4 Item #
		2004	2005	2006	
94	Marketing /Promotions Coordinator (1.0 FTE) - workstation	5,000	(5,000)		65
95	Security Service - Parks & Facilities	43,000			100
96	RPC Program Fees & Charges review	6,000	(6,000)		122
97	CLASS Leisure Programs 5.0 Upgrade - Staff Training	6,000	(6,000)		123
98	Additional Staffing - Admin. Clerk (from 0.5 to 1.0 FTE)	12,500	4,180		78
99	Infrastructure Maintenance - Rec & Culture Facilities	25,000	25,000		103
101	Additional Staffing - morning cashier @ Rec/Dawe Pools	24,600			70
102	Casual staffing for new wristband program (1.02 FTE)	20,300			44
103	Additional Staff - Collicutt Centre waterslide attendants (0.40 FTE)	10,100			45
104	Community Association / Activity Centre operating grants	33,750			47
105	Community Association operational funding (2 centers)	8,500			46
106	Fleet Equipment Expense Increases	8,000			49
107	New Park Facility Maintenance	45,912			71
108	Satellite Shop - Dairyworld Site for Parks Landscape Mtn	15,865			26
109	Parks Maintenance of new areas	45,380			71
110	Urban Forest Wildfire Mgmt Plan	25,000			98
111	Subdivision Enhancement Program	17,000			63
112	Additional Staffing - Parks Labourer II (1.0 FTE)	43,000	14,600		64
113	Downtown Park Plaza Maintenance	15,000			71
114	Infrastructure Maintenance - Parks Facilities & Parks Maintenance	45,000	25,000		99
115	Outdoor Rink Maintenance	25,000			71
	Social Planning:				
116	Fleet Equipment Expense Increases	16,800			49
117	Additional Staff - increase CAB dispatch hours and summer month hours	10,400			73
118	Citizen Action Bus 10th bus operating expenses	17,200	34,400		72
	Transit:				
119	Under funded Personnel Expenses	9,300			48
120	Terminal Security - Commissionaire Service	25,000			104
121	Later Sunday / Holiday Service (Full year cost \$53,500)	17,500	36,000		79
122	Additional Service to Neighborhoods/Service Areas	363,000	596,000		105
	Corporate Services Directorate:				
14	Consulting Services - Identify & Analyze Risk Issues	25,000	(25,000)		112
	Assessment and Tax:				
15	Legal Fees	25,000			29
16	Contract Fee Appraisal Expertise	5,000			27
17	Multiple Regression Analysis	10,000			51
17	Multiple Regression Analysis	15,000	(15,000)		52
18	Staff Development and Succession Management Strategy	18,000			28

**BUSINESS PLAN FUNDING REQUIREMENTS INDEX
2004-2006 DEPARTMENT SUBMISSIONS**

Pg. No.	Department/Description	Incremental Requirements			Sec. 4 Item #
		2004	2005	2006	
	Information Technology Services:				
19	Microsoft Premier Support Contract	18,540			76
20	Additional Staffing - GIS Analyst (1.0 FTE) (half year funding)	30,000	30,000		88
20	GIS Analyst (1.0 FTE) - workstation	5,000	(5,000)		88
	Legislative and Administrative Services:				
23	Council Representation	10,000			89
24	New Councillor Election Requirements	3,000	(3,000)		116
25	Additional Staffing - Committee Secretarial Assistant (0.2 FTE)	17,795			90
28	Census Workers Additional Funding	7,700			91
30.1	Election Advertising	25,000	(25,000)		127
31	Corporate Records Management Program				
31	Additional Staffing - Records Management (2.25 FTE)	89,000	29,628		34, 11
31	Records Management - workstation	4,000	(4,000)		34
31	Additional Staffing - Records Clerk (1.00 FTE)	31,200	9,600		36
31	Additional Staffing - Records Clerk (1.00 FTE)	22,800	8,600		37
31	Software Maintenance & Personnel Support	25,000	11,000	14,000	35
	Treasury Services:				
21	Additional Staffing - Switchboard (0.5 FTE)	16,500	5,500		80
22	Contracted Services / Expertise	75,000	(75,000)		124
	Emergency Services:				
40	Succession Plan Staff	36,250	(36,250)		113
41	Injury Prevention Programs - Risk Watch	15,000			82
42	Fleet Financing	116,000	45,000	46,000	83
45	Hazardous Materials Emergency Response Training	10,000			30
46	Emergency Manager (Telus Notifications System)	15,700			75
	Engineering Services:				
37	Contracted Services - Examination and Trial	15,000		(15,000)	114
38	Additional Staffing - Accounting (500 hours)	10,000			84
38	Additional Staffing - Accounting (500 hours) Recovery	(10,000)			84
39	Field Service Staff - relocation operating expenses	28,200			7
	Inspections & Licensing:				
47	Fees & Charges Review	10,000	(10,000)		115
48	Additional Staffing - Inspections Supervisor (1.0 FTE)	49,000	16,000		32
48	Additional Staffing - Inspections Supervisor (1.0 FTE) - Recovery	(25,000)			32
48	Inspections Supervisor (1.0 FTE) - workstation	5,000	(5,000)		32
49	Additional Staffing - Temporary Site Inspector (0.5 FTE)	24,000	11,000	12,000	33

**BUSINESS PLAN FUNDING REQUIREMENTS INDEX
2004-2006 DEPARTMENT SUBMISSIONS**

Pg. No.	Department/Description	Incremental Requirements			Sec. 4 Item #
		2004	2005	2006	
	Land & Economic Development:				
50	Additional Staffing - Clerical (0.5 FTE)(50% paid by self-supported)	10,455			56
	Public Works:				
52	Public Awareness of Worker Safety	25,000	(25,000)		120
53	Additional Staffing - Clerk Steno (0.5 FTE)	6,693			60
53	Clerk Steno (0.5 FTE) - workstation	3,900	(3,900)		60
54	Department Organizational Review	0			121
56	Street and Curb Painting	20,000			43
57	Winter Road Sanding	110,000			19
58	Downtown Snow Removal	150,000			77
59	Spring Clean-Up	50,000			61
60	Street Sweeping	20,000			62
	Mayor and City Manager:				
13	Additional Staffing - Web Services Support Position (1.0 FTE)	42,000	14,000		81
13	Web Services Support Position - workstation	5,000	(5,000)		81
	Personnel:				
6	Management Team Development	10,000			93
7	CUPE Job Evaluation Implementation	10,000	(10,000)		118
8	Competency Development Program	25,000			92
9	Additional Staffing - Benefits & Payroll Administrator (0.2 FTE)	9,000	3,000		39
10	Strategic Corporate Human Resources Plan	35,000	(35,000)		117
11	Relocation Expenses	10,000			38
12	Safety Promotion	18,000			94
	Total Business Plan Funding Requirements Submissions	\$3,199,556	\$424,045	\$69,000	

CITY OF RED DEER – 2004, 2005, 2006 BUDGETS BUSINESS PLAN FUNDING REQUIREMENT

DEPARTMENT: General Operations BUSINESS UNIT No.: 59

1. Description: Credit Card Payment Options – The City of Red Deer currently accepts credit cards only at Recreation facilities. It would be an improvement in customer service to expand the use to City Hall. There are a number of issues driving this shift:
 - A. Increased Demand/Consistency – Customers are asking more often to pay with credit cards and are often surprised we don't accept them at City Hall. There is inconsistency because each department decides whether or not to accept credit cards, based on cost and benefit. Wider acceptance would be a significant improvement in customer service
 - B. Internet Payments – The City of Red Deer's web team has been looking at accepting Internet, IVR and Kiosk payments, but the key is credit card acceptance.
 - C. Collection Issues & Other Benefits – Efficiencies that are likely to result include improved collection times, less cash handling, better security, and a potential reduction in bad debt write offs. These are difficult to estimate.
 - D. Utility Billing – The return of the utility billing function is going to increase the demand and need for credit card payment options.
 - E. Other Municipal Practices – Other City's, such as Calgary and Airdrie, accept credit card payments except for Land Sales and Property Tax.
 - F. Property Taxes and Land Sales – We are not proposing acceptance of credit cards for property tax or land sales, based on cost, that there are other organizations involved, and that there are other collection options.
 - G. Credit Card Service Fees – Credit Card companies charge about 2% of each payment made. We have estimated the cost to be about \$125,000 of which approximately \$95,000 is expected from utility payments.

Recommendation – That the City of Red Deer accept credit cards for all services, excluding Property Tax and Land Sales, with an estimated \$95,000 charged to utilities, and the balance of \$30,000 from General programs.
2. Cost of funding this item for the: (incremental increases ongoing)
 - ◆ 2004 Budget - **\$10,000 from Taxation**, \$35,000 from Utilities
 - ◆ 2005 Budget - **\$10,000 from Taxation**, \$30,000 from Utilities
 - ◆ 2006 Budget - **\$10,000 from Taxation**, \$30,000 from Utilities
3. Implication of not funding this item – The City will not be able to move ahead with Web Payment Technology, some customers will continue to be frustrated, collection activity is likely to require greater resources in the future, and bad debt write offs are likely to be higher. The cost seems high, but would significantly improve customer services, consistent with 3.3.4 of the City's Strategic Plan, and allows staff to spend time more productively.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Organization Development
DEPARTMENT: Personnel
BUSINESS UNIT No.: 100**

1. Description of Item:

Management Team Development - With significant turnover of senior management staff from retirement annual funding is required to promote and develop corporate thinking and teamwork through workshops and developmental retreats for The City's managers.

2. Cost of funding this item for the -

- ◆ 2004 Budget \$ 10,000 – ongoing

3. Implications of not funding this item:

- ◆ Greater chance of departmental decisions not being viewed with a corporate perspective;
- ◆ Potential departmental cooperation opportunities may be lost ;
- ◆ Important corporate issues, which could be resolved by focusing senior planners on the issue, may not be as easily addressed or delayed ;
- ◆ Less consistency in policy application.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Compensation
DEPARTMENT: Personnel
BUSINESS UNIT No.: 100**

1. Description of Item:

One-time funding is required for completing and implementing changes to the Job Evaluation program, which is used to determine pay rates for CUPE affiliated employees. Changes to this program are long overdue. A task force in 1993 determined that the program needed to be “band-aided” until improvements could be made. Council supported the initiative last year by funding the review. Additional funding (\$10,000) is required for the review as expressed in the 2003 Business Plan. A provision for implementation is included with salary treatment in 2004.

2. Cost of funding this item for the -

- ◆ 2004 Budget \$ 10,000 – one time

3. Implications of not funding this item:

- ◆ Compressing wage rates resulting in inappropriate rates in some jobs and too low high-end rates. This has a particularly negative impact on attracting specialists;
- ◆ Becoming less relevant to staff and management who are becoming less supportive of the program;
- ◆ Not seen as supporting The City’s current compensation philosophy;
- ◆ The commitment in bargaining to complete this review would not be kept.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Organization Development
DEPARTMENT: Personnel
BUSINESS UNIT No.: 100**

1. Description of Item:

Competency Development Program – The City has developed a Core (non-technical) Competency Identification and Planning Tool for staff preparing themselves and being prepared for future responsibilities. Action Plans to address identified skill gaps now require funding. This funding will be used for courses and other developmental activities.

The request is timely with the impending increase in retirement levels. As well, with the nature of careers changing from single employer/single job careers to multiple employer/multiple job careers, staff is looking for growth and development opportunities in order to remain committed to our organization.

2. Cost of funding this item for the -

- ◆ 2004 Budget \$ 25,000 - ongoing

3. Implications of not funding this item:

- ◆ Less competent replacements;
- ◆ More competent people, less people needed?
- ◆ Employees leaving the organization to find development support.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Benefits
DEPARTMENT: Personnel
BUSINESS UNIT No.: 100**

1. Description of Item:

Increase the hours for the Benefits and Payroll Administrator from 0.8 Full Time Equivalency to 1.0. Recruitment increase and higher staff levels have had a number of impacts on benefit administration. Because more resources were necessary for basic recruitment, benefit counseling and sign-up was realigned with existing benefit administration workload. At the same time significant recruitment activity has led to significant benefit administration activity. Many Collicutt Centre employees are now eligible for benefits having reached service requirements. There has been significant change in some of our benefit plans – LAPP has changed their administrative functions and we have added a Supplementary Pension that must be administered. We are currently unable to maintain a basic level of benefits administration.

2. Cost of funding this item for the -

- ◆ 2004 Budget \$ 9,000 – 9 months ongoing
- ◆ 2005 Budget \$ 3,000 – full year ongoing

3. Implications of not funding this item:

- ◆ Inadequate time to properly service benefits “customers”;
- ◆ Errors resulting in customer frustration;
- ◆ Increase in write-offs from an inability to properly audit and reconcile plans.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Human Resource Planning
DEPARTMENT: Personnel
BUSINESS UNIT No.: 100**

1. Description of Item:

Last year's Business Plan outlined the need to complete a **Strategic Corporate Human Resources Plan** for The City of Red Deer. This one-time investment will provide consulting assistance for an overall corporate master plan to address human resource needs of the organization in the years ahead.

2. Cost of funding this item for the -

- ◆ 2004 Budget \$ 35,000 – one time

3. Implications of not funding this item:

- ◆ The organization will not have an integrated approach to managing our human resources which will result in higher longer term costs and a less effective organization;
- ◆ Impacts of the baby boom bubble may not be planned for properly resulting in shortages of skilled staff in the near future.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Recruitment
DEPARTMENT: Personnel
BUSINESS UNIT No.: 103**

1. Description of Item:

Funding is required for additional Relocation Expenses to attract employees. A new Relocation Expense policy has been adopted as a necessary additional attraction tool to remain competitive with other employers' practices. The new policy uses expense coverage to provide for service commitments.

2. Cost of funding this item for the -

- ◆ 2004 Budget \$ 10,000 – ongoing

3. Implications of not funding this item:

- ◆ We may lose out to competitors for talent where relocation costs are of concern to the potential new employee.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Safety Promotion
DEPARTMENT: Personnel
BUSINESS UNIT No.: 107**

1. Description of Item:

Safety Promotion – The City of Red Deer continues to achieve significant and positive results from hard work in the area of safety, but we are not yet satisfied that we have reached the point where we should be. This expenditure would provide for increased safety awareness for all employees in the organization through targeted safety promotions that would consist of items of nominal value that would have safety messages on them, coupled with information about important safety issues e.g. safety off the job, where you are 9 times as likely to be hurt as on the job (and where we still pick up the costs of salary continuance). This is an opportunity to reinvest some of the savings we have already realized into further prevention initiatives.

2. Cost of funding this item for the -

- ◆ 2004 Budget \$18,000 - ongoing

3. Implications of not funding this item:

- ◆ We miss a significant part of our organization in promoting safety;
- ◆ We miss an opportunity to communicate our commitment to the safety and well being of our employees;
- ◆ We send the message that safety is important in some parts of our organization (where we have safety awards) but not in other parts;
- ◆ We miss an opportunity to drive down costs of absences due to unsafe practices off-site;
- ◆ We miss an opportunity to reinforce our leadership in the area of safety;
- ◆ We lose an important communication opportunity with employees to reinforce that "safety is a lifestyle –at work , at home, at play." This is an important message because we pay for the consequences of poor safety in all three areas.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

PROGRAM: Communications & Corporate Planning
DEPARTMENT: Mayor and City Manager/IT Services *(to be determined)*
BUSINESS UNIT No.: 112

1. Description of Item:
Web Services Support Position

2. Cost of funding this item for the -

- ◆ 2004 Budget
 - \$42,000 – Salary and benefits – 9 months ongoing
 - \$5,000 – office set up for the first year – one time
- ◆ 2005 Budget
 - ◆ \$14,000 – full year ongoing

3. Implications of not funding this item:

- ◆ Community, organizational

The Web site requires a dedicated information resource to support organizational business needs. The site currently has over 900 pages and 390 PDF files with 19 Content Team members supporting this information. Information on the site changes daily. Traffic to the Web site has more than doubled since May 2002. An average of 11,000 pages are viewed daily.

Departments require support in updating, developing and managing their Web site content. This corporate resource would help them meet customer expectations by developing new content (i.e. Utilities) and handing it back to the department for maintenance. This resource would also manage the site map, train content team representatives, develop online customer service tools (self serve forms, etc...) edit and approve all site content, and work with departments to resolve the issue of out of date, inaccurate content on our site. Inaccurate information puts our organization at risk as we may be required to honour something that is no longer current (i.e. fees listed differently online than in person) and diminishes the level of trust that citizens have in our organization. When one piece of information is incorrect, they begin to question the validity of other pieces of information.

This resource would bring Web site resources to the same level on the information side as on the technical side. The implication of not funding this resource is that growth to the Web site will stop. We may also begin to take down some information to bring the site back to a level that is sustainable within current resources, jeopardizing the site model we have developed. Ultimately we will not be able to meet community expectations for civic information and services.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Corporate Services Directorate
BUSINESS UNIT No.: 120**

1. Description of Item:

Undertake a process, by contracting the services of an external consultant, to identify and analyze risk issues for Corporate Services Departments and facilitate the development of an integrated Divisional process for responding to these. Use the learning from this experience to recommend a corporate-wide approach to ongoing risk analysis and response.

2. Cost of funding this item for the:

- ◆ 2004 Budget \$ 25,000¹ - one time

3. Implications of not funding this item:

- a. What is the impact on Financial, Organizational, and Community development?
 - ◆ This initiative has the potential to uncover, clarify, evaluate and develop strategies for mitigating risks in all three of these areas.
- b. Is it required by legislation?
 - ◆ This process may uncover legislative requirements not currently being met.
- c. Is this required by safety code/standard?
 - ◆ Again, this process may alert our Division to safety requirements that our Division is not currently in compliance with.
- d. Does this avoid higher expenditure in the future (maintenance)?
 - ◆ This initiative may help us to avoid higher litigation costs in the future.
- e. Does it have a quick pay back?
 - ◆ Not likely
- f. Is this necessary to maintain service levels?
 - ◆ No
- g. Is this consistent with the Strategic Plan? Describe.
 - ◆ Yes. 2002 – 2005 Strategic Plan, Strategy 4.1.3 (Prepare Business Plans and manage resources, including risk assessment as a decision filter; Strategy 4.2.1 (Conduct risk assessment and business case analysis to evaluate new programs and initiatives requiring major capital or other expenditures.)
- h. Is this necessary to boost staff morale/productivity?
 - ◆ No.

¹ It is our goal to incorporate the process into regular management practices so that on-going funding should not be required.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Assessment Section
DEPARTMENT: Assessment and Taxation Services
BUSINESS UNIT No.: 124**

1. Description of Item: Legal Fees

The overall property assessment business is becoming more complex in nature. Property owners and their tax agents are becoming more sophisticated and creative in their valuation arguments. As a result, the process is being challenged more regularly. Many of these cases become precedent setting that has an impact on not only other property in Red Deer but other property across the province as well. It is critical to defend the integrity of the assessment base to ensure fairness and equity for all.

2. Cost of funding this item for the:

- ◆ 2004 Budget \$25,000 – ongoing

3. Implications of not funding this item:

- ◆ Financial, Organizational, Community. Assessment and the resulting tax losses from complaints and appeals will likely increase. Some appeal losses could be precedent setting which will impact other Red Deer properties in future years as well as properties in other assessment jurisdictions.
- ◆ Is it required by legislation? No. However, the Municipal Government Act states we must ensure the assessment is fair and equitable.
- ◆ Avoid higher expenditure in the future (maintenance)? Yes. If tax agents start winning assessment complaints/appeals the results could be that they solicit and increase the number of clients they have in Red Deer in future years.
- ◆ Does it have a quick pay back? Yes.
- ◆ Necessary to maintain service levels? Yes. If we start to lose complaints/appeals tax agents will focus more energy on clients in this region. Preparing for complaints/appeals is very time consuming and will impact the service we provide other customers.
- ◆ Consistent with master plan? Describe. Yes. Section 4.2 states we should ensure adequate funds are secured and sustained in a fiscally responsible manner to support the program and service delivery levels established by Council.
- ◆ Necessary to boost staff morale/productivity? Yes. Preparing and defending property assessments is very time consuming.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Assessment Section
DEPARTMENT: Assessment and Taxation Services
BUSINESS UNIT No.: 124**

1. Description of Item: Fee Appraisal Expertise

The Assessment Section requires assistance in establishing values of some property types. External expertise reduces the risk of potential assessment complaints/appeals and provides for an excellent learning opportunity for our staff.

2. Cost of funding this item for the:

- ◆ 2004 Budget \$5,000 – ongoing

Current Budget amount for 2003 is \$10,000.

3. Implications of not funding this item:

- ◆ Financial, Organizational, Community. Potential financial/tax loss due to assessment complaints/appeals. If property assessments are perceived as being inaccurate the result could be a loss in confidence of the Assessment Section, which in effect will increase the number of complaints/appeals in future years.
- ◆ Is it required by legislation? No. However, an assessor is responsible to value all property within their jurisdiction.
- ◆ Avoid higher expenditure in the future (maintenance)? Yes. By obtaining external expertise we should reduce the potential for complaints/appeals.
- ◆ Does it have a quick pay back? Reduces the risk of potential tax losses resulting from complaints/appeals in the following year.
- ◆ Necessary to maintain service levels? Yes. It is important to maintain the integrity of the property assessments within the City.
- ◆ Consistent with the Master Plan? Describe. Yes. Section 3.6 of the Strategic Plan states the organization will provide opportunities for our employees to gain knowledge that enhances their ability to work well within the organization.
- ◆ Necessary to boost staff morale/productivity? Yes. Having external expertise to assist in the valuation of some property types improves confidence and in house expertise.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Assessment Section
DEPARTMENT: Assessment and Taxation Services
BUSINESS UNIT No.: 124**

1. Description of Item: Multiple Regression as a Valuation Tool.

Valuing all property on an annual basis is a difficult and time-consuming process. It is important that the Department prepare high quality assessments and is able to defend these values through the appeal process. Multiple regression analysis is being used as a valuation tool in many assessment jurisdictions and is improving the results of the overall assessment quality while reducing the amount of time it takes to value the property in the jurisdiction. Currently the Assessment Section utilizes a modified cost based assessment valuation methodology to determine the assessed value of residential property. Multiple regression analysis will be used on a trial basis during 2004 with potential implementation occurring in 2006 or 2007.

2. Cost of funding this item for the:

- ◆ 2004 Budget \$25,000:
 - \$15,000 (training) – one time
 - \$10,000 (training) - ongoing

*Additional future cost within the next three years of approximately \$17,000 is expected for software licenses.

3. Implications of not funding this item:

- ◆ Financial, Organizational, Community. It is important to investigate new business practices that have the potential of improving the efficiency of our operations and the quality of assessments within the City.
- ◆ Is it required by legislation? No. However, Municipal Affairs recommends multiple regression analysis as the preferred valuation approach for residential property.
- ◆ Avoid higher expenditure in the future (maintenance)? Yes. Will likely reduce assessment complaints/appeals and the associated financial tax loss risk.
- ◆ Necessary to maintain service levels? Yes. The future in the assessment industry includes the use of multiple regression analysis as a valuation tool. The process will improve our operations so that we can cope with assessment growth more effectively.
- ◆ Consistent with the Master Plan? Describe. Yes. Sub-section 3.7.1 of the Strategic Plan states we will explore, invest in, and support the technology required to carry out our organizational roles effectively.
- ◆ Necessary to boost staff morale/productivity? Yes. Productivity will be negatively impacted in the short term. However, the long-term impact is that productivity will increase due to efficiencies realized in the valuation process.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Assessment Section
DEPARTMENT: Assessment and Taxation Services
BUSINESS UNIT No.: 124**

1. Description of Item: Staff Development

An investment in our staff is critical to the Department's succession plan. Education, conferences, and memberships in various property valuation associations provide staff with well-rounded experience and expertise that will improve our valuation and business processes.

2. Cost of funding this item for the:

- ◆ 2004 Budget \$18,000 – ongoing

3. Implications of not funding this item:

- ◆ Financial, Organizational, Community. Improving the skill set of staff will prepare the Department for new trends and will support our succession planning initiative.
- ◆ Is it required by legislation? No.
- ◆ Avoid higher expenditure in the future (maintenance)? Yes. Existing staff will have the skills to compete for positions within the organization when staffing vacancies occur, which saves relocation costs and training of externally hired incumbents. In addition, staff will be more aware of evolving trends enabling us to shift our business practices from a reactive to proactive approach.
- ◆ Does it have a quick pay back? No.
- ◆ Necessary to maintain service levels? Yes. It is critical that we invest in our existing staff and have a progression plan in place. The Department is experiencing difficulty in filling positions. Therefore, we must provide opportunities to existing staff in an attempt to retain our expertise, which ultimately has an impact on our service levels.
- ◆ Consistent with master plan? Describe. Yes. Sub-section 3.5.2 and Section 3.6 support this business plan-funding requirement. Sub-section 3.5.2 states we should maintain a succession plan to assist in meeting the long-term knowledge, skill, and leadership needs of our organization. Section 3.6 states we are to provide opportunities for our employees to learn new skills and gain knowledge that enhances their ability to work well within our organization.
- ◆ Necessary to boost staff morale/productivity? Yes. It is important to provide staff with the opportunity to improve themselves.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Production/Technical
DEPARTMENT: Information Technology Services
BUSINESS UNIT No.: 131**

1. Description of Item: Microsoft Premier Support Contract –
The City of Red Deer's Network uses Microsoft Network Operating Systems. Microsoft has recently developed a support mechanism for mid-sized organizations and municipalities to provide proactive support on all Microsoft software products. The Microsoft Premier Support Contract provides a Technical Account Manager who acts as the first point of priority contact. The support contract also provides time towards problem resolution and support calls. It will also provide access to Microsoft's Tech-net Services and access to Microsoft's Premier support web site. Since we constantly upgrade and deploy new Microsoft products, this service is a very valuable support mechanism.
2. Cost of funding this item for the -
 - ◆ 2004 Budget \$18,540 - ongoing
3. Implications of not funding this Item.
To continue to maintain strong support of the City's network environment this item is a must have. It will help us as follows:
 - ◆ This service provides proactive notification and priority service on all bug fixes, security patches and software updates and this will save us from a major problem or downtime incident;
 - ◆ With a Premier Support Contract we receive an individual Microsoft Technical Account Manager who provides customer advocacy and has knowledge of the City's environment and provides easy access to additional support people in Microsoft as required;
 - ◆ With a Microsoft Premier Support Contract we will have a "*Phone a Friend*" for 24 x 7 'insurance' to assist in critical situations;
 - ◆ Microsoft problem resolution will be quicker as our support calls receive priority service.

**THE CITY OF RED DEER 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENTS**

PROGRAM: GIS

DEPARTMENT: Information Technology Services

BUSINESS UNIT No.: 135

1. Description of Item: New Position GIS Analyst – As part of the Council approved GIS Strategy, it was determined that we would need a GIS Analyst to assist with the implementation of a corporate wide Geographical Information System. This position will report directly to the GIS Coordinator and provide GIS expertise in developing and implementing GIS applications. This new position will be phased in over a 2-year period.
2. Cost of funding this item for the -
 - ◆ 2004 Budget \$35,000
 - \$5,000 – (furniture) – one time
 - \$30,000 – (6 months – salary & benefits) - ongoing
 - ◆ 2005 Budget \$30,000 – full year ongoing
3. Implications of not funding this Item.
 - ◆ Expect lower service levels from IT Services in the area of GIS;
 - ◆ All GIS projects will have to be outsourced and as a result the GIS will be implemented at a much slower pace;
 - ◆ This position is required to handle ongoing support of the GIS;
 - ◆ This position is required to handle smaller GIS projects internally.

CITY OF RED DEER – 2004, 2005, 2006 BUDGETS BUSINESS PLAN FUNDING REQUIREMENT

PROGRAM: Reception/Switchboard
DEPARTMENT: Treasury Services
BUSINESS UNIT No.: 140

1. Description of Item:

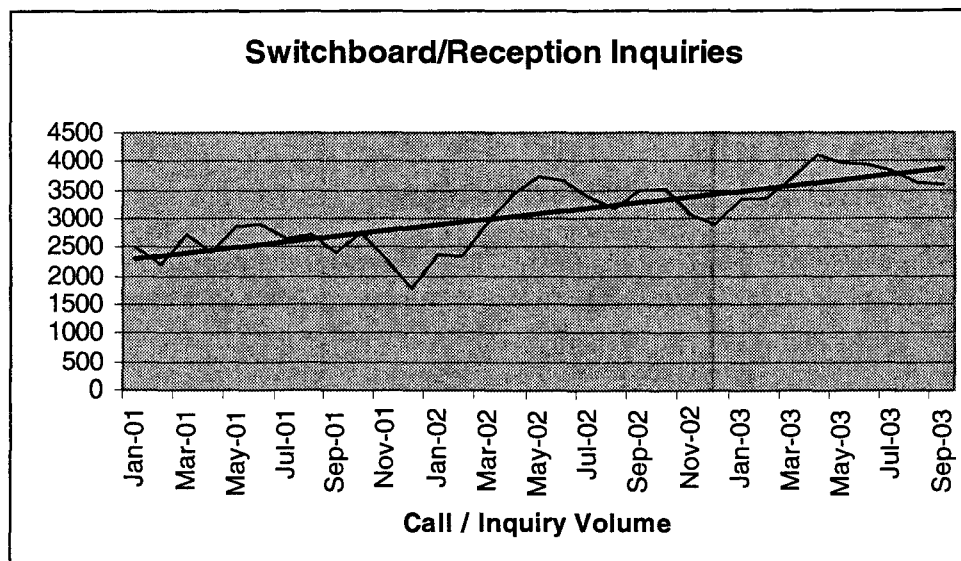
Switchboard Staffing – We require an additional ½ time FTE to facilitate moving the switchboard function off of the main floor.

2. Cost of funding this item for the:

- ◆ 2004 Budget \$ 16,500 – 9 months ongoing
- ◆ 2005 Budget \$ 5,500 – full year ongoing

3. Implications of not funding this item:

Eroding Customer Service – As call volumes have increased the switchboard operator is at times having difficulty taking enough time with some callers (see below). This can also mean that walk in visitors are not receiving the attention they should because the switchboard operator can be busy handling multiple calls at one time. Finally, the noise levels on the main floor make it difficult for callers and the switchboard operator to hear well. Splitting the two functions reduces efficiency but would significantly improve customer service, consistent with 3.3.4 of the City's Strategic Plan.



**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**DEPARTMENT: Treasury Services
BUSINESS UNIT No.: 140**

1. Description of Item:

Management Consulting – The City of Red Deer is a collection of dissimilar businesses, each with their own changing business needs (information, technology, legislation, customer demands, etc.) In order to respond to these changes it is often more effective to hire experts to assist us, rather than incur the costs of training an employee to obtain the specialized knowledge. An added value of using experts is often just getting a different perspective on how we deliver services. We currently have no budget to hire knowledgeable experts. In 2003 we had enough staff vacancies to hire a Fixed Asset consultant, but what we really need is a sustainable source of funding.

Examples of areas where we would like to hire outside expertise in **2004** are:

- ◆ Electronic Banking and Payments
- ◆ Accounting for Infrastructure in the Public Sector
- ◆ Further Changes to the Purchasing Function
- ◆ Investment Policy and Strategy
- ◆ Development Agreements

Areas that need review in **2005** and **2006** include:

- ◆ Security and Control Reviews (e.g. Payment Security)
- ◆ Specialized Procurement (e.g. Procurement Card)
- ◆ Reserve Planning (e.g. Infrastructure Replacement)
- ◆ System Audits/Improvements (e.g. Customer Relationship System)
- ◆ Business Process Review (e.g. Call Centre Improvements)
- ◆ Alternate Sourcing & Supply Chain Management
- ◆ Strategic Long Term Planning
- ◆ Specialized Inventory Management
- ◆ Risk Analysis and Management

2. Cost of funding this item for the:

- ◆ 2004 Budget \$ 75,000 – one time

3. Implications of not funding this item – Efficiencies and other savings may not be realized; assets may not be adequately managed, improvements in customer service and business practices may not be identified or may be delayed indefinitely. Security may not be as effective as it could be. In some cases it is difficult to know the implications, when the issue may not even be obvious.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Elected Officials
DEPARTMENT: Legislative & Administrative Services
BUSINESS UNIT No.: 150**

1. Description of Item:

Council Representation

Funding is required for Councillors who are required to attend events, meetings or sit as members on various organizations. An example is serving on a committee of a national and/or provincial association such as FCM on behalf of the Council.

2. Cost of funding this item for the -

♦ 2004 Budget \$ 10,000 - ongoing

3. Implications of not funding this item:

Limit Councillors involvement at a strategic and governance level with organizations that may impact the operations of The City.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Elected Officials
DEPARTMENT: Legislative & Administrative Services
BUSINESS UNIT No.: 150**

1. Description of Item:
General Supplies

Funding is requested for election requirements to update photographs, provide for new councillor recognition in accordance with Council Policy #1001, business cards, etc.

2. Cost of funding this item for the -
 - ◆ 2004 Budget \$ 3,000 - one time

3. Implications of not funding this item:

Funding this request will continue the traditions that have been established for welcoming new councillors and in outfitting and preparing them for the next term. Included in this request are the civic recognition items for new Council members as per Council Policy #1001.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Legislative & Administrative Services
DEPARTMENT: Legislative & Administrative Services
BUSINESS UNIT No.: 180**

1. Description of Item:
Salaries & Wages

Funding is requested to recruit a part time secretarial assistant focusing on minute taking at Committee meetings⁽¹⁾.

2. Cost of funding this item for the -
♦ 2004 Budget \$ 17,795⁽²⁾ - ongoing

3. Implications of not funding this item:
- ♦ Funding will enable the Department:
 - To provide more thorough levels of service in supporting an increased number of Council and Ad Hoc Committees. Two new committees for 2004 – Audit and Cultural Advisory Board.
 - To reduce staff time off for attendance at evening meetings.
 - Free up staff time to carry out administrative responsibilities, which are proactive with the intention of mitigating potential issues.
 - ♦ Without requested funding, Department staff members will be required to work additional overtime and are at risk for increased levels of stress while trying to maintain service levels.

The City of Red Deer 2002 – 2005 Strategic Plan:

- Strategy 3.4.3 - ***Provide our members with the authority, resources and support they require to carry out their roles effectively.***
- Strategy 3.4.4 – ***Regularly assess and adjust as needed, our roles and workloads, as the city grows and service demands change.***

(2) Based on 15 hours per week (783 hours annually) @ \$18.86 per hour and includes benefits

FUNDING REQUEST BACKGROUND INFORMATION

Why does Legislative & Administrative Services support all the Committees?

At one time the various departments provided secretarial services for the committees under their direction. To ensure corporate standardization and central control of all committee minutes, as permanent records of The City, secretarial support for the Council and ad hoc Committees was allocated to Legislative & Administrative Services.

How many Committees does Legislative & Administrative Services support?

Legislative & Administrative Services currently supports 15 Council Committees plus various ad hoc committees that are required from time to time, such as *Bid Red Deer*, *Riverside Meadows Area Redevelopment*. Two new committees are proposed for 2004 – Audit Committee and Cultural Advisory Board.

How much time is allocated to supporting these Committees?

In 2002, approximately 50 hours per month of staff time was required to support the Committees. This time includes agenda preparation, attendance at the meetings and follow-up (minutes, letters, etc.). With the addition of the Culture Advisory Board in November 2003 and a possible Audit Committee, staff time required for Committees will increase.

To August 2003, approximately 60 hours per month have been spent in supporting Committees.

Is overtime created to support these Committees?

Yes. Several of these meetings are after regular office hours with staff being given time off in lieu of overtime payment for attendance at these meetings. Overtime hours have increased by 51.8% since 1998.

Year	Overtime Hours
2002	431
2001	343
2000	331
1999	291
1998	284

As committee meeting overtime is taken as time off, in 2002 approximately 57.5 days off were required to use up this accumulated overtime. This lost productivity in dollars equates to \$10,698.71 at regular wages. With Department responsibilities increasing and no staffing increases, it has become difficult for the staff to use up their banked straight overtime hours to comply with the City's Overtime Agreement.

What would it cost to pay out the overtime vs. hiring a Committee Secretary?

There would be a cost savings of approximately \$8,000 to hire a Committee Secretary. This is based on the hours required in 2002 to support the Committee meetings of:

Regular Hours:	157
Overtime Hours:	<u>431</u>
Total	588

	Hours	Salary (including benefits)
Payout Overtime	431	\$21,397.43
Hire a Committee Secretary	588	\$13,363.06
Cost Savings		\$ 8,034.37

How will a Committee Secretary enhance the services provided by Legislative Services?

City growth and service demands continue to grow, however staffing levels have remained the same since 1995. It is becoming difficult for the Administrative Assistants to balance their required workload. The addition of a Committee Secretary will eliminate much of the overtime created in the support of committees. More time will then be available to support the department in meeting increasing legislative and legal requirements.

Will the Committee Secretary only do Committee work?

No. It is anticipated to cross train the Committee Secretary on the Administration Assistant's and Clerk Steno positions to cover for holiday relief. Having one individual trained for relief provides consistency and ensures uninterrupted workflow.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Census
DEPARTMENT: Legislative & Administrative Services
BUSINESS UNIT No.: 181**

1. Description of Item:

Contracted Services – \$3,500
Part Time Salaries – \$4,200

1. Additional funding is requested to cover the increased costs for census workers as a result of the projected population increase.
2. Funding is requested for the additional costs associated with putting census workers onto The City's payroll. To date census workers are considered contractors and no deductions or contributions are made for CPP and EI. A recent Canada Customs and Revenue Agency ruling determined that a census worker is an employee under a contract of service. Therefore, the census worker's employment is insurable and pensionable and requires The City to deduct Employment Insurance premiums and Canada Pension Plan contributions from any earnings, submit employer contributions and issue a T4 slip.

2. Cost of funding this item for the -

- ◆ 2004 Budget \$ 7,700 – ongoing

3. Implications of not funding this item:

- ◆ Not funding this request would put The City in conflict with Canada Pension Plan and Employment Insurance statutory regulations.
- ◆ Not funding a municipal census for 2004 would see the Transportation Grant reduced from maximum funding available by approximately \$113,400. Other grants revenues based on per capita, such as FCSS, would also not be maximized.
- ◆ The 2004-dollar per capita return from the \$1.05 per capita invested to complete the 2004 census (includes additional funding requests) generates a significant return.

FUNDING REQUEST BACKGROUND INFORMATION

Background

Census workers are considered contractors and are paid as such through Accounts Payable. No Canada Pension Plan (CPP) or Employment Insurance (EI) premiums are deducted and submitted on behalf of the employee or The City.

Why are we requesting the change now?

In 2002, a census worker in filing an application for EI claimed their census wage earnings. As a result, Canada Customs and Revenue Agency completed a ruling concerning employment for the purposes of EI and CPP. It was determined that the census worker, during the period under review, was an employee under a contract of service and their employment with The City was insurable under paragraph 5(1)(a) of the Employment Insurance Act and pensionable under paragraph 6(1)(a) of the Canada Pension Plan. The ruling required The City to pay the employer contributions for the period under review.

In order for employment in the census to be excluded from CPP and EI, the following two conditions must be met:

1. The employee is not in the regular employment of the employer who employs him; and
2. The employee is employed by the employer for less than thirty-five (35) hours with respect to the census enumeration in any year after 1998.

As the work required cannot be completed in less than thirty-five (35) hours, both of the above conditions cannot be met.

Any future employment reviews undertaken by Canada Customs and Revenue Agency would determine that census workers are employees of The City of Red Deer and require to submit employer contributions for the period under review. Failure to comply is contrary with the intent of both the two acts concerned (CPP and EI) and their regulations.

What are the implications of putting Census Workers on payroll?

1. There is an additional estimated cost to The City of \$4,200 for employer CPP contributions and EI premiums.
2. Payroll would require additional time to input each of the 94 census workers into The City's payroll system and annually issue T4's.
3. We are reviewing and plan to reduce the number of census works from the current 94 while still retaining the ability to complete the census in the month of April.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Records Management
DEPARTMENT: Legislative & Administrative Services
BUSINESS UNIT No. 183**

1. Description of Item:

Increase Records Management unit staffing and operating budget to plan and implement a coordinated Corporate Records Management Program. This funding request represents a coordinated approach between Records Management, Information Technology Services and the two departments that have identified specific records management emergent needs.

a) **Records Management:**

- ◆ **Records Management Analyst** (1 FTE – 9 months)
- ◆ **Records Clerk** (1.25 FTE – 9 months)

b) **Information Technology Services**

- ◆ **Hardware/Software Capital** (Funded in ITS Capital)
- ◆ **Maintenance & Support**

c) **Other Departments**

- ◆ **Engineering - Records Clerk** (1 FTE – 9 months)
- ◆ **Insp. & Licensing – Records Clerk** (1 FTE – 9 months)

To undertake the following:

a) Prepare a *Corporate Records Management Plan* that includes:

- ◆ Assessment of current status and records management needs for all City business units;
- ◆ Short, medium and long term plans and systems recommendations for the coordinated implementation of electronic systems and ongoing corporate records management;
- ◆ Resource requirement projections for implementing, coordinating and supporting the corporate records management program;
- ◆ Resource projections for ongoing Department maintenance of their own records within the corporate system;
- ◆ Identification of the need for and alternative approaches to, corporate records disaster prevention and recovery.

b) Implement and support *Electronic Records Management System* (DOCS) in 50% of City business units.

c) Corporately supervise and support *Paper Records Management* and attend to the specific emergent needs identified by the Engineering and Inspections and Licensing.

d) Formalize, train staff and provide records management *Help Desk Support & Consultation* to business units, including:

- Classifying records, including emails
- Disposing of files
- Scanning /indexing vital and large format documents (maps/plans/ etc.)
- Preparing and microfilming documents
- Assisting with space allocation issues and equipment needs

2. Cost of funding this item for the –

Funding below reflects the requirements for a coordinated Corporate Records Management Program: (9 months in 2004, full year thereafter)

	RM Base <u>Operating</u>	Department ⁽¹⁾ <u>Operating</u>	ITS <u>Operating</u>	<u>Total</u>	ITS ⁽²⁾ <u>Capital</u>
• 2004 Budget	\$ 93,000	\$ 54,000	\$25,000	\$172,000	\$ 50,000
• 2005 Budget	\$ 118,628 ⁽³⁾	\$ 72,200	\$36,000	\$226,828	\$100,000
• 2006 Budget	\$ 118,628 ⁽³⁾	\$ 72,200	\$60,000	\$250,828	\$100,000

(1) Engineering and Inspections and Licensing

(2) Included in the ITS Capital Budget

(3) May vary depending on the Corporate Records Management Plan.

3. Implications of not funding this item:

a) Financial

- ◆ At risk for penalties of non-compliance fines (e.g. up to \$10,000 under FOIP).
- ◆ At risk for litigation losses due to incomplete information and records.

b) Organizational

- ◆ At risk of seeing the City's name published in the Privacy Commissions Annual Report for non-compliance.
- ◆ At risk for inability to recover lost or damaged vital records in the event of fire, flood, explosion, or other disaster.
- ◆ At risk for safeguarding relevant records due to security issues and inappropriate storage facilities.
- ◆ Opportunity to free up significant space for the critical accommodation of personnel at City Hall and other City facilities.
- ◆ At risk for retaining and recruiting qualified records management personnel due to competition from quickly expanding private sector records management programs.

c) Community

- ◆ Information requests by citizens are increasing, some as a result of FOIP; more effective systems for retrieval increase the level of satisfaction with City response to these requests.

d) Legislative

- ◆ Must comply with the Provincial Municipal Government Act (MGA), Freedom of Information & Privacy Act (FOIP) and Electronic Transactions Act (ETA)

e) Safety standards

- ◆ Safety standards for paper records storage and retrieval are critical as staff are required to access documents on a day-to-day basis.

f) Avoidance of higher expenditure in the future (linked to Financial Implications)

- ◆ Could result in higher set-up, support and maintenance costs in the future if The City falls too far behind industry standards and individual departments adopt incompatible stand-alone systems

g) Necessity to maintain service levels (linked to Organizational and Community Implications)

- ◆ As the number of records handled by staff rises exponentially, increasing time is spent dealing with both paper and electronic files, taking valuable time away from providing customer and corporate services.

h) Consistent with Strategic Plan

- ◆ The City of Red Deer 2002 – 2005 Strategic Plan, Strategy 3.1.2 *Provide timely information that our citizens need to make choices and understand our decisions.*
- ◆ Strategy 3.4.2 *Provide timely information that our organization's members require to understand decisions, make choices and take action.*

i) Necessity to boost staff morale/productivity

- ◆ Opportunity to reduce staff time required for the search and retrieval of records.
- ◆ Opportunity to implement well researched "best practices" for records management to meet the changing needs of continuously evolving business units.
- ◆ Provide guidance and assistance to administrative staff in getting out from under the "bogged down" feeling often expressed when faced with mammoth records management volume and challenges.

FUNDING REQUEST BACKGROUND INFORMATION

What is Records Management?

Records management is a systematic approach to managing or controlling records throughout their lifecycle, from their creation, through their use, storage and retrieval, and to their ultimate disposition.

What is a Record?

In the *Freedom of Information and Protection of Privacy Act* [Section 1(q)], records means 'a record of information in any form and includes notes, images, audiovisual recordings, x-rays, books, documents, maps, drawings, photographs, letters, vouchers and papers and any other information that is written, photographed, recorded or stored in any manner'. This means that all the City information stored electronically, including e-mails, is a record.

How many records are currently stored electronically?

In 2001, corporate electronic records, if printed would fill an equivalent of 1,600 filing cabinets. Today an equivalent of 7,700 filing cabinets is stored electronically. At this rate of growth, by 2005 our electronic records could fill an equivalent of 37,000 filing cabinets. With electronic records management we do not have to print these records, however the attached graphic depicts the volume of records and storage space that it would take to house these records if printed.

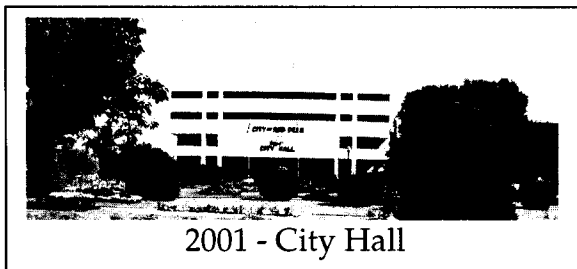
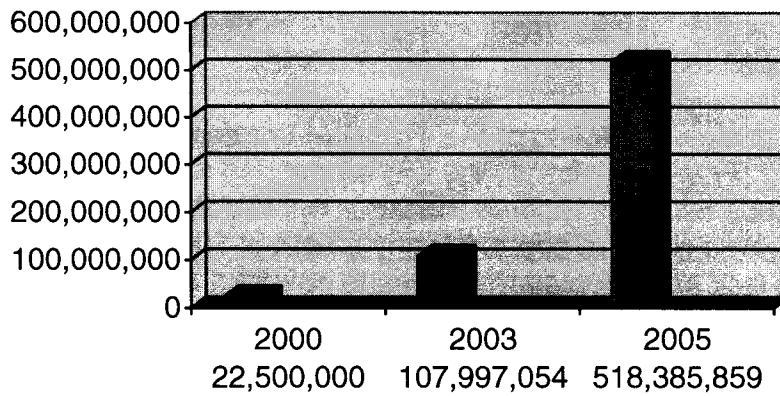
Do we know what all these electronic records are and where they are?

No. Work is currently underway to assist departments to manage and classify their paper records within the City for compliance with the City's Records Retention and Disposal Schedule. However, the electronic records remain unmanaged from a corporate prospective.

Are all of the electronic records safe?

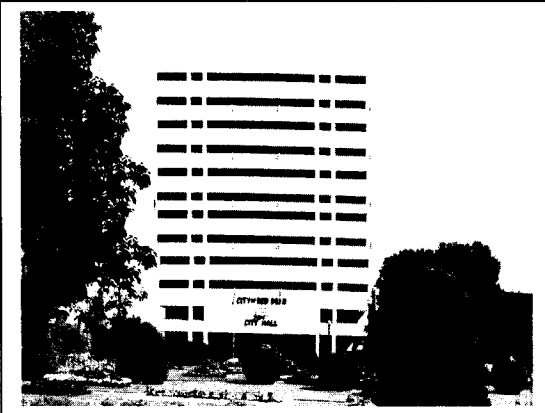
No. Without a system in place to effectively manage the electronic records, records may innocently be deleted. Currently electronic records are stored by the creator and at times within a system that only that person knows.

Millions of Pages Stored Electronically

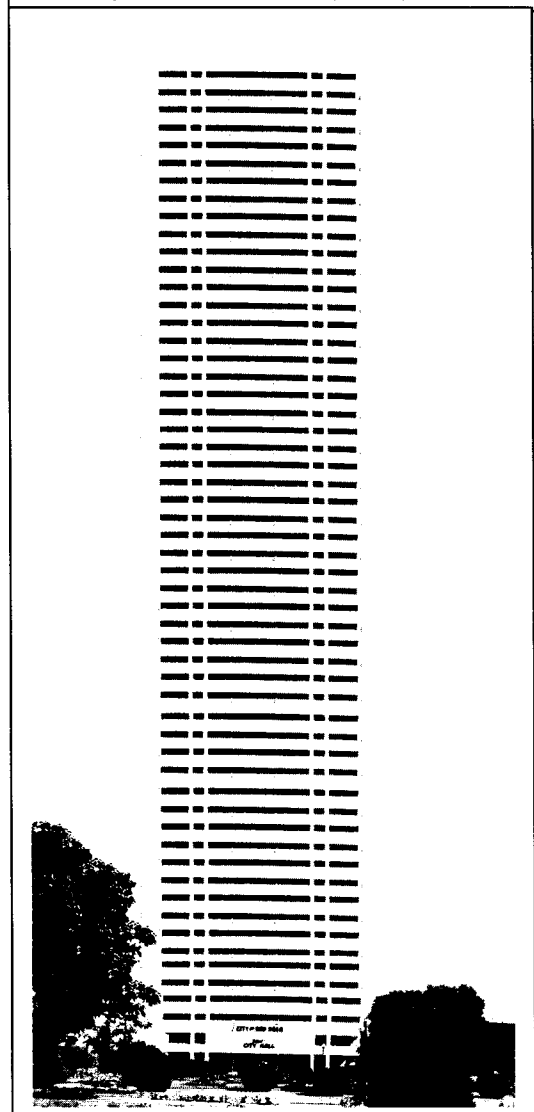


These building representations
are strictly for housing records . . .
space for staffing is extra.

2003 – Storing 7,714 File Cabinets
Requires A 12 Story City Hall



2005 – Storing 37,027 File Cabinets
Requires A 58 Story City Hall



What have we done to manage the electronic records?

- 1991: An Administrative Records Management Policy is developed to ensure a systematic control of all records.
- 1997: In preparation for the implementation of the *Freedom of Information and Protection of Privacy (FOIP)* legislation, the City contracted a review on how the organization stands as far as records management is concerned. The organization failed with a score of approximately 33 out of 100. The reason for the failure was a lack of dedicated resources to ensure a corporate records management system.
- 2000: Out of due-diligence and a commitment to improve our records management process, Legislative & Administrative Services (then City Clerk's) was reorganized to create a full time Records Information Coordinator position within the existing budget. This meant that the remaining staff had to absorb the workload of the lost Administrative Assistant position.
- 2001: With the assistance of ITS various electronic file management systems were investigated, researched and analyzed.
- 2002: City Clerk's Department commences to pilot an electronic records management system. The pilot project is successful
- 2003: Consideration is given to rolling out the electronic file management system corporately.
- 2004: Budget request for resources was put forth for Council's deliberation.

Where to from here?

Resources are required to support the corporate records management program.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: ADMINISTRATION
DEPARTMENT: ENGINEERING
BUSINESS UNIT No.: 210**

1. Description of Item:
Contracted services to cover the cost of hiring Ken Haslop, the previous Engineering Services Manager, to continue to represent the City during examinations for discovery and potential trial in two existing legal disputes.
2. Cost of funding this item for the -
 - ♦ 2004 Budget \$15,000 – ongoing (two years only)
3. Implications of not funding this item:
 - ♦ Lack of familiarity with past actions and statements may cause inconsistent City evidence which could raise the risk of further litigation.
 - ♦ Higher staff costs to study background information.
 - ♦ Lack of time for new staff to become informed and to become involved in the examination and trial process.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Administration
DEPARTMENT: Engineering Services
BUSINESS UNIT No.: 210**

1. Description of Item:

Addition of 500 hours of temporary staff time for the Accounting Section.
A part-time accounting staff is requested to help us to keep up with the high pace of development and construction, particularly during the construction season and for vacation replacement.

2. Cost of funding this item for the -

- ◆ 2004 Budget \$10,000 - ongoing
(\$10,000) - to be recovered from Projects & D.A. Admin.

3. Implications of not funding this item:

- ◆ Accounting records are not kept up to date
- ◆ Contract payments are not made on time
- ◆ Requests for accounting information are delayed or not provided
- ◆ Higher risk of accounting errors or oversights
- ◆ Staff stress level will continue to increase
- ◆ Cost of staff overtime will continue to increase

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Streets Section
DEPARTMENT: Engineering
BUSINESS UNIT No.: 217**

1. Description of Item:

To provide for additional operating costs for office and garage space required for the Field Services staff. Staff was previously housed within the Public Works offices and midway through 2003 was relocated to the old Alpha building, which is being operated by the PW department. There will now be monthly operating costs associated with the housing of this staff in their new location. Costs include annual rental to the water utility of approximately \$20,400, annual contracted janitorial expenses of \$1,800, miscellaneous operating expenses of \$600 annually, and utility costs estimated at \$4000 annually.

2. Cost of funding this item for the –

- ◆ 2004 Budget \$ 28,200 – ongoing

3. Implications of not funding this item:

- ◆ Our Field Services staff must have office space to work and must have space to park their vehicles. If this item were not funded, Public Works would have to continue to pay for our housing costs.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Prevention
DEPARTMENT: Emergency Services
BUSINESS UNIT No.: 221**

1. Description of Item:

Succession Plan Staff Increase

2. Cost of funding this item for the:

- ♦ 2004 Budget: \$36,250 - (1 x .5 FTE) – one time

3. Implications of not funding this item:

- ♦ This item is consistent with Strategic Plan item 3.5.2
- ♦ The Bureau has difficulty meeting the service levels of the Quality Management Plan
- ♦ A training and experience lag exists with new employees which will result in a spill-over effect on other programs
- ♦ Impact on current service level with respect to inspections
- ♦ Productivity will be hampered by loss of experienced officers while trainee's qualifications and skills are being developed.

4. Explanation:

- ♦ This item will realize an increase of one part time employee in the Bureau to train for the replacement of the Chief Safety Codes Officer and the Senior Inspector, due to retire in 2004.
- ♦ The Chief Safety Codes Officer is retiring and a senior fire inspector is expected to retire on or before July 2004
- ♦ Transfer one employee to Bureau in a training capacity as a replacement for retiring senior members in first half of 2004
- ♦ Six months training and orientation are necessary to attain minimum qualifications and experience
- ♦ Replacing senior level Fire Prevention Officers with junior level inspectors during the first years will have an offsetting effect with respect to costs.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Fire Prevention
DEPARTMENT: Emergency Services
BUSINESS UNIT No.: 221**

1. Injury Prevention Programs – Risk Watch
2. Cost of funding this item for the –
 - ♦ 2004 Budget: \$ 15,000 – ongoing
3. Implications of not funding this item.
 - ♦ Material costs of public education program will not be available to schools
 - ♦ Red Deer schools will deliver the curriculum but are not able to fund the material supplies for the program.
4. Explanation:
 - ♦ Risk Watch is an injury prevention program for children in preschool through eighth grade. It is designed to help children and families create safer homes and communities by teaching them the skills and knowledge they need to make positive choices about their personal safety and well being.
 - ♦ Safe Communities Coalition of Central Alberta is sponsoring Risk Watch and other injury prevention programs in the region.
 - ♦ Red Deer Emergency Services will deliver the program to schools in the City of Red Deer in partnership with other organizations.
 - ♦ This budgetary item will fund the material costs for Risk Watch and other injury prevention programs that are managed from the department.
 - ♦ Program will be phased into the schools over a period of 5 to 8 years.

CITY OF RED DEER – 2004, 2005, 2006 BUDGETS BUSINESS PLAN FUNDING REQUIREMENT

PROGRAM: E.S. Fleet Financing
DEPARTMENT: Emergency Services
BUSINESS UNIT No.: 222 Suppression

1. Description of Item: **Financing of Emergency Services (E.S.) Fleet**

2. Cost of funding this item for the:

• 2004 Budget	\$ 116,000	- On going
• 2005 Budget	\$ 45,000	- Additional on going
• 2006 Budget	\$ 46,000	- Additional on going
• 2007 Budget	\$ 99,000	- Additional on going
• 2008 Budget	\$ 159,000	- Additional on going

for a total of \$465,000 over 5 years. See Financing Option 4 below.

3. Implications of not funding this item – E.S. equipment is not part of the City's regular Fleet, and while the E.S. budget includes operating and maintenance costs, it does not provide for the replacement of E.S. equipment. Including depreciation as part of operating costs normally provides these replacement funds. E.S. Equipment replacement must, therefore, be funded from a source other than the Equipment Reserve, the Capital Projects Reserve. The underlying issue is that, in order to have funds available for equipment replacement, a provision must be made in the operating budget to set aside funds over the life of that equipment.

The existing E.S. Fleet is substantial, with a current replacement cost of \$7.5 million (see Appendix). Of this, \$5.1 million needs replacing in the next five years. Options are to continue to have the E.S. fleet replaced using the CPR, or add E.S. equipment to the general Fleet, through a combination of one time funding and an additional operating component.

Financing Options - There are at least four options:

1. **Status Quo - Continue Financing E.S. Equipment Replacement from the Capital Project Reserve.** The advantage of this option is that no additional operating funding is required for depreciation. The disadvantage is continued reliance on the CPR, an uncertain source of financing. The funding required from the CPR to replace E.S. equipment over the next eighteen years is about \$6.1 million (\$7.5 million less the \$1.4 million ambulance funding already provided) as follows:

Complicating the issue is that the CPR is projected to be depleted in the next year or two and additional equipment (e.g. ambulance & pumper for Station 5), will require funding, totaling about \$1.2 million.

2. **Incorporate the entire Emergency Services Equipment into the Fleet immediately.** This is the most painful option over the short term, but solves the problem in one step. Because there has been no depreciation funding set aside for this equipment, the Equipment Replacement Reserve would require a cash infusion of \$2.23 million and additional annual operating contribution of \$465K.

Operating Budget - The operating component (depreciation) could be accommodated by:

- a. Re-allocating the \$140,000 per year already provided for in the E.S. budget for ambulance replacement to depreciation, plus
- b. Increasing property taxes by \$325,000, or 1.25%

Reserves - Moving the \$1.9 million EL&P Rate Equalization reserve to the Fleet Reserve, and adding \$330,000 from the anticipated 2003 operating surplus could assemble the **\$2.23 million one-time capital component.**

3. **Continue Financing E.S. Equipment Replacement from CPR and Phase In Depreciation over 18 YEARS the Life of the existing E.S. Fleet .** As existing E.S. equipment is gradually replaced (funded by the CPR) it could be added to the Fleet and depreciation could be phased in over many years. Although this does not reduce the impact of E.S. equipment on the Capital Projects Reserve over the next 18 years, by adding depreciation slowly, the impact on taxation is phased in, until E.S. equipment can be funded from the Fleet Reserve.

The disadvantages of this phased in approach is an added risk of error, added record keeping, and the likelihood that the issue may continue to crop up in future budget discussions. The existing \$140,000 annual provision for ambulance replacements would also have to remain in the E.S. budget for ten years, until ambulances had been replaced and added to the fleet. The CPR would also need to fund \$7.5 million in replacement equipment over the next eighteen years.

4. **Continue Financing E.S. Equipment Replacement from CPR and Phase In Depreciation over FIVE years.** This is similar to Option 3 except that the phase in period is five years and not eighteen. An estimate of additional operating funding required for depreciation is as follows:

Year	Additional Operating Cost	Tax Increase (in 2004 \$s)
2004	\$116,000	.31%
2005	\$45,000	.12%
2006	\$46,000	.12%
2007	\$99,000	.27%
2008	\$159,000	.43%
	\$465,000	1.25%

This option would require a one-time cash infusion to the Equipment Reserve of \$500,000 in 2008.

Appendix – E.S. Equipment Listing

The following is a list of existing E.S. equipment, and the approximate replacement value.

A86-AERIAL LADDER TRUCK	\$ 1,100,000
B97-3/4 TON TRUCK	45,000
BT-1-BOAT	20,000
BT-2-BOAT	45,000
C1-CAR	30,000
C2-CAR	40,000
C3-CAR	40,000
C4-VAN	55,000
C5-VAN	60,000
C6-VAN	40,000
MECHANICS TRUCK - GMC SIERRA	30,000
LIGHT RESCUE VEHICLE	150,000
AMBULANCE	140,000
M1077-AMBULANCE	140,000
M1085-AMBULANCE	140,000
M1211-AMBULANCE	140,000
M1214-AMBULANCE	140,000
M1400-AMBULANCE	140,000
M1413-AMBULANCE	140,000
M1414-AMBULANCE	140,000
P01-PUMPER TRUCK	485,000
P79-PUMPER TRUCK	485,000
P83-PUMPER TRUCK	485,000
P88-PUMPER TRUCK	485,000
P90-PUMPER TRUCK	485,000
P99-PUMPER TRUCK	485,000
PONTIAC GRAND AM	30,000
Q81-FIRE TRUCK	1,100,000
R00-RESCUE TRUCK	150,000
R90-RESCUE TRUCK	350,000
T80-TANKER TRUCK	180,000
U91-VAN	40,000
TOTAL	\$7,535,000

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Suppression
DEPARTMENT: Emergency Services
BUSINESS UNIT No.: 222**

1. Description of Item:

Hazardous Materials Emergency Response Training

This is an ongoing funding request for \$10,000. In 2002, with funds from Agrium we sent two people at an approximate cost of \$17,000 to the Emergency Response Training Centre in Pueblo, Colorado. In 2003 we anticipate our costs will be approximately \$25,000 for four people, who are attending at the time of this being written. Additional costs for specific highway/rail tank car training are the reasons for the requested increase of \$10,000 in 2004.

The overall initiative is being undertaken to increase the number of HazMat Technician Level personnel in the Department. This will increase our capability from a 1st Responder Level (Isolate and Identify) to a more intervention-capable level.

2. Costs of funding this item for the:

The cost of funding this item is \$10,000 for each of the 2004, 2005, and 2006 budget years. We will then evaluate whether we have reached an appropriate level of expertise and number of trained personnel.

♦ 2004 Budget \$10,000.00 - ongoing

3. Implications of not funding this item:

This initiative is consistent with the Strategic Plan in the following ways:

- 1.7 (Protective and Emergency Services) refers to maintaining a safe and healthy living environment.
- 1.7.1 asks us to monitor changing emergency response needs and determine appropriate levels of service as our city grows.
- 3.3 (Service Delivery) states a goal of ensuring we provide programs and services for our community that address identified needs.
- 3.3.3 sets a strategy of assessing programs and services levels and modify or remove those that no longer serve the needs of the community.

The Department responds to approximately 100 Hazardous Materials calls each year, 15-20 of which are classified as major. We believe the anhydrous ammonia train derailment, and several recent acid leaks are dramatic examples highlighting the need for our Department and the City to better prepare themselves for the inevitability of future events. The additional funds will ensure this is done.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Disaster
DEPARTMENT: Emergency Services
BUSINESS UNIT No.: 224**

1. Description of Item:

Emergency Manager (TELUS Notifications System)

In the last several years there have been some major incidents in and around the City of Red Deer. At these incidents emergency evacuation and/or the need to inform the citizens of Red Deer of requests or general information updates has occurred. This system provides another tool for use in directly reporting/communicating valuable information to City residents that are directly affected.

The Emergency Manager (TELUS Notifications System) integrates with the technology presently used in the Emergency Services Communications Branch and allows for direct information flow to the public via the telephone system.

The benefits gained to many operational issues are evident. This would include:

- ◆ "Reverse 9-1-1" for evacuation notices.
- ◆ Reporting functions of the system allow for the tracking of calls made, confirmation of calls received and other information on a time stamped basis.
- ◆ Improved ability to quickly notify to key personnel in the event of establishing the Emergency Operations Center.
- ◆ More effective and efficient call back of manning for the Emergency Services Department.
- ◆ Better notification – more efficient and more effective

2. Costs of funding this item for the:

- ◆ 2004 – \$15,700 operating costs – ongoing
 - There is also a major capital request for a set up fee of \$43,494
- ◆ 2005 – usage charges as applicable – incremental increase ongoing
 - Usage charges of \$0.15 per phone call made through the system.

3. Implications of not funding this item:

- ◆ We would continue our in-place notification practices with the apparent communication lapses and gaps in dealing with the public.
- ◆ Continued systems problems in the contacting of personnel for return to work call back notification.

Strategic Plan 3.4.2, 3.7.1, 3.7.2, 3.7.3, 3.7.4, 3.3.5

**THE CITY OF RED DEER 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENTS**

**PROGRAM: PROTECTIVE SERVICES
DEPARTMENT: INSPECTIONS & LICENSING
BUSINESS UNIT NO.: 271**

1. Description of Item: **FEES & CHARGES REVIEW**

Contract the services of a qualified individual to complete a comprehensive review of all the Department's fees and charges.

It would be the intent of this project to engage the services of a qualified consultant to thoroughly review all fees and charges, complete a best practice survey, review market trends and viable fee setting alternatives, and recommend an ongoing process that would ensure accurate and current fees and charges are maintained.

2. Cost of Funding this Item for the

- ◆ 2004 Budget - \$10,000.00 – one time

3. Implications of Not Funding this Item:

- ◆ Is it required by legislation? NO
- ◆ Is it required by safety code/standard? NO
- ◆ Will it avoid higher expenditure in the future (maintenance)? YES
- ◆ Does it have a quick pay back? If this review results in fee increases then payback may be quick.
- ◆ Is it necessary to maintain service levels? YES, it is important that appropriate fees are maintained to help offset Department operational costs.
- ◆ Is it consistent with the Master Plan? Describe YES Section 3.3
- ◆ Is it necessary to boost staff morale/productivity? YES

A comprehensive fees and charges review has not been completed since 1995/96. Department costs have increased significantly over the last 8 years, service expectations have increased (permit approval and inspection response timelines), electronic hardware/software is now required and permit approval requires the involvement of most corporate departments. The Department currently does not have an appropriate review process established to ensure fees and charges remain current and appropriate.

THE CITY OF RED DEER 2004, 2005, 2006 BUDGETS BUSINESS PLAN FUNDING REQUIREMENTS

PROGRAM: PROTECTIVE SERVICES DEPARTMENT: INSPECTIONS & LICENSING BUSINESS UNIT NO.: 271

1. Description of Item: **INSPECTIONS SUPERVISOR**
Management position responsible for the interpretation and implementation of the City of Red Deer Quality Management Plan, Building & Inspections Codes, developing and implementing long term strategic initiatives, mentoring and leading the activities of the inspections section.
2. Cost of Funding this Item for the
 - ◆ 2004 Budget – \$29,000
 - \$5,000.00 (furniture) – one time
 - \$49,000.00 – 9 months ongoing
 - (\$25,000) reduction from Contracted Services - ongoing
 - ◆ 2005 Budget
 - \$16,000.00 – full year ongoing
3. Implications of Not Funding this Item:
 - ◆ Is it required by legislation? YES, based on the AB Building Code and the City of Red Deer Quality Management Plan, the City is accredited and required to provide appropriate construction inspection services. The delivery of these services will be more effectively and efficiently operated based on the implementation of this position.
 - ◆ Is it required by safety/standard? YES (will help ensure Code and Quality Management Plan compliance)
 - ◆ Will it avoid higher expenditure in the future (maintenance)? YES
 - ◆ Does it have a quick pay back? NO
 - ◆ Is it necessary to maintain service levels? YES
 - ◆ Is it consistent with the Master Plan? YES
 - ◆ Section 3.1.1, Section 3.3(4) Service Delivery, and Section 3.3.5
 - ◆ Is it necessary to boost staff morale/productivity? YES

The Inspections & Licensing Manager currently supervises the inspectors. In 1998, a position was eliminated that provided supervision and leadership to the inspectors. Based on present community and business growth and annual permit values in excess of \$200 M, the inspectors require focused hands-on leadership to maintain effective and efficient service delivery, strategic short and long term planning (electronic inspections initiative), day to day work leadership and support to ensure the Quality Management Plan, AB Building Code, and Land Use Bylaw are complied with. An Inspections Supervisor is required to ensure these areas are followed through with. The Manager currently does not have the necessary time to appropriately provide the appropriate group and individual leadership and supervision necessary to ensure effective and efficient operation.

THE CITY OF RED DEER 2004, 2005, 2006 BUDGETS BUSINESS PLAN FUNDING REQUIREMENTS

PROGRAM: PROTECTIVE SERVICES DEPARTMENT: INSPECTIONS & LICENSING BUSINESS UNIT NO.: 271

1. Description of Item: **TEMPORARY SITE INSPECTOR**
In support of the permanent Site Inspector position, this position will perform duties relevant to inspection, investigation and enforcement of the City of Red Deer Land Use Bylaw, Sign Bylaw and Nuisance Bylaw.
2. Cost of Funding this Item for the
 - ◆ 2004 Budget \$24,000.00 (6 months) - ongoing
 - ◆ 2005 Budget \$11,000.00 (9 months) – incremental increase ongoing
 - ◆ 2006 Budget \$12,000.00 (12 months) - incremental increase ongoing
3. Implications of Not Funding this Item:
 - ◆ Is it required by legislation? NO
 - ◆ Is it required by safety code/standard? YES, the City of Red Deer, through the Land Use and Nuisance Bylaws, requires appropriate site standards for private property. Enforcement of this standard is through the Site Inspector.
 - ◆ Will it avoid higher expenditure in the future (enforcement)? YES, completing preliminary site review relating to messy sites reduces future enforcement costs.
 - ◆ Does it have a quick pay back? NO
 - ◆ Is it necessary to maintain service levels? YES
 - ◆ Is it consistent with the Master Plan? YES
 - ◆ Strategic Plan – Vision:
 - ◆ Section #1 Community Development
 - ◆ Section #3, 3.3 Service Delivery 3.3.4/3.3.5
 - ◆ Is it necessary to boost staff morale/productivity? YES

Due to significant community growth, the Inspections & Licensing Department has seen a tremendous increase in public complaints and concerns. Up to August 30, 2003, 1424 complaints have been dealt with. The Site Inspector currently handles about 30 files and 15-20 phone calls per day.

Complaint enforcement is necessary to ensure the integrity of the City of Red Deer Bylaws are maintained. One full-time position cannot appropriately respond to this number of complaints and maintain a thorough enforcement program.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Land & Economic Development
DEPARTMENT: Land & Economic Development
BUSINESS UNIT No.: 290, 291, 297**

1. Description of Item:

L & ED is requesting a permanent part time (50%) clerical position with a salary and benefit allocation of \$20,910 and a one-time \$5,000 expense for furniture & technology equipment to be funded partially by the Land Bank. This position would be responsible for general clerical duties including: reception; typing; records management - filing hard copy and conversion to PC Docs electronic system; as well as customer service contact via phone and at the counter.

Department staff are continuing to feel increasing work load demands due to the increased volume of inquiries (department average per day via the phone (70); in person (10); and e-mail (50)); land transactions/files (residential (160+), industrial (10-15), and other right of way acquisitions and disposal (10-15)); project based initiatives and committees (10+); and general administration to keep up in this very active economic cycle we have been experiencing over the last four years. As a result, lengthy to do list and multi-tasking are commonplace, and performance standards for customer service and response times have been negatively impacted. For example, it may take four weeks to complete and deliver a land sale agreement instead of our previous delivery target of one week. Timeliness to deliver contracts, legal titles or economic development information is crucial, sometimes with financial consequences, to our clients. Also many important administrative duties such as records management are being delayed or postponed.

An additional clerical position will help ease the load of the existing administrative and technical staff to allow them to focus on their job duties to get back to the level of service previously provided several years ago. It is not efficient for technical staff to be responding to routine or general phone calls or inquiries.

The department has had 5.0 FTE for the last 10 years while Red Deer and the volume of business has grown significantly with population increases of over 20% and record levels of land sales. We have attempted to get by with using casual temporary help, equivalent to approximately a 0.2 position, plus overtime, equivalent to approximately another 0.2 position, over the last few years to try to improve customer service and delivery times. The department is still not meeting some of the important customer service standards previously obtained several years ago and now knows a permanent part time (50%) clerical position is needed to improve efficiency. Temporary casual help comes and goes and must be continually retrained causing additional

work, whereas a permanent part time position would be constant and more efficient.

2. Cost of funding this item for the –

- ◆ 2004 Budget
 - \$10,455 (Salary split 50% Bus. Unit 290 & 291 – tax levy) - ongoing
 - \$10,455* (Salary Bus Unit 297 – self funding) - ongoing
 - \$ 5,000 (Bus Unit 297 – furniture & technology equipment – self funding) – one time

*Note: 2004 budget currently has \$8,000 allocated for casual relief. This amount would be reduced to \$3,000, freeing up \$5,000 to allocate towards salary. Therefore the net annual amount is only \$5,455 required from this self funding utility.

3. Implications of not funding this item:

- ◆ Financial, Organizational, Community - As indicated above, timeliness to delivery legal agreements is imperative and if not done so could have a negative financial impact on both our clients and the City. From an organizational and community perspective, the City has worked hard to develop a strategic plan, instill customer service standards and has built a great reputation in the development community to be business friendly and can deliver our products and services in a timely manner. This reputation and good will would be negatively impacted if we continue trying to manage the workload understaffed.
- ◆ Required by safety code/standard? - Records management would not be implemented in a timely and efficient manner, which may result in FOIP liability.
- ◆ Necessary to maintain service levels? - Service levels will continue to not be met for some of the performance standards previously achieved.
- ◆ Consistent with the Master Plan? Describe - Strategic plan goals and objectives will not be met or delivered in an efficient manner to meet our customer's needs.
- ◆ Necessary to boost staff morale/productivity? - L&ED staff will continue to feel overwhelmed by the workload volume and be discouraged because they cannot meet their clients' needs in a timely manner.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Worker Safety
DEPARTMENT: Public Works
BUSINESS UNIT No.: 310**

1. Description of Item:

The significant increase in traffic levels across the city has increased both the number of confrontations between workers and traffic, and the potential for accidents, with workers performing maintenance within road right-of-ways. Funding is being requested to investigate options to lessen these risks and to potentially develop a promotional campaign to help educate the public and increase awareness.

Staff has raised concerns that the public does not comply with work zone signing and there have been numerous cases where vehicles have ignored closures and/or speed reduction signs. This creates significant hazards for staff that are focused on their maintenance tasks. It also creates risk of accidents for the vehicle operators.

This one time funding request would be used to develop some promotional advertisement, potentially in partnership with other agencies, to help promote caution around construction workers. Discussions will be held with local contractors and utility companies to solicit support and potential partnership funding to develop a community approach to this concern.

2. Cost of funding this item for the -
♦ 2004 Budget \$25,000 – one time

3. Implications of not funding this item:

This is a concern that is being raised by staff more frequently as traffic volumes increase within the City. If a campaign were successful the payback for increased worker safety is obvious. If one accident or injury were prevented, the payback would be immediate.

Taking positive steps also indicates that employee concerns are taken seriously, this also sends a very positive morale message to all staff.

CITY OF RED DEER – 2004, 2005, 2006 BUDGETS BUSINESS PLAN FUNDING REQUIREMENT

PROGRAM: PW part-time Clerk
DEPARTMENT: 310 Public Works
BUSINESS UNIT No.: 310 PW Admin

1. Description of Item:

Permanent ½ time clerk steno. Responsible for daily records management and helping to complete indexing of existing records, tracking of excavation permits, tracking of statistics for bench-marking initiatives, and customer service (telephone calls, front counter reception).

Call Management Records logged up to mid September, 2003 indicate that the volume is up over 50% from the previous year, during that same time period (September, 2003 - 5,666 year to date, September, 2002 – 3666 year to date).

2. Cost of funding this item for the -

♦	2004 Budget	
	\$22,305	Salary – full year ongoing
	(15,612)	Recovery from utilities - ongoing
	\$10,593	
	\$ 3,900	(workstation set up) – one time

3 Implications of not funding this item:

- ♦ Financial – Benefits of dollars already expended on records management will not be fully recognized if the indexes are not maintained.
- ♦ Organizational - Current staff workloads will make it very difficult to keep records management indexes current. Time is not available for adequate tracking of performance statistics.
- ♦ Community – Volume of calls is continuously increasing. This position is required to maintain current customer service levels.
- ♦ Does it have a quick pay back? Yes. Improved information retrieval and performance stats will support enhanced decision-making.
- ♦ Necessary to maintain service levels? Yes
- ♦ Consistent with the Master Plan? Yes. Describe. Improved time management, improved information, up-to-date records management.
- ♦ Necessary to boost staff morale/productivity? Yes – will help alleviate stress and improve time management during times of high public call volumes

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Department Organizational Review
DEPARTMENT: 310 Public Works
BUSINESS UNIT No.: 310 PW Admin**

1. Description of Item:

The Department organizational structure has not been reviewed on a comprehensive basis for over ten years. In that time the City population has grown by 21.5%² (59,826-1993 To 72,691-2003), the infrastructure that Public Works is responsible for has increased by greater than 20%.³ Staffing levels have not increased at all over that period (146 FTE-1992, 146 FTE-2001).⁴ Over that period, there have been dramatic changes and improvements in available technology. Taking advantage of these has helped keep levels of service from slipping.

Other levels of government continue to increase the demands for change and effort by the Department (See below). The demands of the public are higher and with changes in technology, the expectation is for a much quicker response time. It is now much easier for the public to send off an email of concern when at work than writing a letter. This results in more focus on short-term immediate problems and less on long-term strategic issues and direction. The Superintendents spend a substantial amount of time "fighting these fires" which takes away time to lead and manage business units towards long-term objectives.

is also becoming apparent that there is a widening gap between those in the Department that understand the problems and the available tools and solutions. An example of this is the understanding of the electronic drawing records and associated data. It is expected that:

- ◆ The pressure to maintain or increase levels of service will continue;
- ◆ New initiatives, such as the regional water supply, will stretch the existing capabilities further; and
- ◆ Many long term employees will soon be retiring.

Based on these and other concerns, a departmental organization review will be conducted to determine what change is desirable to meet these challenges.

² <http://www.city.red-deer.ab.ca>

³ city utility stat summary.xls

⁴ Council Budget Presentation 2002-04.ppt

2. Cost of funding this item for the -

- ◆ 2004 Budget net tax impact \$0 – one time

\$50,000 = \$10,000 re-allocated Admin Funds + \$20,000 Water Utility +
\$20,000 Wastewater Utility

3. Implications of not funding this item:

- ◆ Financial, Organizational, Community
- ◆ Is it required by legislation? No
- ◆ Required by safety code/standard? No
- ◆ Avoid higher expenditure in the future (maintenance)? The organization structure needs to support the corporate and department goals in order to remain functional. An inadequate structure may lead to increased costs in the future due to improper decision making.
- ◆ Does it have a quick pay back? No
- ◆ Necessary to maintain service levels? Yes, in the long-term service levels will deteriorate.
- ◆ Consistent with the Master Plan? Describe.
- ◆ Necessary to boost staff morale/productivity? Yes, constant fire fighting and increasing workload is putting more and more pressure on staff.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Street and Curb painting
DEPARTMENT: Public Works
BUSINESS UNIT No.: 330**

1. Description of Item:

Painting centerlines, lane lines, crosswalks, stop bars, yellow curbs, turn arrows, etc.

The costs to provide this program have increased for two main reasons: due to growth in roads that require painting and due to increasing standards. An example of the type impact this has is the estimated number of turn arrows has increased from approximately 50 to 800 over the past ten years.

2. Cost of funding this item for the -

- ◆ 2004 Budget \$ 20 000 – ongoing

3. Implications of not funding this item:

- ◆ Is it required by legislation? Council Policy is to follow the Manual of Uniform Traffic Control Devices (MUTCD). Not meeting the Policy may create a higher liability risk.
- ◆ Required by safety code/standard? The 'MUTCD' specifies standards to ensure safety for pedestrians and motorists.
- ◆ Necessary to maintain service levels? Yes, presently the budget is insufficient to paint what has been approved in our outlined level of service due to increase in standards and growth of the city. The level of service will have to be adjusted downward, by eliminating painting lower priority locations, if additional funding is not provided.
- ◆ Items not completed in 2003 that would unlikely be completed in 2004 are:
- ◆ 150 turn arrows were not painted with about 100 new arrows added this year.
- ◆ Angle parking stalls in the downtown, were not painted.
- ◆ No yellow curbs at fire hydrants were painted this year (1/3 should be completed each year.)
- ◆ Some lower priority items are completed before some higher priority items because of the proximity and logistics of doing the work (i.e. being in the same area) these lower priority items will have to be dropped if additional funding is not received to ensure that the higher priority items are completed in the future.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Sanding, Snow Removal, Snow Plowing / Snow & Ice
Control**

**DEPARTMENT: Public Works
BUSINESS UNIT No.: 344, 345, 346**

1. Description of Item:

Snow and Ice Control of roads in winter to maintain them in safe winter driving condition.

2. Cost of funding this item for the -

- ◆ 2004 Budget \$ 110,000 - ongoing

This request uses the practice of requesting budget funds based on the average of the previous 5 years average actual expenditures on snow and ice as follows:

1999 - \$ 981,275
2000 - \$ 908,232
2001 - \$ 884,818
2002 - \$1,086,933
2003 - \$1,587,597 projected to year end

Five year average - \$1,089,771 based on 1999 to projected 2003 year end
Current 2003 Budget \$977,000
Apprx. \$110,000

3. Implications of not funding this item:

The funding request is to enable the Department to meet the Council Policy No. 4602 - Snow and Ice Control Program. Basing the budget on actual averages allows for adjustments due to: growth in infrastructure, inflationary costs associated with the program, and the impact of longer term climatic changes.

If similar snowfall conditions exist in 2004 as have occurred on average over the last five years, the level of service defined by the Council Policy will not be able to be followed without requesting additional funding.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

PROGRAM: Higher Level of Service for Downtown Snow Removal

DEPARTMENT: Public Works

BUSINESS UNIT No: BU 345 Snow Removal

1. Description of Item:

To remove snow from the downtown on the same frequency as arterial roads are plowed.

Currently arterial roads are plowed on average, eight times a year (normal winter, usually done with 50 to 100mm accumulation). Snow removal is done on Emergency Routes three times a year (average is two to three). If the standard were modified to remove snow on the arterial roads downtown every time the other arterial roads were plowed, budget for five more removals would be required.

This only considers removals from the arterials downtown, (not the entire BRZ) as follows: arterials downtown – 48, 49, 50, and 51 Avenues and 45, 49, 50 and 55 Streets.

Each removal would take two nights at \$15 000 for a ten hour shift. (5 removals = 10 nights x \$15 000 = \$150 000)

Therefore additional snow removal budget of \$150 000 would be required to increase this level of service.

2. Cost of funding this item for the: (in 2003 dollars)

- ◆ 2004 Budget \$150,000 - ongoing

3. Implications of not funding this item:

- ◆ Financial, Organizational, and Community: Concerns have been expressed by the DBA as well as other downtown business owners regarding snow removal downtown.
- ◆ Is it required by legislation? No
- ◆ Required by safety code/standard? No
- ◆ Avoid higher expenditure in the future (maintenance)? does it have a quick pay back? No
- ◆ Necessary to boost staff morale/productivity? No

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Spring Clean-up
DEPARTMENT: Public Works
BUSINESS UNIT No.: 349**

1. Description of Item:

Clean-up of winter debris and road sanding material in the spring on all streets and boulevards.

Arterial, Collector and Local roads have increased 48.10km or 12% (348.5km to 396.6km) from 1996 to 2001. The lane kilometer increase for these roads is from 832.8km to 947.7km or 114.9km from 1996 to 2001 an increase of 13.8%.

2. Cost of funding this item for the -

- ◆ 2004 Budget \$ 50 000 - ongoing

3. Implications of not funding this item:

- ◆ Financial, Organizational, Community: The cleanliness of our community is reflected significantly by how well our streets and boulevards are cleaned in the spring. This program performs the initial cleanup in the spring. Cost changes in this program are driven by a number of factors: amount of sand deposited in the winter, growth in lengths of streets, inflation, and the weather. The cleanup costs increase substantially if a spring snowfall occurs after the cleanup has started, resulting in areas having to be re-cleaned.
- ◆ Required by safety code/standard? No, but the longer the material is left on the streets the higher the safety hazard for motorcyclists, bicyclists, and risk for broken windshields.
- ◆ Necessary to maintain service levels? Yes, the budget has been overspent by an average of \$71,000 over the last three years. There was a significant increase in the budget in 2003 (\$15k), but the 2003 actual still exceeded the 2003 budget by \$95,000.
- ◆ 2003 Budget: \$473 237 Actual: \$569 216
- ◆ 2002 Budget: \$458 400 Actual: \$511 296
- ◆ 2001 Budget: \$400 000 Actual: \$467 702
- ◆ 2000 Budget: \$362 740 Actual: \$464 405

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Street Sweeping
DEPARTMENT: Public Works
BUSINESS UNIT No.: 350**

1. Description of Item:

Sweeping of the downtown, arterial roads, business areas, collector streets, and for handling specific customer requests.

This program has normally been ceased when the budgeted amount is reached annually. There have been no significant budget increases to this program for the last five years. Over that approximate time period the amount of lane kilometers of roads to be swept have increased by 114.9km (from 1996 to 2001).

2. Cost of funding this item for the -

- ◆ 2004 Budget \$ 20 000 – ongoing

3. Implications of not funding this item:

Financial, Organizational and Community: The image of a community can often be reflected in the cleanliness of its streets. When the roadway cleanliness deteriorates it may lead to a less conscientious and concerned public about keeping the rest of the City clean. Which in turn may lead to more complacency regarding littering.

There is a soft connection between messy streets and deteriorating image of the City, but the long-term impact is real.

Required by safety code/standard? There are risks created for motorcyclists and bicyclists due loose material left at key intersections.

Necessary to maintain service levels? Yes, the program is to sweep all arterials twice each year, the downtown twice each year, and the downtown "bar strip" on a weekly basis from June to September. It is also used to fund specific sweeping in areas that are impacted by construction where others cannot be charged for the cleanup (i.e. Developers).

There are not sufficient funds to maintain this level of service in 2004. The current specified level of service has deteriorated to the point where arterials are only swept a second time based on specific areas that are identified as requiring it.

If the funding is not approved the level of service will have to be adjusted to reflect this.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Contracted Resources
DEPARTMENT: Community Services Directorate
BUSINESS UNIT No.: 470**

1. Description of Item:
Contracted Resources to assist the Director in meeting critical work load requirements in 2004.
2. Cost of funding this item for the -
 - ♦ 2004 Budget \$75,000 – one time
3. Implications of not funding this item:
The work plan and responsibilities as described in the attached could not be sustained and would need to be significantly altered without this additional resource.

COMMUNITY SERVICES DIRECTORATE

Strategic Resource Issues

I. Overview

1. **Over-arching Responsibilities:** The Director has some over arching responsibilities for the Community Services Division, which include the following:
 - Senior Management Team** participation
 - Planning**, both for the overall City organization and the Division. This includes such things as the development and implementation of the Community Services Action Plans (both Service and Open Space & Facilities) and the Neighborhood Planning and Design Guidelines and Standards. There is also significant involvement in community planning such as the Greater Downtown Action Plan, Community Culture Master Plan etc.
 - Business Plan and Budget Preparation**
 - Team Building and Facilitation** within the Division to ensure cross departmental and agency approaches to planning, problem solving and programming. While this sounds like it should “just happen”, it doesn’t, and it takes a very focused effort on the Director’s part to keep this moving.
2. **Departments and Agencies Responsibilities:** The Directorate has overall responsibilities for a very large and diverse group of departments and agencies (see attached Organizational Chart). The Director address many community comments and complaints on a daily basis related to the work undertaken by the Division, as our work is in the community and affects people directly and visibly.

It must be noted that two new managers (Social Planning and Recreation, Parks and Culture) will need to be recruited in 2004. In addition to recruitment, the Director will play a significant role, which will take a lot of time, in support to the two new mangers.

There is also a need to address several agreements that The City has with some of the contracted agencies as follows:

- complete the negotiation of the Visitor and Convention Bureau agreement (due Jan 1, 2004),
- the Parkland Community Planning Agreement is due April 1, 2004
- the Normandeau Cultural and Natural History Society agreement is due January 1, 2005
- the Cronquist House agreement, with the Red Cultural Heritage Society, must be reviewed as this has not been done since 1979

3. **Culture Responsibilities:** The Community Services Directorate is different than other Divisions within The City in that the Director has specific responsibility for a number of cultural related services. This includes:
 - the management of the Normandeau Society agreement and services (including the Heritage Preservation Committee)
 - the management of the Cronquist House agreement
 - the management of the Festival Hall agreement
 - the management of the Central Alberta Theatre agreement
 - overseeing the Fine Arts Centre Agreement (meetings done by the Culture Superintendent)
 - the management of the Fee For Service agreement, which provides funding to culture groups in the community
 - significant involvement in the implementation of the Community Culture Master Plan
 - significant involvement in the implementation of the Culture Capitals of Canada award (there will be 12 projects, all of which will require some of the Director's time, either directly or indirectly. This will include everything from the development of agreements, contracts, possible involvement on Steering Committees, attendance at community consultations, reading and commenting on terms of reference for each project, reading and commenting on draft reports etc.).
 - general overseeing of the Archives Section, with the day to day responsibility being with the Culture Superintendent
 - liaison with the Culture Superintendent
 - liaison to the Red Deer Public Library
 - representative on the Library Council, representing The City as part of the partnership between the Library, Red Deer College and The City of Red Deer.
 - Representing The City on the planning for the Red Deer College planning committee for the new Visual Arts Centre
 - representing The City on the Main Street Board, as part of the agreement related to City funding provided to the program through the Red Deer Heritage Fund, and then the management of the agreement with Main Street.
 - management of the Red Deer Heritage Fund
4. **Special Projects/One time Initiatives Responsibilities:** The Director is involved directly in many one time initiatives on an annual basis related to each the departments and agencies within the Division. In 2004 these will include such things as:
 - the Crime Prevention and Policing Study,
 - the Transit Study finalization and implementation,
 - the Rotary Recreation Park Study planning and implementation,
 - the Promenade Study,

- a Benefits Study addressing the value and worth to the community of the work undertaken by the Division, etc.,
- the River Bend Study,
- beginning the follow up to the Riverlands ARP (planning etc),
- undertaking a study to review The City's definition of "basic" as it relates to the services and programs offered by the Division.

All of these initiatives will require the Director to sit on Steering Committees, review and approve terms of reference, review and comment on final draft reports, attend public meetings, prepare reports to Council, work with respective managers and executive directors to plan, etc.

There are also several projects within the Division that the Director will have to have indirect involvement in as follows (assuming funding is provided):

- the Trails Master Plan
- Recreation Centre Renovations
- Heritage Ranch/Bower Ponds Study
- Planning for renovations at GH Dawe
- Follow up to the environmental issues that have been identified in the Environment Discussion Paper.

II. Approach

The involvement in the responsibilities, as noted above in the Overview, cannot be sustained by the Community Services Director. Given the situation it is suggested that the following approach be used in 2004:

1. The Director continues current level of involvement in the Over-arching responsibilities
2. The Director continues current level of involvement in the overall responsibilities with the departments and agencies
3. The Director to be directly involved in the recruitment and support of the two new managers in 2004.
4. The Director complete the negotiation of the Visitor and Convention Bureau Agreement, as it expires as of Dec. 31, 2003.
5. Defer the full negotiation of the Parkland Community Planning agreement until 2005, and just renew the current agreement (including the addendum) for one year.
6. Consider deferring the full negotiation of the Normandeau Cultural and Natural History Society agreement until 2005, and just renew the current agreement for one year.
7. Use contract resources to assist in all of the work that is identified relating to the Culture responsibilities. It is hoped that a person could be contracted and would undertake the negotiation of agreements (ie. possibly the Cronquist House agreement and the Normandeau agreement),

liaison, involvement in Steering Committees, review of documents, participation on various committees etc. This would free up a great deal of time for the Director to participate in some of the other responsibilities.

8. Defer the Basic definition study until 2005.
9. Explore use of contract resources to assist with some of the liaison to the one time projects. An example would be the Riverlands ARP implementation and perhaps some of the planning and implementation for the new museum and archives, as this would relate to the Culture responsibilities. Involvement in the Promenade Study might also be something that a contract resource could be used to facilitate.

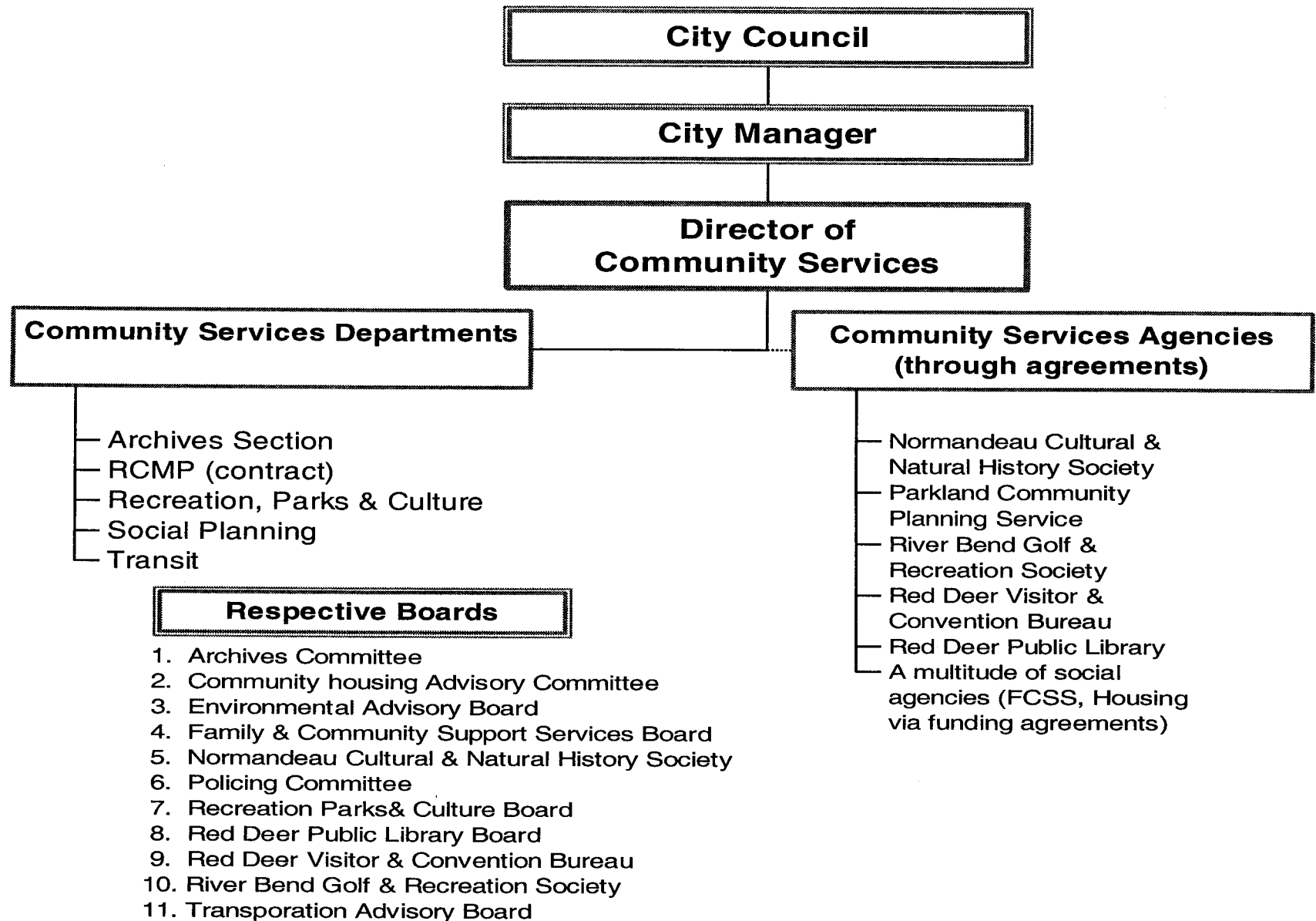
It must clear that the Director would still be accountable for the work done by the contractor resource(s) and would still need to liaise regularly with the contractor to ensure appropriate direction from the Divisions and City's perspective.

III. Resources

It is requested that \$75,000 be put aside in 2004 as one time funding for Community Services for use by the Director to contract resources as necessary to ensure that:

- the workload of the Director is manageable
- that the work identified is done properly and in keeping with the direction of Council
- that community needs and expectations are met in an adequate way.

COMMUNITY SERVICES ORGANIZATIONAL STRUCTURE



**CITY OF RED DEER – 2004 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Red Deer Visitor & Convention Bureau
DEPARTMENT: Community Services General
BUSINESS UNIT: #474**

1. Description:

Agency Administrative Systems

Establish internal accounting, insurance and personnel systems, independent of the City of Red Deer. Includes banking, accounts receivable and payable functions and payroll. Need to purchase software and possibly equipment, contracted services are required for consulting and training.

2. Costs:

- ♦ 2004 -- \$15,000 one time

Associated costs are one-time set-up and are estimated to be \$15,000. This includes \$5,000 to \$10,000 for account set-up for bookkeeping, inputting amounts to match city accounts, training, etc. \$1000 to \$3000 for software, depending upon modules and subscription elements required. Other costs include insurance set-up, banking set-up, printing of invoices and cheques, payroll administration set-up, server backup system, adding machine w/tape and address change notification to vendors, receivables, payables as well as business contacts, members, etc.

3. Implications:

A one-time expenditure will eliminate the necessity of having accounts receivable, accounts payable, treasury, personnel and other corporate services staff of the City of Red Deer performing administrative functions and having responsibility/liability for the agency.

Without funding, agency staff will need to perform as many duties related to the set-up of accounts as is possible.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: WASKASOO PARK
DEPARTMENT: NORMANDEAU CULTURAL AND NATURAL HISTORY
SOCIETY
BUSINESS UNIT No:476**

1. Description of Item:

Update and revision of Waskasoo Park Interpretive Master Plan,
originally developed in 1983 during capital development of Park.

Develop guidelines to assist developers in interpreting significant
natural and human history features of a development site.

2. Cost of Funding this Item for the -

- ◆ 2004 Budget \$25,000 – one time

3. Implications of not funding this item:

- ◆ Organizational
 - Goals identified in the Community Services Action Plan will not be achieved
 - There will be inconsistencies in the implementation of Neighbourhood Planning Guidelines and Standards
- ◆ Community
 - The community loses an opportunity to explore the full potential of its environment

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Community Services General
DEPARTMENT: Community Services Division
BUSINESS UNIT No. 479**

1. Description of Item:

Contract with a consultant to undertake a review of the services and facilities at the River Bend Golf and Recreation Area. Contract will include extensive community consultation, research on trends and other communities, community need assessment and the preparation of report that includes recommendations.

2. Cost of funding this item for the -

- ◆ 2004 Budget - \$70,000 - one time
\$35,000 from tax supported to match \$35,000 provided by the River Bend Golf and Recreation Society.

3. Implications of not funding this item:

- ◆ Financial Impact: The outcome of the review could suggest increased fees etc that would enhance the revenues collected. Recommendations may also include what City expectations should be on revenue returned to The City from River Bend.
- ◆ Organizational Impact: The City will have much better direction regarding future expansion. This will confirm, from an objective review, what facility changes should be undertaken, which will assist administration and Council in dealing with the public.
- ◆ Community Impact: The community will have input into changes at the River Bend Golf and Recreation area. This will ensure that all stakeholders feel that they have had equal say and that one group is not dominating the process. The River Bend Golf and Recreation area is part of the Waskasoo Park system, and has not had many major upgrades and therefore it is time to refurbish based on the current community needs.
- ◆ Is it required by legislation? No
- ◆ Required by safety code/standard? No
- ◆ Avoid higher expenditure in the future (maintenance)? Possibly
- ◆ Does it have a quick pay back? No
- ◆ Necessary to maintain service levels? No, but is will define future expectations
- ◆ Consistent with the Master Plan? Describe. Yes, it is consistent with the divisions Facilities and Open Space Action Plan that indicates that this review should take place.
- ◆ Necessary to boost staff morale/productivity? No

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Archives
DEPARTMENT: Community Services Directorate
BUSINESS UNIT No.: 480**

1. Description of Item:

Increase in Permanent Archival Staff

Increase the permanent archival staff complement by .5 F.T.E. in order to manage increases in service demands and growth of collections.

2. Cost of funding this item for the –

- ♦ 2004 Budget - \$16,600 – 9 months - ongoing
- ♦ 2005 Budget - \$5,481 – full year ongoing

3. Implications of not funding this item:

It is expected that service demands will continue to escalate as the Alberta Centennial approaches and a number of initiatives such as the Downtown/Riverside Meadows redevelopment plans are implemented. It is expected that the numbers of research requests will increase by 25% to 30% per year and may more than double by the end of 2005. Without additional staffing, service levels would have to be cut at a time when public demand for them is escalating.

At the same time, it is expected that the Archives will add 50 to 75 linear metres of accessions, much of which will be City Records, in each of the coming years. This will greatly add to the workloads. Under provincial and federal legislation, there is an increased responsibility/ liability for the proper tracking of records and providing timely access to them. With the current and increasing volumes of transfer/donations to the Archives, backlogs in processing collections will increase without new resources.

The Archives has been adopting a number of automation initiatives to meet the service demand increases and collections growth. However, even with initiatives, the workload for the Archives staff continues to increase significantly at a time when managing the current workload is a challenge. In 2003, a significant amount of grants were secured to hire contract staff for backlog reduction and photo digitization initiatives. However, successful applicants for Canadian Council of Archives and Archives Society of Alberta grants in one year, as a general rule do not get grants again in the following year.

With the service demands and collections growth continuing to grow significantly in the next few years, existing staff run the risk of burnout trying to manage the burgeoning workloads.

**THE CITY OF RED DEER 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENTS**

**BUSINESS UNIT No.: 480
PROGRAM: Archives
DEPARTMENT: Community Services Directorate**

1. Description of Item:

Annual provision for general operations for minor maintenance, specialized supplies, small equipment and conference/training attendance.

2. Cost of funding this item for the –

- ◆ 2004 Budget - \$10,800 – ongoing
To be distributed each year for minor maintenance, specialized supplies and small equipment with annual increase thereafter of \$2,000/year to keep pace with increasing operational costs.
- ◆ 2005 Budget \$2,000 – incremental increase ongoing
- ◆ 2006 Budget \$2,000 – incremental increase ongoing

3. Implications of not funding this Item.

In 2003, \$10,500 was allocated on a one time basis for items such as custom conservation and acid free supplies, printer, storage equipment etc and these funds have been gratefully acknowledged and allowed the Archives to purchase these needed supplies and equipment.

If the funding is not allocated each year the Archives is required to bring forward many small Business Plan Funding Requests to simply keep operating in an effective manner. Continuing annual funding would allow the Archives to procure such things as new software and equipment to continue the photographic image digitization project, maintain an adequate supply of conservation and acid free supplies (long-term safe storage and preservation), procure minor new/replacement equipment necessary to operate the Archives in a safe and productive manner. As an example the \$10,800 requested for 2004 would be allocated to such things as a digital camera and software (\$4000) for the digitization project, conservation/acid free supplies (\$2500) increase staff training to keep pace with technological advancements (\$1500) and purchase further minor new/replacement equipment (\$2800) – ladders, carts, cabinets, desks/chairs, divider panels are examples.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Community Services General
DEPARTMENT: Community Services Division
BUSINESS UNIT No. 483**

1. Description of Item:

Increased funding for the fee for service program for cultural groups (no increase since its initiation in 2000 at \$97,400) over the next two years.

The current funding of \$97,400 amounts to \$1.33/capita in 2003. It is requested that funding be increased by:

- ♦ \$1.33/capita in 2004 to bring the allocation to \$1.66/capita for the general fund. (\$23,980) and a further;
- ♦ \$.34/capita in 2005 to bring the allocation to \$2.00/capita for the general fund (\$24,700).

In addition, it is requested that a further amount be allocated specific for festivals in the community such as Canada Day, Centrefest, Artwalk, Sensory City etc. as follows:

- ♦ \$.25/capita in 2004 for a total of (\$18,170)
- ♦ \$.25/capita in 2005 for a total of (\$18,170)

2. Cost of funding this item for the -

- ♦ 2004 Budget \$42,150 - ongoing
- ♦ 2005 Budget \$720 – incremental increase ongoing

3. Implications of not funding this item:

- ♦ **Financial Impact:** This funding helps to leverage other grant money and donations to support cultural groups in the community, therefore making them much more viable. The City has chosen
- ♦ **Organizational Impact:** Increased funding helps administration to better address needs for the cultural community. There are also fewer concerns raised by the community which administration must address. The community also perceives that The City is supportive of culture and this is positive for us as an organization.
- ♦ **Community Impact:** There is a high community impact with culture groups being more viable, creating jobs, bringing tourism to the community and enhancing Red Deer's quality of life (eg. Centrefest, Red Deer Royals, Central Alberta Theatre, Symphony, Canada Day etc.). Currently more and more culture groups are applying for the limited funds and therefore the grants are being spread thinner and are not as helpful to the various groups because needs are not being met.
- ♦ Is it required by legislation? No
- ♦ Required by safety code/standard? No
- ♦ Avoid higher expenditure in the future (maintenance)? No
- ♦ Does it have a quick pay back? No
- ♦ Necessary to maintain service levels? Yes

- ◆ Consistent with the Master Plan? Describe. Yes it is consistent with recommendations in the Community Culture Master Plan, that suggest that The City should strengthen their partnerships within the community. The Community Culture Master Plan also speak of The City's leadership as shown in the Fee for Service Program, and the need for such leadership to continue in order to build the community's capacity. (p. 19).
- ◆ Necessary to boost staff morale/productivity? Not City staff morale, but it will boost the morale of staff and volunteers in the community's cultural groups.

**THE CITY OF RED DEER 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENTS**

BUSINESS UNIT No.: 485

PROGRAM: Community Services General

DEPARTMENT: Community Services General

1. Description of Item:

Addition of funding equivalent to a 0.5 position in Parkland Community Planning Services to accommodate the monitoring and ensure the implementation of Area Redevelopment Plans (Riverside Meadows, Greater Downtown Action Plan, Riverlands etc.) and Design Guidelines (Parkvale, C1 Downtown, Riverlands etc). This will likely be added to the PCPS contract.

2. Cost of funding this item:

- ♦ 2004 Budget \$ 29,900 – 9 months ongoing
- ♦ 2005 Budget \$ 10,000 – full year ongoing

3 Implications of not funding this Item:

Community Impact: If human resources are not available to do all the work as outlined in the PCPS Business Plan (either by contract or by staff), then developers and community people will have delays in how they can proceed with their planning and development because of backlog.

Organizational Impact: This funding is needed to ensure the completion of the work program as outlined in the Parkland Community Planning Business Plan. The plan is based on the work that has been discussed with The City. If funding is not forthcoming some work will not be undertaken. The City is now moving forward with several ARP's and implementing several new design guidelines and there has not been the need to identify someone to ensure implementation and monitoring of these types of initiatives before. As an example, the work undertaken for Riverside Meadows has been significant and has taken considerable staff time, but, as more ARPs come on stream, this work increases beyond the resources available.

In order to continue to provide the services and projects needed by The City, funding equal to an additional 0.5 staff position at Parkland Community Planning is respectfully requested. The funding could be used to increase the staff complement at Parkland Community Planning Services to 5.9 staff, including 0.4 secretarial. The current time available under the contract with Parkland Community Planning cannot accommodate the work plan, and some backlog of current projects is also being experienced. It is important to maintain our level of service in terms of response time on development issues, subdivision and public inquiries.

Funding could also be used to contract with other planning consultants to undertake some of the work, which would be an alternative approach to adding to the Parkland Community Planning Services Contract, however in assessing the situation in 2003 it was to The City's benefit to continue to work with PCPS.

Financial Impact: The financial impact is more at the community level, rather than The City level. There is City administration time required to continuously revisit priorities to address demands when there is insufficient human resources.

THE CITY OF RED DEER 2004, 2005, 2006 BUDGETS BUSINESS PLAN FUNDING REQUIREMENTS

PROGRAM: Administration
DEPARTMENT: RCMP
BUSINESS UNIT No.: 490

1. Description of Item:

- ◆ On-going funding for:
- ◆ 2004 – Special Constables - 3 new full time positions
- ◆ 2005 – Special Constable - 1 new full time position
- ◆ 2006 – Special Constable - 1 new full time position

2. Cost of funding this item for the – 9 months ongoing

◆ 2004 Budget – 3 Special Constables	\$102,357
CUPE BA @ 20.5%	<u>20,983</u>
	\$123,340
Shift differential	2,046
Conference, training, Assoc fees	1,800
Uniforms	1200
Equipment	300
Annual Fleet expense (2 vehicles)	<u>8,666</u>
Total cost 2004	\$137,352 - ongoing
(Note: Cost of one Special Constable.....	\$61,210)
(Full year funding \$179,148 – ongoing)	
◆ 2005 Budget – 1 Special Constable	\$ 45,492
CUPE BA @ 20.5%	<u>9,326</u>
	\$ 54,818
Shift differential (one full equivalent)	959
Conference and Training	600
Uniforms	400
Equipment	100
Annual Fleet expense (1 vehicle)	<u>4,333</u>
Total cost 2005	\$ 61,210 - ongoing
◆ 2006 Budget – 1 Special Constable	\$ 45,492
CUPE BA @ 20.5%	<u>9,326</u>
	\$ 54,818
Shift differential	959
Conference and Training	600
Uniforms	400
Equipment	100

Annual Fleet expense (1 vehicle)
Total cost 2006

4,333
\$ 61,210 - ongoing

3. Implications of not funding this Item.

The City's Traffic Unit is experiencing increased pressures as a result of changes to the Criminal Code and Highway Traffic Act. Enforcement duties are impacted as Traffic members are frequently called away to attend traffic accidents or investigations. Three Special Constables are requested for traffic related enforcement to augment our Traffic section.

Three Special Constables will provide regular and consistent traffic enforcement at peak times in order to improve driving practices while permitting RCMP officers more time for investigation and other operational duties.

One of these three Special Constables will also perform park patrols in addition to traffic enforcement. This Special Constable will work in conjunction with Recreation, Parks and Culture to reduce vandalism and littering costs as well as provide safer parks and streets.

A requirement remains to maintain regular Traffic member presence for the delivery of traffic related programs, (for example the Check Stop program, and the investigation of criminal traffic behavior as well as to maintain an expertise in traffic collision investigations). Fine revenue generated from this enforcement may increase as a result of this action.

THE CITY OF RED DEER 2004, 2005, 2006 BUDGETS BUSINESS PLAN FUNDING REQUIREMENTS

PROGRAM: Administration
DEPARTMENT: RCMP
BUSINESS UNIT No.: 490

1. Description of Item:

2004 – PIRS / CPIC Clerk – 1 full time position

2. Cost of funding this item for the - ongoing

♦	2004 Budget - 9 months ongoing	
	PIRS / CPIC Clerk	\$29,039
	CUPE FBA @ 20.5%	<u>5,952</u>
		\$34,991
	Shift differential	<u>871</u>
		\$35,862
♦	2005 Budget - \$11,956 – full year increase ongoing	

3. Implications of not funding this Item.

Again this year RCMP requests a Municipal Employee to assist the Watch Clerks with the majority of CPIC entries as well as perform other duties including PIRS data entry. This new position will allow CPIC entry of warrants to be completed daily, thus providing an increased level of officer safety and a more efficient handling of warrants, probate and property entry. This position will be available at peak times to assist the watch clerk during periods of critical police activity.

THE CITY OF RED DEER 2004, 2005, 2006 BUDGETS BUSINESS PLAN FUNDING REQUIREMENTS

PROGRAM: Administration
DEPARTMENT: RCMP
BUSINESS UNIT No.: 490

1. Description of Item:

On going funding for:
2004 – Watch Clerk – 1 full time position

2. Cost of funding this item for the

♦	2004 Budget - 9 months ongoing	
	Watch Clerk	\$29,039
	CUPE FBA @ 20.5%	<u>5,952</u>
		\$34,991
	Shift differential	<u>871</u>
		\$35,862
♦	2005 Budget - \$11,956 – full year increase ongoing	

3. Implications of not funding this Item.

The large increase in calls for members' services is directly linked to the Watch Clerk. The Watch Clerk initiates files as complaints come in, updates the information on several bases, then closes files as required, all while maintaining close communication with the members on the street. During peak times and busy seasons, the Watch Clerk is not able to perform any other duties other than the initial file entry and update. Breaks are most often forfeited in order to complete tasks by shift end as they cannot be passed over to the next shift. During less busy times, the Watch Clerk catches up on file maintenance and other related duties.

THE CITY OF RED DEER 2004, 2005, 2006 BUDGETS BUSINESS PLAN FUNDING REQUIREMENTS

PROGRAM: Administration
DEPARTMENT: RCMP
BUSINESS UNIT No.: 490

1. Description of Item:

2004 – One time expenses associated to increased Municipal Employees

2. Cost of funding this item for the -

♦ 2004 Budget - one time

Special Constables - Furniture and Equipment	\$ 7,000
- Uniforms	2,500
- Radios	3,000
- Traffic enforcement equipment	<u>22,000</u>
	\$34,500
 PIRS / CPIC Clerk - Furniture and Equipment	 5,000
Watch Clerk - Furniture and Equipment	<u>5,000</u>
	\$44,500

Note: Bylaws vehicles requested in Fleet Capital.

3. Implications of not funding this Item.

Furniture and computer workstations are required for preparation of documents, completion of files and contacting clients. Special Constables require initial fitting of uniforms, radios, laser and multi-head radar equipment and mobile workstations in order to perform their duties.

**THE CITY OF RED DEER 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENTS**

**PROGRAM: Administration
DEPARTMENT: RCMP
BUSINESS UNIT No.: 491**

1. Description of Item:

Enhanced Policing downtown nightclubs (member overtime) to supplement the time spent by on-duty officers in the downtown.

2. Cost of funding this item for the -

♦ 2004 Budget
Enhanced Policing \$140,000 - ongoing

3. Implications of not funding this Item.

Pressure continues within Red Deer's downtown core. Many late-night clubs are concentrated within a 2- block radius, where City Bylaws infractions and Provincial Violations are prevalent. A program of police foot patrols has attempted to keep the area contained and provided some degree of assurance to the residence and business owners. Consistent visible police presence is required to prevent escalation of disorderly conduct.

THE CITY OF RED DEER 2004, 2005, 2006 BUDGETS BUSINESS PLAN FUNDING REQUIREMENTS

**PROGRAM: Detention
DEPARTMENT: RCMP
BUSINESS UNIT No.: 493**

1. Description of Item:

Guards and Matrons increase in base casual hours

2. Cost of funding this item for the -

- ◆ 2004 Budget - \$14,516 – ongoing

Guards and Matrons (700 hours)	\$12,047
CUPE FBA @ 20.5%	<u>2,469</u>
	\$14,516

3. Implications of not funding this item.

The number of prisoners held at Red Deer City's cells has increased over the last several years, contributing to a rise in Guard costs. Prisoner hours and the corresponding guard hours increased 17% in 2002 and 50% in the first 8 months of 2003. The number of hours that prisoners are held is uncontrollable, as is the related expense.

Alberta Justice introduced a new step in the bail process, and this has contributed to the rising number of prisoner hours. Currently Red Deer Remand Centre holds a large number of prisoners for us as a courtesy that could be withdrawn at anytime, as the number of cells is limited at Red Deer City RCMP detachment.

**THE CITY OF RED DEER 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENTS**

**PROGRAM: Administration
DEPARTMENT: RCMP
BUSINESS UNIT No.: 493**

1. Description of Item:

Guards and Matrons – additional coverage outside RCMP K Division requirement, to ensure safety of prisoners.

2. Cost of funding this item for the -

- ◆ 2004 Budget - \$50,000 - ongoing

Note: Funding applied for as “on going” pending longer term decisions with respect to Police Facility.

3. Implications of not funding this Item.

In response to changes regarding prisoner safety, additional security is required during high-risk prisoner detention. Red Deer City Detachment prisoner holding area requires modifications, however until other issues surrounding department expansion are addressed, it may not be wise to undertake this project at this time. Therefore, additional guards and matrons must be called in during instances of high-risk prisoner detention to ensure the personal safety of both parties. As this additional coverage is above the level set out in the Municipal Policing Agreement, the cost will not be shared with the Province of Alberta, K Division.

**THE CITY OF RED DEER 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENTS**

**PROGRAM: Administration
DEPARTMENT: RCMP
BUSINESS UNIT No.: 493**

1. Description of Item:

Crime Prevention Through Environment Design (CPTED) analysis in areas of new development and for other needs related to CPTED.

2. Cost of funding this item for the -

- ◆ 2004 Budget - \$15,000 - ongoing

3. Implications of not funding this Item.

The City of Red Deer Neighbourhood Development guideline requires a CPTED site analysis to assist the developer in identifying environmental areas that could promote criminal activity. Crime Prevention Through Environmental Design analysis has proven to deter criminal activity through identification of landscaping features, lighting deficiencies and architecture that may provide opportunities for crime.

The costs associated with this analysis have not previously been identified, nor funded. This function will be outsourced to a person trained in this area, an alternative that will be more cost effective than utilizing a regular member to perform this duty.

**THE CITY OF RED DEER 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENTS**

**BUSINESS UNIT No.: 494
PROGRAM: Building
DEPARTMENT: RCMP**

1. Description of Item:

Building Maintenance and Contracted Services operating budget

2. Cost of funding this item for the -

- ◆ 2004 Budget - \$23,000 - ongoing

3. Implications of not funding this Item.

General building repairs and maintenance, and contracted services are expected to have an over expenditure of 30% in 2003, due in part to an aging building. Budgeted regular maintenance is performed monthly, however unexpected electrical, mechanical and plumbing repairs are rising.

One item, a carbon filter, was installed at the Red Deer RCMP building in 2003, as a result of diesel fumes from the Transit Terminal entering the fresh air intake. The annual replacement of filters is \$3,763 and cannot be incorporated within the 2004 RCMP annual maintenance budget.

In previous years a contingency of \$5,000 was budgeted for unforeseen expenses such as glass replacement and bulletproof window coatings. This contingency has been absorbed by ongoing maintenance cost and should be reinstated.

**THE CITY OF RED DEER 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENTS**

**PROGRAM: Photo Radar
DEPARTMENT: RCMP
BUSINESS UNIT No.: 495**

1. Description of Item:

Additional Red Light Camera installations – Operating Contract

2. Cost of funding this item for the -

♦ 2004 Budget - ongoing	
Three year Contract – estimated annual cost	\$112,200
Estimated fine revenue	<u>(87,500)</u>
Estimated net cost	\$24,700

3. Implications of not funding this Item.

The Red Light Camera is a tool used to supplement human resources at high volume, high collision intersections where an officer has a reduced ability to capture red light violators. It is a deterrent, slowing vehicle speeds and reducing accidents, personal injury and property damage.

Four additional high collision intersections have been identified and would benefit from this traffic control tool. It is expected that in time the fine revenue would offset the cost of this investment.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Culture Administration
DEPARTMENT: Recreation, Parks and Culture
BUSINESS UNIT No.: 600**

1. Description of Item:
Increase in Culture budget to offset increase in charges program supplies, photocopier supplies, promotions and advertising.
2. Cost of funding this item for the -
 - ◆ 2004 Budget \$6,400 - ongoing
3. Implications of not funding this item:
 - ◆ is it required by legislation? No
 - ◆ required by safety code/standard? No
 - ◆ avoid higher expenditure in the future (maintenance)? Yes
 - ◆ does it have a quick pay back? Yes, in part.
 - ◆ Necessary to maintain service levels? Absolutely.
 - ◆ Consistent with the Master Plan? Describe. Yes, the Master Plan requires quality, efficiently run culture programs and services.
 - ◆ Necessary to boost staff morale/productivity?

Financial Implications:

Culture Services is experiencing increases in all aspects of operations such as photocopies usage, cost of supplies (our paper use more than doubled over the last year). Culture Services has only limited funds for advertising and promotion (i.e., Activity Guide), however, this is presently being charged to Culture Services budget.

Organization implications:

The corporation printing section has increased its costs and this is reflective of those increases plus a substantial increase in use of this section due to dramatic increase in workload of Culture Services.

CITY OF RED DEER – 2004, 2005, 2006 BUDGETS BUSINESS PLAN FUNDING REQUIREMENT

PROGRAM: Cultural Administration DEPARTMENT: Recreation, Parks and Culture BUSINESS UNIT No.: 600

1. Description of Item: Staff Programmer I
Increase required for the workload increases on total Culture Services operations.
2. Cost of funding this item for the -
 - ◆ 2004 Budget \$22,000
 - ◆ \$20,000 (0.5 FTE / 9 months) – ongoing
 - ◆ \$2,000 for furnishings – one time
 - ◆ 2005 Budget \$ 7,200 – full year increase ongoing
3. Implications of not funding this item:
 - ◆ is it required by legislation? No
 - ◆ required by safety code/standard? No
 - ◆ avoid higher expenditure in the future (maintenance)? No
 - ◆ does it have a quick pay back? No
 - ◆ Necessary to maintain service levels? Yes
 - ◆ Consistent with the Master Plan? Describe. Yes
 - ◆ Necessary to boost staff morale/productivity? Yes

Organization implications:

 - ◆ With the implementation of the Master Plan well under way, and with Red Deer being designated as a Cultural Capital of Canada, the workload for Culture Services has escalated considerably.
 - ◆ This request ensures that the staff has adequate human resources to maintain existing service levels in the section. This position is planned to move to a 1.0 FTE by 2006 to meet projected demand.
 - ◆ This request will also serve to reduce excessive amounts of overtime.

Community Implications:

 - ◆ The Culture Section is, in part, responsible for facilitating the Red Deer community in developing culture programs, opportunities and events in a planned and progressive manner. The Section has successfully designed, developed and operated a Culture Centre for our community for the last three years. Our program opportunities have increased by close to 400% and the participants taking culture programs has increased by 356%.

Financial Implications:

 - ◆ Since 1998, we have brought in over \$1.5 M in grants directly or indirectly that has been used for community development in culture opportunities and operations. We have been operating with a minimum of one additional full-time staff person for the last three years by using the Alberta Community Employment program, however, the funds for this program are no longer available. We cannot survive at the high caliber of operations that presently exists without staff.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Centre Fest
DEPARTMENT: Recreation, Parks & Culture
BUSINESS UNIT No.: 650**

1. Description of Item:

Recreation, Parks & Culture Centre Fest special event funding was granted as a one-time request in 2003. With the resounding success of the event and the major role that the Department played in Centre Fest, it is considered to be a special event that requires ongoing funding.

2. Cost of funding this item for the -

- ◆ 2004 Budget \$10,000.00 – ongoing

3. Implications of not funding this item:

Community Implications:

- ◆ Failure to fund this item will result in the Department/City not participating in future Centre Fest events.

Organization implications:

- ◆ If not supported there could be negative feedback from the public and from the Centre Fest organizers
- ◆ Loss of public image. After last year's event there is an expectation that we will participate
- ◆ Adversely affects City in that our profile is seen as being a major partner in this event

Financial Implications:

- ◆ Possible monetary spin off from participation as this gives us another opportunity to promote the department's services and programs.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Family & Community
DEPARTMENT: Recreation, Parks & Culture
BUSINESS UNIT No.: 650**

1. Description of Item: **Community Programmer – Programmer I**
The Department has recognized a decline in the viability and activity of community associations in the city. To this end the department has reorganized its sections in an attempt to focus on and provide better support to community associations in Red Deer. This position will augment those existing in the Family and Community unit and will augment the support base for Community Associations and direct community programming. It is the intent of the department that the high tempo and provision of service not be lost during the transition to a Community Development focus. A request for a 0.5 FTE position for 9 months is being made for 2004, with additional full-year funding required for 2005. It is also anticipated that this position will move to 1.0 FTE for 2006.
2. Cost of funding this item for the -
 - ◆ 2004 Budget \$20,000 (.5 FTE for 9 months) - ongoing
 - ◆ 2005 Budget \$ 6,450 – full year increase ongoing
3. Implications of not funding this item:
 - ◆ Implications of not funding this request will be the reduction of loss of continuity and support to community groups and direct program offerings to them. This change is the result of a change in operational structure of the Department.

Financial Implications:

- ◆ The financial impact could range as far as community associations returning city / community activity centres to the city for control and operation.
- ◆ Operation of these facilities would require up to 18 staff for winter operations and year-round operations and maintenance.

Organizational Implications:

- ◆ Perhaps the greatest impacts are those noted in the financial area and the perception in the community that the City has failed to provide the required support.
- ◆ The perception that the City has failed in the area of support will have a significant impact on image.

Community Implications:

- ♦ Lack of support to the community association structure may well see further deterioration to the point where community activity and operation of community facilities is not possible.
- ♦ This position will provide a valuable resource to the community as he /she will act as a liaison between the City and RCMP in promoting and implementing the Neighborhood Watch and Citizens on Patrol crime prevention initiatives.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Care For Adults
DEPARTMENT: Recreation, Parks & Culture
BUSINESS UNIT No.: 672**

1. Description of Item: Care for Adults

Care for Adults is an adult subsidy program to assist with funding leisure service opportunities for adults who normally are unable to afford them. Although initially funded through donation, this program has been un-funded for five years. The number of requests for assistance or subsidy for adult opportunity is growing, an average of 20 requests are declined monthly due to funding status. Some adults are funded through the family program. However not all qualify for this category.

2. Cost of funding this item for the -

- ♦ 2004 Budget \$8,000.00 – ongoing
- ♦ 2005 Budget \$2,000.00 – incremental increase ongoing

3. Implications of not funding this item:

Community Implications:

Implications of not funding this request will be the inability of the department to fund adult requests for support.

If not funded, low-income people will not be able to participate in department programs and services. Current fees and charges are barriers to some.

Organization implications:

City staff will have to field fewer complaints/concerns if this initiative is funded.

Department will be providing better customer service.

Financial Implications:

In most instances these dollars are spent by the recipients to access city programs and services.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Care for Families
DEPARTMENT: Recreation, Parks & Culture
BUSINESS UNIT No.: 672**

1. Description of Item: **Care for Families**
Care for Families is an initiative that first started as an offshoot of the Care for Kids program at Collicutt Centre. As a result of a growing demand for subsidy of family programming, the Department has developed a subsidy to address the demand. The existing programs are being combined to make one set of Department subsidy program.
2. Cost of funding this item for the -
 - ◆ 2004 Budget \$10,000.00 – ongoing
3. Implications of not funding this item:
 - ◆ Failure to fund this initiative will leave the Care for Families program unfunded.

Community Implications:

- ◆ Implications of not funding this request will be the inability of the department to fund adult requests for support.
- ◆ If not funded, low-income people will not be able to participate in department programs and services. Current fees and charges are barriers to some.

Organization implications:

- ◆ City staff will have to field fewer complaints/concerns if this initiative is funded
- ◆ Department will be providing better customer service.

Financial Implications:

- ◆ In most instances these dollars are spent by the recipients to access city programs and services.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Recreation, Parks & Culture Administration
DEPARTMENT: Recreation, Parks & Culture
BUSINESS UNIT No.: 690**

1. Description of Item: **Marketing / Promotions Coordinator**
To implement a position to head up the marketing, promotions and advertising initiatives. The intent of this request is to consolidate the promotion / advertising funding from each department section budget, which would be administered by the Marketing / Promotions Coordinator.
2. Cost of funding this item for the -
 - ♦ 2004 Budget - \$46,000
 - ♦ \$41,000 -1.0 FTE for 9 months - ongoing
 - ♦ \$5,000 - equipment – one time
 - ♦ 2005 Budget \$13,700 – full year increase ongoing
3. Implications of not funding this item:

Financial Implications:

Yes, we will be able to increase revenues by expanding our client base and participation in programs and facility rentals. As well, we will be able to explore and generate revenue from other sources through partnerships, sponsorships, grants and donations thus providing additional operating funds for the department.

Community Implications:

To keep pace with accelerating operating costs, competition, and growth demands. Additional revenue sources need to be explored to provide funding to meet existing service levels in the future.

Community awareness will be improved regarding our service programs and fees and charges.

Organization Implications:

This initiative would enable the department to implement a marketing/promotions program for the entire department, thus providing a coordinated approach that would be equitable for each section in terms of exposure, revenue generation, and advertising and promotions expenditures. As well, we would be able to do a much better job and do it more economically involving fewer department staff. At present, each section does their own marketing to a lesser or greater degree. Time for staff to carry out their regular duties would again be improved, reducing overtime and stress levels.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Recreation, Parks & Culture Administration
DEPARTMENT: Recreation, Parks & Culture
BUSINESS UNIT No.: 690**

1. Description of Item:
Provision of Security services for City parks, RP&C facilities and Waskasoo Park
2. Cost of funding this item for the -
 - ♦ 2004 Budget \$ 43,000 - ongoing
3. Implications of not funding this item:
 - ♦ is it required by legislation? No
 - ♦ required by safety code/standard? Yes
 - ♦ avoid higher expenditure in the future (maintenance)? Yes
 - ♦ does it have a quick pay back? No
 - ♦ Necessary to maintain service levels? Yes
 - ♦ Consistent with the Master Plan? Yes
 - ♦ Necessary to boost staff morale/productivity? Yes
 - ♦ Financial Implications:
 - Decreased vandalism repair expenses.
 - ♦ Organizational Implications:
 - Fewer complaints
 - Lessens workload for department staff
 - Fewer violations against city assets.
 - ♦ Community Implications:
 - Increased security
 - Increased safety for patrons and general public.
 - Less conflict among users.
 - Service levels are maintained.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Recreation, Parks & Culture Administration
DEPARTMENT: Recreation, Parks & Culture
BUSINESS UNIT No.: 690**

1. Description of Item: **Program Fees & Charges Review**

This study will complement the facility fees and charges completed in 2003 and complete the Department Fees and Charges schedule and policy. The study will focus on current Fees and Charges and will include a survey of other similar – sized communities in central Alberta, and the expected outcome of the review is to provide a functional guideline for setting future program fees.

2. Cost of funding this item for the -

- ◆ 2004 Budget \$6,000.00 – one time

3. Implications of not funding this item:

- ◆ Financial Implications:
 - The department faces a potential loss of revenue because program fees may be too high or too low.
 - This study will establish a consistent approach for calculating program administration fees to offset section costs.
- ◆ Organizational Implications:
 - Implications of not funding this initiative will delay conformity in the Department's Fees and Charges schedule until such time as it is undertaken.
 - It will provide a uniform approach among sections and programs in establishing program fees and charges.
- ◆ Community Implications:
 - Program fees are reflective of perceived value.
 - Program fees will be consistent with other communities for similar offerings.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Administration
DEPARTMENT: Recreation, Parks & Culture
BUSINESS UNIT No.: 700**

1. Description of Item: **Staff Training for CLASS Leisure Programs 5.0 Upgrade.**

CLASS is a diverse suite of leisure service software programs that are used throughout the Recreation, Parks & Culture Department and some arms length agencies. The Department has used CLASS programs since the 1980's and has continued to expand with the growth of the city and the department. At the current time the department is using a 4.11 release. CLASS has now progressed to a 5.0 release with multiple upgrades and enhancements.

2. Cost of funding this item for the -
 ♦ 2004 Budget \$6,000 – one time

3. Implications of not funding this item:

Financial Implications:

- Implications of not funding this request are multiple and the majority impact on ability to maintain currency with bank and clearing house interfaces, payment processing, financial reporting, membership renewal and internet registration and payment capability. This request is a critical issue for the systems support of the Department Operations.
- Potential increase in demand for services and programs.

Organization Implications:

Although a number of preceding upgrades have been passed by, current system demands, accounting and processing interfaces and business demands hinge on the move to the current release. This is a "must do" as support service for the 4.11 release will discontinue next fall.

Community Implications:

Our clients will have more options for acquiring information. Ultimately, we will be providing a better level of service.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Recreation Administration
DEPARTMENT: Recreation, Parks & Culture
BUSINESS UNIT No.: 700**

1. Description of Item: **Recreation, Parks and Culture Admin. Clerk**
This position has been a .5 FTE for the past two years. Due to the expanding need for financial support brought about by department expansion, community growth and expanding use of the CLASS system, there is a requirement to expand this position to full time. The increased support was emphasized in the audit report prepared by Collins Barrow and Associates.

2. Cost of funding this item for
 - ◆ 2004 Budget \$12,500 – ongoing
 - ◆ 2005 Budget \$4,180 – full year increase ongoing

3. Implications of not funding this item:

Financial Implications:

- The audit report indicated weaknesses in the financial controls in this area. These weaknesses have been addressed through the introduction of more tracking and reconciliation procedures. This 0.5 FTE addition would serve to balance and reduce workloads.
- This request will also improve security of City assets and internal control, through proper segregation of duties between staff.

Organization Implications:

- The greatest impact is on workloads that fall on other staff. As the CLASS number of monthly passes grow, on average, by 100 per month, tracking and managing the process has grown beyond existing department capability.
- This position would also provide needed staffing so that the CLASS system can be utilized to its full potential.

Community Implications:

- Not funding this request will result in delays in processing monthly passes and pass renewal, lowering the level of service provided to the community.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

PROGRAM: Recreation Facilities
DEPARTMENT: Recreation, Parks & Culture
**BUSINESS UNIT No.: 702, 703, 704, 705, 707, 709, 716, 717, 718, 719, 730,
733, 734, 736, 750, 751, 752, 753**

**1. Description of Item: Increased Infrastructure for Recreation & Culture
Facilities**

To provide increased infrastructure funding for Recreation & Culture Facilities as a result of inflation and in recognition of the continued aging of the facilities. This is an extension of the 2003 budget request.

Is this a discretionary item? Yes.

2. Cost of funding this item for the -
- ◆ 2004 Budget \$25,000 - ongoing
 - ◆ 2005 Budget \$25,000 - incremental increase ongoing

3. Implications of not funding this Item.

Financial Implications

Since the introduction of the Infrastructure Maintenance Plan in 1991 for The City of Red Deer, the amount of funding available to Recreation & Culture Facilities for maintenance of infrastructure of the section's facilities has been \$175,000. In 2003, this amount was increased to \$225,000.

Over this period of time the request to maintain infrastructure has far exceeded this amount. In 2003, the amount of funding request for infrastructure maintenance was in excess of \$1,000,000 with only \$225,000 available for this purpose. In 2004, \$1,181,000 is required for infrastructure funding.

As a result of insufficient funding for infrastructure, many items are deferred every year and we are finding an increasing number of breakdowns and emergency repairs due to not providing sufficient annual preventative maintenance. Operating revenues can be adversely affected if facilities are not maintained, thus creating breakdowns during operational hours.

This funding request is to increase the current \$225,000 funding amount for infrastructure maintenance by \$25,000 in 2004 and \$25,000 in 2005. This in turn would increase funding to \$250,000 for 2004 and \$275,000 for 2005.

Community Implications

The users of City facilities pay significant user fees for use of these facilities and expect that they be maintained to an acceptable standard. Regular preventative maintenance and upkeep of our assets is good practice to ensure the health and safety of our users and staff.

Organization Implications:

As time goes on the number of complaints will increase the stress level of the staff in terms of handling the complaints and trying to meet maintenance standards.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Recreation Facilities - Pools
DEPARTMENT: Recreation, Parks & Culture
BUSINESS UNIT No.: 703 & 707**

1. Description of Item: Morning Cashier at Recreation/Dawe Pools

To provide for a cashier during morning swimming at the Recreation Centre and G.H. Dawe Centre pools. Both pools have early morning swim times with no cashier to collect swim fees. We have approximately 232 days a year when we offer this swim at both pools. The honor system currently in place is not working. Many people are regularly using the facilities free of charge. A cashier on duty will correct this situation. As important, we have experienced some security issues that intimidate our early morning lifeguards, as they are the only person on duty; another staff member will provide support.

2. Cost of funding this item for the -

- ◆ 2004 Budget \$24,600 – ongoing

3. Implications of not funding this item:

Financial Implications:

- ◆ We have patrons who are accessing our early morning swim without paying the appropriate fees.
- ◆ The auditors have indicated that we should have proper cash control and collection procedures in place.

Organization implications:

- ◆ At both pools we only have a lifeguard on duty and we are having security issues of people coming into the building with no staff to control access. Staff and public safety are a concern as the lifeguard cannot leave the pool deck area to deal with any situation or problems during this swim time.

Community Implications:

- ◆ Increase in level of service and improved security because of additional staff to monitor change room facilities.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Collicutt Centre
DEPARTMENT: Recreation Parks and Culture
BUSINESS UNIT No.: 720**

1. Description of Item:

Addition of a casual position to apply wristbands to facility users, verify active Collicutt Cards, and other duties as required. 1.02 full time equivalency.

2. Cost of funding this item

- ◆ 2004 Budget \$ 20,300 – ongoing

3. Implications of not funding this item:

Financial Implications:

- ◆ Started on a trial basis in 2003 but we would not like to eliminate at all
- ◆ Lost revenue, security and customer service issues

Community Implications:

- ◆ Wristbands allow us the ability to control access to the pay zones of the Collicutt Centre including controlling age specific times such as family only and adult only times and to catch users that have not paid for an admission

Organization Implications:

- ◆ Staff throughout the facility can easily determine if a patron has paid for full admission, restricted admission (hand stamp) or no admission (i.e., "Tworiffic Sunday" is restricted to the specific times offered)

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Collicutt Centre
DEPARTMENT: Recreation Parks and Culture
BUSINESS UNIT No.: 720**

1. Description of Item:

Additional staffing for the waterslide. 0.40 full time equivalency.

2. Cost of funding this item

- ◆ 2004 Budget \$ 10,100 - ongoing

3. Implications of not funding this item:

Community Implications:

- ◆ Better utilization of slide by offering assistance and reducing delays.
- ◆ Safety of slide users in the Water park would be increased.

Financial Implications:

- ◆ During peak periods additional staffing is required for the waterslide. The water park is increasing in popularity and with that increase, lifeguards are forced to cover peak times of slide use. This is a two edged sword:
 1. Lifeguards make \$6.43 more per hour costing the city unnecessary expenses
 2. Increased revenue may be possible due to increased usage

Organization Implications:

- ◆ It becomes a safety issue removing guards from the pool deck to supervise the slide.
- ◆ Greater control of public behavior and adherence to regulations.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Recreation Facilities – Community Shelters
DEPARTMENT: Recreation, Parks & Culture
BUSINESS UNIT No.: 752**

1. Description of Item:

Increase the operating grant to community associations for the operating of community shelter facilities. We currently provide funding for 17 shelters at \$3,250 per year, one at \$2,000 per year, and we have two new activity buildings opening in the fall of 2003. The current grant of \$3,250 has not increased since 1998.

19 shelters @ \$5,000 per year (increase of \$1,750)
1 association @ \$2,500 per year (increase of \$500)

2. Cost of funding this item for the -

- ◆ 2004 Budget \$33,750 - ongoing

3. Implications of not funding this item:

Financial Implications

This request increases the funding available to community associations from \$3,250 in 2003 to \$5,000 in 2004. No increase has been provided for community associations since 1998.

The total funds for community associations will increase from \$57,250 in 2003 to \$91,000 in 2004.

Community Implications

The annual operating and utility cost for operating of a community shelter facility are far in excess of \$3,250. As no increase has been provided to Community Associations for 5 years, we need to catch up and provide a reasonable level of funding to ensure community associations can continue this service.

Organization Implications:

Should funding not be increased, we may be faced with community associations turning back the operation of the facilities to the City.

CITY OF RED DEER – 2004, 2005, 2006 BUDGETS BUSINESS PLAN FUNDING REQUIREMENT

PROGRAM: Recreation Facilities – Community Shelters DEPARTMENT: Recreation, Parks & Culture BUSINESS UNIT No.: 752

1. Description of Item: **St. Francis of Assisi and Mattie McCullough Shelters**
To provide funding for the operation and maintenance of two new community activity centres located at St. Francis of Assisi School and Mattie McCullough School. Proposed funding for 2004:

Community associations operating grant	2 x	\$ 3,250.00
Maintenance funding for Facilities section	2 x	\$ 1,000.00
TOTAL FUNDING		\$ 8,500.00

2. Cost of funding this item for the -
 - ♦ 2004 Budget \$8,500.00 - ongoing

3. Implications of not funding this item:

Financial Implications

- ♦ Operating grants are provided to community associations that operate community activity centres. This funding will be ongoing. The maintenance funding is required to ensure the facility is maintained to cover the costs of City responsibilities at the activity centres.
- ♦ If the community associations decide to turn the activity centres back to the City there would be a significant increase in funding required unless a decision is made to shut them down.

Community Implications

- ♦ We currently provide all Community Associations that operate community shelters (activity centres) an operating grant. This request is in keeping with this practice. If a grant is not provided to the community associations, The City may be required to operate the activity centres. We have agreements with both school boards that specify City obligation to maintain the activity centres and pay for certain operating and maintenance costs.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Parks Facilities (all programs)
DEPARTMENT: Recreation, Parks & Culture
BUSINESS UNIT No.: 767, 769, 772, 783, 784, 785, 788, 794**

1. Description of Item: **Increased Costs for Mobile Equipment Fleets**
 - ◆ Increased annually for inflation purposes (same as C.P.I.)
 - ◆ Increases for supplies and contracted services.
2. Cost of funding this item for the -
 - ◆ 2004 Budget \$ 8,000 - ongoing
3. Implications of not funding this item:
 - ◆ Is it required by legislation? - No
 - ◆ Required by safety code/standard? - No
 - ◆ Avoid higher expenditure in the future (maintenance)? - Yes
 - ◆ Does it have a quick pay back? - No
 - ◆ Necessary to maintain service levels? - Yes
 - ◆ Consistent with the Master Plan? Describe. – Yes (refer to Master Plan)
 - ◆ Necessary to boost staff morale/productivity? - No
 - ◆ Financial Implications:
Public Works sets the rates.
 - ◆ Organization implications:
Public works sets the lease rates so these must be paid.
 - ◆ Community Implications:
Decrease in service levels to cover this cost as equipment maintenance has to be done.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Parks Facilities – Waskasoo Park Trail Maintenance &
Playgrounds & Sportsfields
DEPARTMENT: Recreation, Parks & Culture
BUSINESS UNIT No.: 769 & 785**

1. Description of Item:

The maintenance of new parks facilities, including playgrounds, trails, turf and shale ball diamonds, soccer fields, park furniture, signs and fences.

2. Cost of funding this item for the -

- ◆ 2004 Budget \$ 45,912 - ongoing
(\$1,000 to BU #769; \$44,912 to BU #785)

3. Implications of not funding this item:

- ◆ is it required by legislation? - Yes
- ◆ required by safety code/standard? - Yes
- ◆ avoid higher expenditure in the future (maintenance)? - Yes
- ◆ does it have a quick pay back? - No
- ◆ Necessary to maintain service levels? - Yes
- ◆ Consistent with the Master Plan? Describe. – Yes (refer to Master Plan)
- ◆ Necessary to boost staff morale/productivity? - Yes

Financial Implications:

- ◆ Eventually, inadequate maintenance will cost the city additional money.

Community Implications:

- ◆ If not funded maintenance for all parks will need to decrease
- ◆ Parks will not be attractive resulting in a decrease in quality of life

Organization implications:

- ◆ Staff stress levels will increase while trying to keep up with maintenance and because of dealing with public complaints
- ◆ City will receive many complaints from the public
- ◆ If maintenance overall decreases the value of the assets will decrease accordingly.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Parks Landscape Maintenance
DEPARTMENT: Recreation, Parks & Culture
BUSINESS UNIT No.: #774**

1. Description of Item: Satellite Shop-Dairyworld Site
 - ◆ Leased from Public Works
2. Cost of funding this item for the -
 - ◆ 2004 Budget \$ 15,865 - ongoing
3. Implications of not funding this item:
 - ◆ Is it required by legislation? - No
 - ◆ Required by safety code/standard? Yes, staff and equipment caused overcrowding along with male/female washroom regulation issues
 - ◆ Avoid higher expenditure in the future (maintenance)? - Yes
 - ◆ Does it have a quick pay back? – Yes
 - ◆ Necessary to maintain service levels? - Yes
 - ◆ Consistent with the Master Plan? Describe. - Yes
 - ◆ Necessary to boost staff morale/productivity? - Yes

Financial Implications:

- ◆ Gated storage is required to deter vandalism and theft of materials and equipment.
- ◆ Would require additional funding to contract out maintenance/construction jobs if we did not purchase our own equipment to carry out construction and maintenance work.

Organization implications:

- ◆ This space is required to provide a safe and functional work environment

Community Implications:

- ◆ Decrease in level of service/maintenance throughout the City to accommodate the increase in lease costs because we have to have the space.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Parks Landscape Maintenance
DEPARTMENT: Recreation, Parks & Culture
BUSINESS UNIT No.: #777, 780, 805**

1. Description of Item: **Parks Maintenance of new areas**
 - ◆ Includes Davenport, Lonsdale, Anders on the Lake, Devonshire, Aspen Ridge, Lancaster, Kentwood Arterial roads and easements.
 - ◆ Tree and Shrub Maintenance (BU #777) \$27,220
 - 812 trees, 1,700 shrubs in beds – includes watering, pruning, weed control, litter pick up etc.
 - ◆ Turf Maintenance (BU #770 & 805) \$18,160
 - 57 New acres – includes mowing, trimming, fertilizing, litter pick up and weed control.
2. Cost of funding this item for the -
 - ◆ 2004 Budget \$ 45,380 - ongoing
3. Implications of not funding this item:
 - ◆ Is it required by legislation? – Yes, development agreements
 - ◆ Required by safety code/standard - No
 - ◆ Avoid higher expenditure in the future (maintenance)? - Yes
 - ◆ Does it have a quick pay back? – Yes
 - ◆ Necessary to maintain service levels? - Yes
 - ◆ Consistent with the Master Plan? Describe. - Yes
 - ◆ Necessary to boost staff morale/productivity? – Yes
 - ◆ Financial Implications:
 - Decreased maintenance on a regular basis will mean an increase cost in large blocks
 - ◆ Organization implications:
 - Staff stress levels will increase while trying to keep up with maintenance and because of dealing with public complaints
 - City will receive many complaints from the public
 - City will receive negative publicity
 - ◆ Community Implications:
 - If funding is not approved, maintenance levels of all city parks will have to decrease.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Parks Landscape Maintenance
DEPARTMENT: Recreation, Parks & Culture
BUSINESS UNIT No.: #778**

1. Description of Item: **Urban Forest Wildfire Management Plan**
Yearly fuel load reduction and mitigation as per Emergency Services direction.
2. Cost of funding this item for the -
 - ◆ 2004 Budget \$ 25,000 - ongoing
3. Implications of not funding this item:
 - ◆ Is it required by legislation? - No
 - ◆ Required by safety code/standard? - Yes
 - ◆ Avoid higher expenditure in the future (maintenance)? - Yes
 - ◆ Does it have a quick pay back? No
 - ◆ Necessary to maintain service levels? - Yes
 - ◆ Consistent with the Master Plan? Describe. – Yes, protection of the natural environment
 - ◆ Necessary to boost staff morale/productivity? - No
 - ◆ Financial Implications:
 - If fires occur, there could be high costs associated with fighting fires
 - Potential liability costs if a fire results in property damage.
 - ◆ Organization implications:
 - Loss of image because of failure to be proactive.
 - We will likely not have the equipment and trained staff to fight a forest fire if this plan is not supported.
 - ◆ Community Implications:
 - Work needs to be undertaken to protect our urban forest and to mitigate the potential for fires that could put homes at risk.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Parks Landscape Maintenance
DEPARTMENT: Recreation, Parks & Culture
BUSINESS UNIT No.: #778**

1. Description of Item: **Subdivision Enhancement Program**
To provide enhanced landscaped plantings, which would include trees and shrubs, in established neighborhoods where landscaping was not previously provided or where plantings have failed or have reached the end of their lifespan and residents have requested enhancement.
NOTE: Existing budgets only allow for higher profile locations.
2. Cost of funding this item for the -
 - ◆ 2004 Budget \$ 17,000 - ongoing
3. Implications of not funding this item:
 - ◆ Is it required by legislation? - No
 - ◆ Required by safety code/standard? - No
 - ◆ Avoid higher expenditure in the future (maintenance)? - No
 - ◆ Does it have a quick pay back? – Yes (improved community atmosphere)
 - ◆ Necessary to maintain service levels? - No
 - ◆ Consistent with the Master Plan? Describe. - Yes
 - ◆ Necessary to boost staff morale/productivity? - No
 - ◆ Financial Implications:
Not a financial risk of any significance.
 - ◆ Organization implications:
Many community parks are deficient in landscaping and some park plantings have failed and/or reached the end of their lifespan. Many areas do not meet current standards.
 - ◆ Community Implications:
Enhanced community pride and appreciation. Good public relations.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Parks Facilities – Shop & Equipment Maintenance
DEPARTMENT: Recreation, Parks & Culture
BUSINESS UNIT No.: 783**

1. Description of Item: **Parks Laborer II**
To hire a permanent full-time Parks Laborer II to meet changing and expanding workloads.
2. Cost of funding this item for the -
 - ◆ 2004 Budget \$ 43,000 – 9 months ongoing
 - ◆ 2005 Budget \$ 14,600 – full year increase ongoing
3. Implications:
 - ◆ Is it required by legislation? – No
 - ◆ Required by safety code/standard? - Yes
 - ◆ Avoid higher expenditure in the future (maintenance)? - Yes
 - ◆ Does it have a quick pay back? - Yes
 - ◆ Necessary to maintain service levels? - Yes
 - ◆ Consistent with the Master Plan? Describe. – Yes
 - ◆ Necessary to boost staff morale/productivity? - Yes

Financial Implications:

- ◆ Enables section to meet increased workloads on maintenance programs and reducing mid- to long-term costs of those programs.
- ◆ Reduces possible litigation against city due to poorly maintained facilities.

Organization Implications:

- ◆ Enables section to maintain expanding workloads and to enact a partial restructuring of the section and to implement a succession planning initiative.
- ◆ Staff very stressed; cannot meet the workload.

Community Implications:

- ◆ Meets community needs and expectations in completing construction projects and maintenance programs.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Parks Facilities – Playgrounds & Sportsfields
DEPARTMENT: Recreation, Parks & Culture
BUSINESS UNIT No.: 785**

1. Description of Item: **Maintenance of the Downtown Park Plaza**
Litter control, lighting, repairs, utility costs, trails, park furniture, fountain.
2. Cost of funding this item for the -
 - ◆ 2004 Budget \$ 15,000 - ongoing
3. Implications of not funding this item:
 - ◆ Avoid higher expenditure in the future (maintenance)? - Yes
 - ◆ Necessary to maintain service levels? - Yes
 - ◆ Consistent with the Master Plan? Describe. – Yes (refer to Master Plan)
 - ◆ Necessary to boost staff morale/productivity? - Yes

Financial Implications:

- ◆ May encourage more vandalism costs if park is seen as untidy and not well maintained.
- ◆ Trees and shrubs may deteriorate more quickly.

Organization implications:

- ◆ City will receive many complaints
- ◆ Staff will experience more stress while trying to meet service levels and while trying to appease the public.

Community Implications:

- ◆ If not funded, service levels (maintenance) will decrease in all City park areas.
- ◆ Safety and security issue for seniors living in the adjacent condominiums.
- ◆ Downtown Plaza Park is highly visible, so must be well maintained.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Parks Facilities – Playgrounds & Sportsfields
DEPARTMENT: Recreation, Parks & Culture
BUSINESS UNIT No.: 785**

1. Description of Item:
Increase in IMP funding for Parks Facilities and Parks Maintenance, including continuing CSA Playground Upgrades
2. Cost of funding this item for the -
 - ◆ 2004 Budget \$ 45,000 - ongoing
 - ◆ 2005 Budget \$ 25,000 – incremental increase ongoing
3. Implications of not funding this item:
 - ◆ Financial Implications:
The initial amount of funding for the Parks Facilities and Parks Maintenance sections has been eroded over time because of the effects of inflation and because of an aging infrastructure that requires more care and repairs. Currently, these two sections have a combined funding allowance of \$145,000 annually. Many repairs and maintenance items must be deferred each year. A sum of \$30,000 was received in 2003 bringing the total to \$145,000.

The Playground CSA renovation program began in 1998 to meet evolving standards. Approximately \$36,000 is spent each year, with \$20,000 being funded from Reserves. This request would see that amount added to operations to ensure that these upgrades continue with stable funding into the future.
 - ◆ Organization implications:
 - Staff will be required to handle more complaints.
 - Decreased value of City assets.
 - Staff frustration at not being able to do maintenance.
 - ◆ Community Implications:
 - If not done maintenance standards will decrease in all areas.
 - Citizens will experience a decrease in their quality of life.
 - Decrease in community pride and community ownership.

**THE CITY OF RED DEER 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENTS**

**PROGRAM: Parks Facilities – Winter Facilities
DEPARTMENT: Recreation, Parks & Culture
BUSINESS UNIT No.: 788**

1. Description of Item:

The maintenance of the outdoor rinks at Anders-on-the-Lake, Lonsdale, Lancaster and Davenport. To provide basic services as per the Master Plan to all new subdivisions.

2. Cost of funding this item for the -

- ◆ 2004 Budget \$ 25,000 - ongoing

3. Implications of not funding this item:

- ◆ Is it required by legislation? - No
- ◆ Required by safety code/standard? - No
- ◆ Avoid higher expenditure in the future (maintenance)? - No
- ◆ Does it have a quick pay back? - No
- ◆ Necessary to maintain service levels? - Yes
- ◆ Consistent with the Master Plan? Describe. – Yes (refer to Master Plan)
- ◆ Necessary to boost staff morale/productivity? - Yes

- ◆ Organization implications:
 - Staff stress levels will increase while trying to keep up with maintenance and because of dealing with public complaints
 - City will receive many complaints from the public

- ◆ Community Implications:

Without funding, maintenance on all rinks will decrease or these communities will not have outdoor rinks and this is not in keeping with our standards.

**THE CITY OF RED DEER 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENTS**

**PROGRAM: Special Transportation
DEPARTMENT: Social Planning
BUSINESS UNIT No.: 875/901**

1. Description of Item:

Increase to Fleet Equipment Rates.

2. Cost of funding this item for the -

- ◆ 2004 Budget \$16,800 – ongoing

3. Implications of not funding this item:

Financial - The Fleet Superintendent, based on break-even projections, establishes the additional costs associated with fleet operations due primarily to increased insurance costs. The Citizen Action Bus strives to maintain a fleet equipment rate that will net a break-even position at year-end. To achieve this in the past, CAB has recommended fleet rates lower than recommended by the Fleet Superintendent and aimed to limit their repair expenses. The net result has been a deficit in fleet expenses at year-end, which has been covered by the Social Planning Department. Administration therefore recommends using the fleet rate established by the Fleet Superintendent.

Organizational - Implications could include the reduction in service hours to find resources within the existing budget.

Community – Citizens of Red Deer expect that the vehicles used by the Citizen Action Bus will be maintained in proper working order. While the CAB maintains one spare unit to cover while vehicles are being serviced, the users would feel serious implications if vehicles were not available due to extensive repairs. (Strategic Plan 2003-2005, 1.6.3)

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Special Transportation
DEPARTMENT: Social Planning
BUSINESS UNIT No.: 875/901**

1. Description of Item:
Increased human resources to extend part-time dispatch hours from 20 to 35, and retain full driver staff during the summer months.
2. Cost of funding this item for the -
 - ♦ 2004 Budget \$10,400 - ongoing
3. Implications of not funding this item:
Organizational – the Citizen Action Bus is currently stretched to effectively meet the volume demands for dispatch. In 2003, the number of call to dispatch increased by 3500. The additional hours would enable the part-time dispatcher to work full days Monday to Wednesday and ½ days on Thursday and Friday. The issue of dispatch will be considered during the Transit/Special Transportation Review as there are also questions concerning the inability of drivers to contact dispatch when the hours of operation extend beyond the dispatch hours.

During the summer months, the Citizen Action Bus has operated with only 8 drivers. Again, due to the volume of requests, the CAB recommends that the ninth driver be employed 12 months/year as opposed to 10.

Community – customer satisfaction and complaints are a typical measure of effectiveness. In the first 8 months of 2003, the CAB has registered almost 3700 new trips over the same period in 2002. These trips are increasingly more complex as users have the availability of action bus vehicles and supplementary taxi uses. It is imperative that users have access to dispatch services during operating hours in the event that trip logistics change midstream. (Strategic Plan 2002-2005, 1.6.4)

**THE CITY OF RED DEER 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENTS**

**PROGRAM: Special Transportation
DEPARTMENT: Social Planning
BUSINESS UNIT No.: 875/901**

1. Description of Item:

Operating expenses related to the addition of a 10th bus to the Citizen Action Bus fleet.

2. Cost of funding this item for the -

- ◆ 2004 Budget \$17,200 - ongoing
- ◆ 2005 Budget \$34,400 – incremental increase ongoing

3. Implications of not funding this Item.

Organizational - The Transportation Advisory Board recommended the addition of a 10th bus in the 2002 budget. This recommendation was not approved during the budget process in favor of providing additional funds to increase back-up taxi services. The operating expenses proposed for 2004 represent 1/3 of the operating costs anticipated for future years as the bus would not be in service until September, 2004.

Community - Based on demographic information from the 2003 City of Red Deer Census, the city's population in the top age categories continues to grow. The 60-74 age category has increased by approximately 5%, the 75-84 age category by 7.6% and the 85+ age category by 21% to 799 persons. In total, nearly 6500 residents in the city of Red Deer are over the age of 65. The city of Red Deer Population Projection Update – 2003 indicates that this trend will become more significant. The population 85+ is projected to increase by 40% by 2008. In the 75 – 84 age group the increase is projected at 20% and in the 60 – 74 age group a 36% increase is projected. In Canada (2001 Census, StatsCan), 40.5% of the population over 65 were persons with disabilities. In Alberta (2001 census, StatsCan), 12.5% of the population (all age groups) was persons with disabilities. Services such as special transportation can be expected to experience even greater demands.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Public Transit Service
DEPARTMENT: Transit
BUSINESS UNIT No. 885:**

1. Description of Item: Under funded Personnel Expenses
Additional funding is required for Personnel Expenses that cannot be managed within the base budget. This includes contractual spread pay and travel pay from work finish points back to the bus storage garage for transit operators and a small amount for annual staff meetings.
2. Cost of funding this item for the -
 - ◆ 2004 Budget \$9,300 – annual ongoing cost
3. Implications of not funding this item:
 - ◆ Financial Impact: Services, materials/supplies or maintenance will need to be reduced to offset this funding shortfall, as the majority of this funding shortfall is a contractual requirement with the Amalgamated Transit Union.
 - ◆ Organizational Impact: Services, materials/supplies or maintenance will need to be reduced to offset this funding shortfall, as the majority of this funding shortfall is a contractual requirement with the Amalgamated Transit Union. Effective communication with staff will not be maintained.
 - ◆ Community Impact: Services may be reduced to offset this funding shortfall, as the majority of this funding shortfall is a contractual requirement with the Amalgamated Transit Union.
 - ◆ Necessary to maintain service levels: Services may be reduced to offset this funding shortfall, as the majority of this funding shortfall is a contractual requirement with the Amalgamated Transit Union. This expense is necessary to maintain current service levels.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Public Transit Service
DEPARTMENT: Transit
BUSINESS UNIT No.: 885**

1. Description of Item: **Terminal Security – Commissionaire Service**
Security service for Transit Terminal from 1500 – 2230 Monday – Saturday, 1430 – 1930 Sunday & holidays
2. Cost of funding this item for the -
 - ◆ 2004 Budget \$25,000 – ongoing
3. Implications of not funding this item:
 - ◆ Financial Impact: Services, materials/supplies or maintenance will need to be reduced to offset this funding shortfall as this service is a high priority.
 - ◆ Organizational Impact: Duty Supervisors are under extreme pressure during peak times and not having this support dramatically reduces our effectiveness in dealing with platform activity within the transit terminal. Ensuring customer and staff safety and comfort will be negatively affected without this support.
 - ◆ Community Impact: Security and comfort for customers will be negatively impacted by not funding this request due to many undesirable persons utilizing the terminal area without any intention of using bus services. These persons can be intimidating and they disrupt the effective flow of service. Funding this gives our customers the realization that we intend to ensure their comfort and safety.
 - ◆ Does it have a quick pay back: Having extra security staff will experience a lower level of vandalism. It has a payback of customer satisfaction as well as savings due to less vandalism.
 - ◆ Consistent with the Master Plan (describe): Key principles indicated in The City's Strategic Plan are not met without addressing this situation.
 - ◆ Necessary to boost the morale of staff and volunteers in the community: This gives our staff the realization that we intend to ensure their comfort and safety and this has a positive affect on morale.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Public Transit Service
DEPARTMENT: Transit
BUSINESS UNIT No. 886**

1. Description of Item: Later Sunday/Holiday Service
Provide 1 additional hour of service from 6:15pm to 7:15pm on Sundays and Holidays in response to later Mall shopping hours and public demand. Expenses include additional supervisory support during the service extension.
2. Cost of funding this item for the -
 - ◆ 2004 Budget \$17,500 – ongoing
 - ◆ 2005 Budget \$36,000 – incremental increase ongoing (total annualized \$53,500)
3. Implications of not funding this item:
 - ◆ Community Impact: Basic transit service for the trip home is not available for persons working at major Malls. One key reason for providing service on Sunday/Holidays was to provide service to the Malls for work and shopping. Community dissatisfaction with the effectiveness of public transit service
 - ◆ Consistent with the Master Plan (describe): The City's Strategic Plan Objective to provide effective transit service will be negatively affected.

**CITY OF RED DEER – 2004, 2005, 2006 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**PROGRAM: Public Transit
DEPARTMENT: Transit
BUSINESS UNIT No.: 886**

1. Description of Item:

Additional hours of service to meet current standards for service to neighborhoods/service areas. Ongoing funding to ensure service is provided to neighborhoods and service areas within the community so that we meet the current standards of scheduling, walking distances and full service to neighborhoods once they are 80% built. This includes additional buses to north Red Deer (scheduling issues), to south hill (scheduling issues), full day and evening service to new areas because of growth in the north and west, and in the southeast.

Services will begin in September 2004, and will then be ongoing in 2005.

2. Cost of funding this item for the -

- ◆ 2004 Budget: \$363,000 – ongoing
- ◆ 2005 Budget \$596,000 – incremental increase ongoing (total annualized \$959,000)

3 Implications of not funding this item:

- ◆ Financial Impact: There is little financial impact, other than customers are being lost by not providing service.
- ◆ Organizational Impact: Current City standards are not being met and staff is frustrated at not being able to meet schedules and address complaints about inequitable service between neighborhoods in the community.
- ◆ Community Impact: Inequitable service is being provided to neighborhoods. Customers are frustrated when schedules are not met and transfers missed and therefore waiting times are long. Potential customers are being lost as they have already made arrangements for transportation before neighborhoods are 80% built, and if we wait even longer the situation is exacerbated even further.

**THE CITY OF RED DEER 2004 BUDGET
DIVISION OPERATING BUDGET SUMMARY**

PROGRAM:

DEPARTMENT:

DIVISION: General Corporate Programs

DESCRIPTION OF PROGRAM - Business Unit(s) - 50 - 59 and 70 - 81

To provide for budget items that do not fall under a particular department responsibility. These include:

- Taxation & Payment of Education and Other Requisitions
- Investment Interest
- Provincial Operating Grant
- Returns on Investment and Franchise Fees from Utility Operations
- Franchise Fees (e.g. Shaw, ATCO Gas)
- Audit Fees, Insurance Costs (non-Utility), Salary Pools
- Transfers from Reserves (e.g. Residential Tax Subsidy Policy)
- Transfers to Reserves (e.g. Provision for Electrical and Gas Cost Fluctuations)

CHANGES IN BUDGET -

2003 Adjusted Budget		-\$51,158,139
Add: Revenue Changes		
Property Tax Growth	-1,137,000	
Local Improvement Tax reduction	64,000	
Other Revenue Changes	17,000	-1,056,000
Less: Expenditure Changes		
Salary & Benefit Provisions	1,889,722	
One Time Funding from ELP Reserve	596,500	
Insurance Premiums Increase	135,000	
Investment Income from Subdivision Fund	100,000	
Capital Reserve Contribution	370,000	
Expired Debenture Payments	75,000	
Support and City Utility Transfers	-143,839	3,022,383
Less: Other Net Amounts		3,842
2004 Budget		-\$49,187,914

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR**SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS**

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	(\$12,022)	\$328,626	\$2,093,348	537.0%
General & Contracted Services	639,991	866,600	986,150	13.8%
Materials, Supplies & Utilities	2,223	0	0	#DIV/0!
Other	25,384,044	25,443,296	25,695,903	1.0%
SUB-TOTAL	\$26,014,236	\$26,638,522	\$28,775,401	8.0%
Internal Charges & Transfers	(7,031,900)	(12,139,423)	(11,012,970)	-9.3%
TOTAL EXPENDITURE	\$18,982,336	\$14,499,099	\$17,762,431	22.5%
REVENUE	(63,429,554)	(65,657,238)	(66,950,345)	2.0%
NET TAX LEVY	(\$44,447,218)	(\$51,158,139)	(\$49,187,914)	
Percent Change		15.1%	-3.9%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

**THE CITY OF RED DEER 2004 BUDGET
BUSINESS UNIT OPERATING BUDGET DETAIL**

PROGRAM: Taxation
DEPARTMENT: Taxation Revenue
DIVISION: General Programs

CODE	PROGRAM DESCRIPTION	2003 BUDGET	2004 BUDGET
	BUSINESS UNIT 50		
	TAXATION		
5030	Municipal Taxation	(34,825,375)	(35,962,375)
	Municipal Taxation - Supplemental	(300,000)	(300,000)
5050	ASFF - Red Deer Public Schools	(20,109,130)	(20,150,601)
5060	Opted Out - Red Deer Catholic Schools	(2,796,470)	(2,796,470)
5090	Piper Creek Seniors Foundation	(21,796)	(77,432)
5100	Red Deer Public Library	(1,773,000)	(1,913,000)
5110	Towne Centre Association (BRZ)	(145,000)	(145,000)
	Total Taxation	(59,970,771)	(61,344,878)
	REQUISITIONS		
7713	Public School Requisition	20,109,130	20,150,601
7714	Catholic School Requisition	2,796,470	2,796,470
7722	Piper Creek Requisition	21,796	77,432
7723	Public Library Requisition	1,773,000	1,913,000
7724	Towne Centre Association	145,000	145,000
	Total Requisitions	24,845,396	25,082,503
	LOCAL IMPROVEMENTS		
5122	Local Imp. Tax - Owner's share	(184,000)	(120,000)
5123	Water Work's Local Imp Tax	(42,200)	(45,200)
5124	Wastewater Local Imp. Tax	(44,800)	(44,800)
5125	Water Maintenance Tax	(120,000)	(120,000)
7750	Local Improvement transfer payments (utilities)	207,000	210,000
	Total Local Improvements	(184,000)	(120,000)
	NET TAX LEVY & LOCAL IMPROVEMENTS	(35,309,375)	(36,382,375)

**THE CITY OF RED DEER 2004 BUDGET
BUSINESS UNIT OPERATING BUDGET DETAIL**

PROGRAM: General Revenues
DEPARTMENT: General Municipal Revenues
DIVISION: General Programs

OBJ.	PROGRAM DESCRIPTION	2003 BUDGET	2004 BUDGET
	BUSINESS UNIT # - 51		
	Revenue		
5512	Provincial Government unconditional grants	(1,509,867)	(1,509,867)
5610	Short Term Interest	(300,000)	(300,000)
5621	Long Term Interest	(300,000)	(300,000)
5622	Discounts/Premiums - Long Term	(540,000)	(540,000)
5640	Other Interest	(40,000)	(40,000)
5712	Property Tax Penalties	(240,000)	(240,000)
5718	Administration charge on invoices - 10%	(35,000)	(35,000)
5719	Service Charges	(5,000)	(5,000)
5720	Forfeited Deposits	(5,000)	(5,000)
5762	ATCO Gas Franchise Fee (net of property taxes 50.5162)	(1,265,000)	(1,265,000)
5763	Shaw Cable TV Franchise (net of property taxes 50.5163)	(60,000)	(60,000)
5959	Other Revenue	(10,000)	(10,000)
	Total Revenue	(4,309,867)	(4,309,867)
	Internal Charges & Transfers		
8831	From Subdivision Fund - Replace Investment Income	(860,000)	(760,000)
	Total Internal Charges & Transfers	(860,000)	(760,000)
	TOTAL	(5,169,867)	(5,069,867)

**THE CITY OF RED DEER 2004 BUDGET
BUSINESS UNIT OPERATING BUDGET DETAIL**

PROGRAM: Audit & Consulting
DEPARTMENT: General Municipal Programs
DIVISION: General Programs

OBJ.	PROGRAM DESCRIPTION	2003 BUDGET	2004 BUDGET
	BUSINESS UNIT # - 52		
	General and Contracted Services		
7345	Accounting & Audit	53,000	55,000
	Total General & Contracted Services	53,000	55,000

PROGRAM: Development Appeal Board
DEPARTMENT: General Municipal Programs
DIVISION: General Programs

OBJ.	PROGRAM DESCRIPTION	2003 BUDGET	2004 BUDGET
	BUSINESS UNIT # - 54		
	General and Contracted Services		
7381	Advertising & Promotion	200	200
7396	Miscellaneous Services	900	900
	Total General & Contracted Services	1,100	1,100
	Revenues		
5722	Appeal Fees	(500)	(500)
5901	Advertising Recovery	(100)	(100)
	Total Revenues	(600)	(600)
	TOTAL	500	500

PROGRAM: Revenue Producing Properties
DEPARTMENT: General Municipal Programs
DIVISION: General Programs

OBJ.	PROGRAM DESCRIPTION	2003 BUDGET	2004 BUDGET
	BUSINESS UNIT # - 56		
	Revenues		
5772	Rental - Land - Public Utility Lots	(10,000)	(10,000)
	Total Revenues	(10,000)	(10,000)
	TOTAL	(10,000)	(10,000)

PROGRAM: General - Other Protective Services
DEPARTMENT: General Municipal Programs
DIVISION: General Programs

OBJ.	PROGRAM DESCRIPTION	2003 BUDGET	2004 BUDGET
	BUSINESS UNIT # - 57		
	General and Contracted Services		
7305	Contracted Services (CP Limited)	2,500	2,500
	Total General & Contracted Services	2,500	2,500

**THE CITY OF RED DEER 2004 BUDGET
BUSINESS UNIT OPERATING BUDGET DETAIL**

PROGRAM: General - Miscellaneous Services
DEPARTMENT: General Municipal Revenues
DIVISION: General Programs

OBJ.	PROGRAM DESCRIPTION	2003 BUDGET	2004 BUDGET
	BUSINESS UNIT # - 59		
	EXPENDITURES		
	Salaries & Wages		
7195	Contingency	102,626	1,992,348
	Total Personnel	102,626	1,992,348
	General and Contracted Services		
7305	Contracted Services - Security for Deposit Transfers	25,000	30,000
7315	Courier Service (Between Departments Daily)	10,000	10,000
7318	Postage (City Clerk)	90,000	92,550
7356	Armoured Car Service	10,000	10,000
7381	Advertising (City Clerk)	48,000	48,000
7383	Subscriptions (City Clerk)	2,000	2,000
7388	Insurance (Tax Supported)	600,000	735,000
	Total General & Contracted Services	785,000	927,550
	Other		
7740	Grant to Red Deer Airshow (annual)	2,400	2,400
	Grant to RD Airshow (Field Rental every 2 yrs.)	10,000	0
	Safe City Coalition	25,000	25,000
7911	Bank & Other Interest	55,000	55,000
7912	Bank Service charges	21,000	21,000
7914	Interest Payable on Utility Deposits	5,000	5,000
7941	Property tax Alterations	202,000	202,000
7943	Tax Reduction Annexation Order	8,000	8,000
7944	Frontage Tax - City, School, Hospital	35,000	30,000
7969	Uncollectible Trade W/O	62,500	65,000
7972	Bad Debt Recoveries	(10,000)	(10,000)
	Total Other	415,900	403,400
8810	From Operating Reserves		
	- EL&P 2002 Operating Surplus	(596,500)	0
	- Tax Stabilization Reserve - Base Amount	(750,000)	(750,000)
	- Tax Stabilization Reserve - Reduce Reliance	(600,000)	(600,000)
	Total Transfers From Reserves - Object 8810	(1,946,500)	(1,350,000)
8820	Transfers From Other Operating Funds		
	Temporary Operating Transfers		
	- Debentures - Recovery for 1987 Prepayment - Equip. Fund (Final Yr 2004)	(46,314)	(46,314)
	- Debentures - Recovery for 1987 Prepayment - Water (Final Yr 2003)	(29,187)	0
	- Debentures - Recovery for 1987 Prepayment - Subdivision (Final Yr 2003)	(78,605)	0
	- Interest Recovery from Subdivision for Transferred Debnt #244 - ends 2006	(71,430)	(71,430)
	- Balance to Pre-Deregulation Transfer - EL&P - Enmax Pmt ends 2005	(1,557,200)	(1,282,500)
		(1,782,736)	(1,400,244)
	Transfers in Lieu of Property Taxes		
	- Equipment Fund (300.8920)	(27,130)	(27,130)
	- Parking Fund (342.8920)	(58,000)	(58,000)
		(85,130)	(85,130)
	BUSINESS UNIT # - 59 Continued on Next page		

**THE CITY OF RED DEER 2004 BUDGET
BUSINESS UNIT OPERATING BUDGET DETAIL**

PROGRAM: General - Miscellaneous Services

DEPARTMENT: General Municipal Revenues

DIVISION: General Programs

OBJ.	PROGRAM DESCRIPTION	2003 BUDGET	2004 BUDGET
	BUSINESS UNIT # - 59 Continued		
	Dividend to Taxation (Portion of Return on Rate Base Not Retained by Utilities)		
	- EL&P Utility (231.8920)	(2,739,000)	(2,748,000)
	- Subdivision Fund - Return on Investment (296.8920) based on History	(660,000)	(660,000)
	- Water Utility (391.8920)	0	0
	- Wastewater Utility (416.8920)	0	0
	- Solid Waste Collection (436.8920)	0	0
	- Recycling (446.8920)	0	0
	- Solid Waste Disposal (462.8920)	0	0
	- Parking Fund (281.8920)	(34,150)	(34,150)
		(3,433,150)	(3,442,150)
	Municipal Consent & Access Fee (a.k.a. Franchise Fee)		
	- EL&P Utility (231.8920) 17% of Distribution Revenue	(1,802,000)	(1,950,000)
	- Water Utility (391.8920)	(588,435)	(568,277)
	- Wastewater Utility (416.8920)	(484,490)	(539,561)
	- Solid Waste Coll'n (436.8920)	(313,095)	(291,147)
	- Recycling (446.8920)	(42,236)	(62,871)
	- Solid Waste Disposal (462.8920)	(129,087)	(143,426)
		(3,359,343)	(3,555,282)
	Support Cost Recovery		
	- Utility Billing (141.8920)		(30,000)
	- EL&P Utility (231.8920)	(846,700)	(955,100)
	- Water Utility (391.8920)	(304,693)	(388,018)
	- Wastewater Utility (416.8920)	(283,565)	(269,016)
	- Solid Waste Collection (436.8920)	(81,886)	(101,029)
	- Recycling (446.8920)	(52,480)	(48,841)
	- Solid Waste Disposal (462.8920)	(133,413)	(131,974)
	- Equipment Fund (300.8920)	0	0
	- Parking Fund (281.8920)	(70,137)	(82,226)
	- Subdivision (297.8920)	(99,690)	(88,960)
		(1,872,564)	(2,095,164)
	Total Transfers From Operating - Object 8820	(10,532,923)	(10,577,970)
8831	From Capital		
	- Equipment Fund reserve (extra equipment operation costs)	0	
8910	To Reserves - Interest Allocation	900,000	900,000
8931	To Downtown Revitalization Capital Reserve	100,000	130,000
	To Capital Project Reserve	100,000	545,000
	To Capital Project Reserve - Expired Debenture Payments \$75,000		
	To Capital Project Reserve - 2002 - \$300,000		
	To Capital Project Reserve - 2003 - \$335,000		
	To Capital Project Reserve - 2004 - \$370,000		
	Less Transfer to ITS for Hardware Technology Refresh \$535,000		
	Total Internal Charges & Transfers	1,100,000	1,575,000
	TOTAL EXPENDITURES & TRANSFERS	(10,075,897)	(7,029,672)

**THE CITY OF RED DEER 2004 BUDGET
BUSINESS UNIT OPERATING BUDGET DETAIL**

PROGRAM: General - Miscellaneous Services

DEPARTMENT: General Municipal Revenues

DIVISION: General Programs

OBJ.	PROGRAM DESCRIPTION	2003 BUDGET	2004 BUDGET
	BUSINESS UNIT # - 59 Continued		
	REVENUES		
5610	Interest Diverted from Business Unit 51 to Fund:		
	- Acct 59.8910 - Credit Interest to Reserves	(900,000)	(900,000)
	- Acct 59.7914 - Interest on Deposits	(10,000)	(5,000)
5901	Advertising Recovery - Land Use Bylaw & MPC Adv.	(35,000)	(35,000)
5957	Impounded Property Recoveries	(5,000)	0
5959	Other Revenue	(25,000)	(15,000)
	TOTAL REVENUES	(975,000)	(955,000)
	TOTAL	(11,050,897)	(7,984,672)

**THE CITY OF RED DEER 2004 BUDGET
BUSINESS UNIT OPERATING BUDGET DETAIL**

PROGRAM: Salary Pools

DEPARTMENT: General Municipal Programs

DIVISION: General Programs

OBJ.	PROGRAM DESCRIPTION	2003 BUDGET	2004 BUDGET
	BUSINESS UNIT # - 70 - 81		
	Internal Charges & Transfers		
8920	Transfer to Operating for Personnel Rehab Funding		
	Business Unit 70 - CUPE Inside	43,000	43,000
	Business Unit 71 - CUPE Outside PFT	10,000	10,000
	Business Unit 72 - CUPE Outside Other		
	Business Unit 73 - IAFF - Firefighters	16,000	16,000
	Business Unit 74 - ATU - Transit	10,000	10,000
	Business Unit 75 - IBEW Outside	7,000	7,000
	Business Unit 76 - IBEW Inside		
	Business Unit 77 - EXEMPT	14,000	14,000
	Business Unit 79 - Golf Course		
	Business Unit 80 - Action Bus		
	Business Unit 81 - Elected Officials		
7510	Pension Costs		
	Business Unit 77 - EXEMPT	226,000	101,000
	TOTAL	326,000	201,000

COMMUNITY SERVICES DIRECTORATE BUSINESS PLAN 2004 –2006

A. MISSION

“To support and strengthen the quality of life in Red Deer.”

(Community Services Action Plans 2003)

B. MANDATE

The Community Services Directorate consists of 5.5 positions:

- Director of Community Services
- Strategic Initiatives Planner
- Financial Officer
- City Archivist
- Staff Archivist
- Archives Technician (.5)

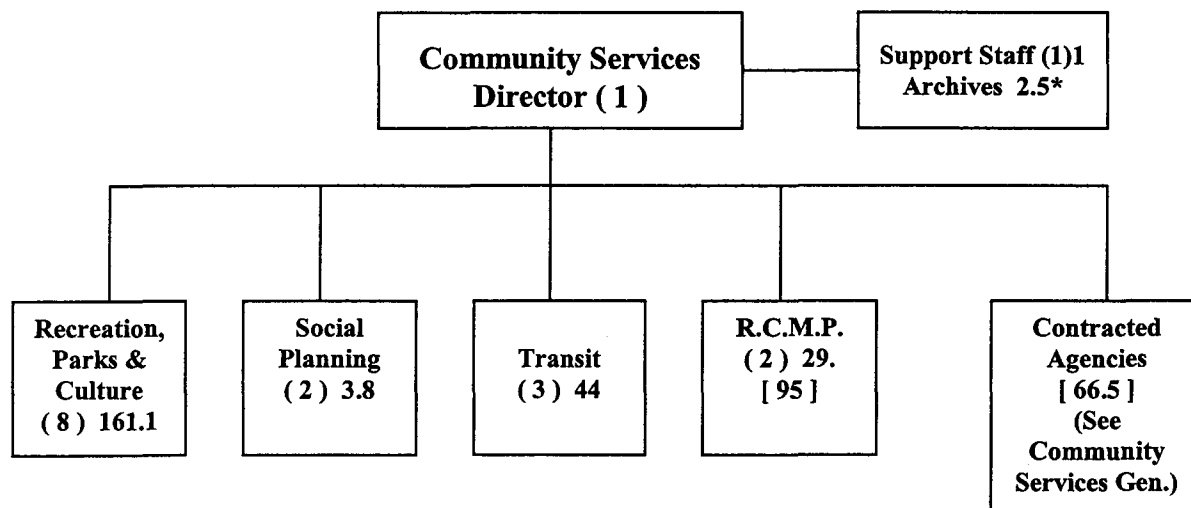
The Director of Community Services provides the overall direction and management support for the following areas of responsibility:

- Recreation, Parks & Culture Department
- Social Planning Department
- Transit Department
- Red Deer & District Archives
- Royal Canadian Mounted Police *
- Parkland Community Planning Services *
- Red Deer Visitor & Convention Bureau *
- Normandeau Cultural & Natural History Society *
- River Bend Golf & Recreation Society *
- Red Deer Public Library *

* Contracted Agencies

The Community Services Directorate acts as a resource and liaison for a variety of advisory boards, management boards and arms-length agencies, which are involved in the delivery of community services. These boards report directly to City Council, but their activities are coordinated by the Director of Community Services, who reports to City Council through the City Manager.

C. ORGANIZATIONAL STRUCTURE



Total FTEs: 416.9 , (17 exempt); 399.9 union

- * Day-to-day supervision of Archives is provided through the Culture Section of Recreation, Parks & Culture.

D. INTRODUCTION

Looking Back on 2003

i) Achievements

- Work began on the Community Services Master Plan in April 2001. A decision was made to revise the format of the master plan, making it three documents - one that focuses on division commitments related to the Strategic Plan (Services Action Plan), one that focuses on the divisions commitments for open space and facilities (Open Space & Facilities Action Plan) and one that specifies development standards and guidelines for the division in areas such as parks, recreation and transit.
 - The Neighborhood Planning and Design Guidelines and Standards was approved by Council in December 2002. It was based on significant input from stakeholders, including the development industry. The Guidelines and Standards also take into consideration the sustainable community study that was completed in 2002, where many of the sustainability recommendations have been moved into the planning guidelines and standards to be used by developers in planning our neighborhoods. Johnstone Crossing was the first complete Neighborhood Area Structure Plan completed under the new Guidelines and Standards and it has been very well received.

-The Services Action Plan and the Open Space & Facilities Action Plan were approved in July 2003. These two documents form the foundations for the Business Plans in the division.

- Financial support continues to be provided to the various departments and agencies through the Director and the Financial Officer. A new Financial Officer position was also implemented for Recreation, Parks and Culture.
- Coordination between various departments and agencies within the division has led to some creative solutions to problems such as those that were experienced at Rotary Picnic Park, Convent Hill, the downtown and in the undertaking of the Rotary Recreation Park Study.
- Recreation, Parks and Culture fees were reassessed, resulting in some significant changes, but a very sound rationale for the fees and rentals charged.

ii) Challenges

- Workload for the Director was not manageable in 2003. The Senior Secretary position was eliminated, which caused a realignment of some duties in the front office. The addition of the Transit support person to the front office assisted in the realignment. When the Senior Secretary position was eliminated, a Strategic Initiatives Planner was hired to assist the Director and the various departments with planning, research, report preparation etc.
- Workloads continue to increase, primarily due to increasing community demands and expectations, as well as, much higher levels of expectation for staff input and involvement in corporate planning. Staff are not able to complete work within the same timeframes as in the past and, in some instances, less customer service is provided. This causes stress for the staff and increased overtime.
- Financial resources available are not keeping up with growth, inflation and the increasing costs of doing business. Of particular concern are the areas of maintenance of parks and facilities, implementation of new routes for Transit and some staffing needs across the division.
- The number of complaints being received is increasing. Staff are no longer able to maintain the same level of response (eg. people calling in may get voice mail as staff are on the phone, RCMP are not responding as quickly, fees have increased etc). In some areas, such as the RCMP, service levels have also changed because of the need to put calls in a priority order and the community is not used to this.

iii) Statistics and Performance Measures

- Client satisfaction will be monitored through a variety of means, including comment cards, program evaluation, surveys, letters to the editor, and so on.
- Records will be kept of public participation in public meetings, coffee circles and written responses to areas where we have requested input and/or feedback.

Looking Ahead to 2004**i) Continuing Strategies**

- Public participation will continue to be a strong focus for the division.
- Encourage good coordination and cooperation between division departments and agencies in completing ongoing work as well as for special initiatives or in solving particular issues/problems.

ii) New Initiatives

- Succession management will be very important in 2004, as two managers (Social Planning and Recreation, Parks and Culture) will be retiring.
- The implementation of the Services Actions Plans will be very important, with each department providing detail of some of the work planned in each of their respective Business Plans.
- Development of an implementation plan for recommendations that stem from the 2003 Rotary Recreation Park Study will be undertaken, in order to identify necessary work, timelines and resources.
- The funding received from the Centennial Legacies Grant program will be allocated to one or more initiatives in The City's 2000 grant application, with work being undertaken to complete projects.
- Development of a plan for the phase out of the pictorial aspect of the Waskasoo Park logo will be undertaken, along with the establishment of new guidelines consistent with The City's corporate identity program. (Open Space & Facilities Action Plan #1viii)

E. OBJECTIVES and ACTIONS**1. Objective:**

To provide overall policy direction, coordination and support to departments and contract agencies of the division, as well as to the various arms-length management, advisory and society boards.

Action	Completed	Primary Responsibility	Indicators of Success
a) Implement the Services Action Plan and the Open Space & Facilities Action Plan, which includes links to other plans.	2004-2006	Com. Services Director, with support of Com. Services staff	Business Plans will include strategies from the Services Action Plans and work will be completed.
b) Ensure the Strategic Initiatives Planner support to the Director and other departments/agencies.	Ongoing	Com. Services Director	Planning, research and other initiatives appropriate to the Strategic Initiatives Planner are undertaken and completed.
c) Review the standard that relates to "basic" service and determine how it applies to Community Services programs and services. (Strat Plan 1.1.1; Services Action Plan #3.3 iii)	Mid-Sept. each year	Com. Services Director, with support of department/ agency managers/staff	Review is complete.

Action	Completed	Primary Responsibility	Indicators of Success
d) Have an active participation on the Senior Management Team in the development of policies and recommendations at the corporate level.	Thursday of each week	Com. Services Director	Attendance at weekly SMT meetings.
e) Encourage good coordination and cooperation between division departments and agencies in completing ongoing work as well as for special initiatives or in solving particular issues/problems. (Services Action Plan 1.6 iii and 3.2 I)	Ongoing	Com. Services Director	Department and agencies are successfully working together on a regular basis.
f) Develop a plan for the phase out of the pictorial aspect Waskasoo Park logo, along with the development of new guidelines consistent with The City's corporate identity program. (Open Space & Facilities Action Plan 1 viii)	Dec 2004	Com. Services Director with Division staff	Phase out of the logo has begun according to the plan and new guidelines are in place.

2. Objective:

To provide support for effective and efficient planning, administrative and financial services to the departments and agencies within the division.

Action	Completed	Primary Responsibility	Indicators of Success
a) Develop a Divisional approach to community planning that guides: <ul style="list-style-type: none"> ▪ Appropriate consultation ▪ An integrated approach, including understanding among departments/ agency ▪ Effective communication of Plans, actions and impacts. (Services Action Plan 3.2 I) 	Ongoing	Com. Services Director	Departments and agencies receive the assistance required and the processes and procedures meet our needs.
b) Develop a Divisional approach to Annual Business Planning that ensures: <ul style="list-style-type: none"> ▪ Appropriate consultation among internal stakeholders ▪ An integrated approach among departments/agency ▪ Effective communication of Plans and potential impacts. (Services Action Plan 3.2 ii) 	Ongoing	Com. Services Director and departments and agencies.	Departments and agencies are aware of each other's Business Plans and annually provide input into the development of respective Business Plans.
c) Undertake a study that results in a promotional document/plan that indicates the economic and quality of life benefits of CS departments and agency programs and services. (Services Action Plan 2.1 I)	2004	Com. Services Director, with support of a consultant and the Strategic Initiatives Planner.	The Study is complete and information is used as an awareness tool regarding the importance of Community Services.

3. Objective:

To encourage cooperation and coordination between division departments/contracted agencies in the planning and delivery of service.

Action	Completed	Primary Responsibility	Indicators of Success
a) Develop an implementation plan for the recommendations from the 2003 Rotary Recreation Park study. (Open Space & Facilities Action Plan #35)	2004	Com. Services Director, with support of department and agency managers	An implementation plan is completed based on the Rotary Recreation Park Study.
b) Develop an internal communication approach that increases the Division's effectiveness in collecting and sharing information within the Division. (Services Action Plan 3.1 I)	2004	Com. Services Director and department and agency managers	Departments/agencies are working together and attend such things as Brown Bag Lunches.

4. Objective:

To encourage active public participation in decision making related to all areas of community services.

Action	Completed	Primary Responsibility	Performance Measure
a) Keep the public informed through active use of media outlets and any other appropriate form of communication.	Ongoing	Com. Services Director and department and agency managers	All sectors of the public are able to participate.
b) Ensure that public participation is undertaken, as appropriate, when studies and plans are undertaken	Ongoing	Com. Services Director and department and agency staff.	The community feels that they have had adequate opportunity to provide input.

E. IMPLICATIONS OF THE BUSINESS PLAN

- Implementation of the Services Action Plan and the Open Space & Facilities Action Plan will require significant leadership from this division. The impact will be the need for a great deal of staff time, which will result in the need to set priorities in the provision of services and programs.
- Balancing the demands with human and financial resources available will continue to be a challenge. More complaints from the public are expected and demands are not met in a timely manner.

F. GROWTH AND SERVICE DEMAND COSTS

- Staff are struggling to maintain service levels, therefore there are several requests for additional staff throughout the various department business plans.
- As the city grows expectations change. As a result, service levels that were previously seen as basic may not be considered as such any longer. There needs to be a much clearer definition of “basic” to assist staff, Council and the community to understand The City’s role.

* * * * *

RED DEER AND DISTRICT ARCHIVES BUSINESS PLAN 2004 – 2006

MISSION

"To collect and preserve the documentary and photographic heritage of the city of Red Deer and surrounding district and to make that material readily accessible to interested members of the public and government agencies."

MANDATE

Under By-law 3265/2000, the Red Deer and District Archives is responsible for the acquisition, appraisal, arrangement and description, preservation, conservation, public reference and display of all archival materials and historical information relating to the City of Red Deer and surrounding district. Under the City Records Management policies, the Archives is the only office authorized to receive and retain City of Red Deer records solely on the basis of historical value (Council Policy Reference 917 and Administrative Policy Number A5105).

ORGANIZATIONAL STRUCTURE

The Archives is a branch of the Community Services Directorate and is administered through the Culture Services Section of the Recreation, Parks and Culture Department. The Archives section of the Committee's By-law 3265/2000 provides for the appointment of the Red Deer and District Archives Committee, which consists of ten members who are appointed by City Council. The Committee is an advisory body only. It makes recommendations to City Council on policy issues relating to Archives and to City Administration on issues relating to Archives that may impact the implementation or administration of policy. It provides a forum for the public to share or express concerns and suggestions relating to Archives. It also may act in an advocacy role, consistent with Council policy, at the local, provincial and federal levels for archival, documentary, heritage and preservation issues relating to the Archives.

The City Archivist, assisted by the Staff Archivist and a part-time Archives Technician, is responsible for all aspects of the operations of the Archives. The Archivist is supervised by the Culture Development Superintendent and reports ultimately to the Director of the Community Services Division.

INTRODUCTION

Recent Accomplishments

The Archives has experienced a phenomenal amount of growth in recent years. From the year 2000 to mid-2003, the total size of the collections had increased by 30.7%.

Moreover, prior to 1991, the Archives was primarily a community archives with only 4 metres of City records. With the implementation of City records management, the Archives had acquired 214.5 metres of City records from 1991 to 1999. From 2000 to mid-2003, the Archives has acquired another 209.15 metres of City records, a growth rate of 94.1%. City records now make up 47% of the total collections. This proportion continues to rapidly rise.

The numbers of research requests has shown an equally dramatic growth rate. The numbers of requests grew by 52.7% from 2000 to 2002 (i.e. from 726 to 1109). The 2003 numbers are up by at least 25% (i.e. from 800 at the end of the 3rd quarter in 2002 to more than 1000 at the end of the 3rd quarter in 2003)

This phenomenal growth has strained the Archives resources and storage facilities to the maximum. This has necessitated a number of significant changes in the areas of operational policies, staffing, collections management, collections storage and public services.

A great deal has been accomplished in the past two years in dealing with this dramatic growth and change:

1. New collections management systems have been introduced using automated systems including InMagicDB Textworks software.
2. A virtual image bank with nearly 3500 images (done as Tiffs) has been created, providing vastly improved access to the photo collections. About half of these images are now accessible to the public through the Archives Society of Alberta's Alberta Insight database on the Internet.
3. The Archives presence in the virtual world was greatly improved with the addition of 204 fonds level descriptions (from 197 to 401 descriptions or an 103 % increase) onto the Archives Network of Alberta (A.N.A.) database.
4. The Archives presence on the City of Red Deer website has been significantly improved, providing the public with an easy-to-read and comprehensive listing of the Archives services, programs and collections. According to statistics to the middle of 2003, the Archives site had almost 3500 "views" of its portion of the City web pages. History related virtual exhibits have also been added to the Archives site and have had with more than 2500 "views" as well as positive public feedback.
5. The storage areas have been greatly improved with the implementation of a new physical storage plan including the installation of a \$40,000 mobile shelving system in the first storeroom. A start has been made on installing an additional \$28,000 worth of mobile shelving in the second storeroom.
6. The Archives staff complement was increased by .5 F.T.E., the first staffing increase since 1982. Moreover, the Archives received \$14, 697 in grants from the Canadian Council of Archives, the Archives Society of Alberta and the Canadian Archival Information Network program for the hiring of contract staff.
7. The Archives staff has greatly improved their skills and knowledge base through such organizations as the Academy of Certified Archivists, Society of American Archivists, and the Archives Society of Alberta's continuing education program.

8. A consolidated library has been created in cooperation with the Red Deer and District Museum. This should greatly improve collections control and public reference services, while at the same time, freeing up space in the Archives Reading Room and staff work areas.
9. The Archives has developed excellent liaison with the City records information coordinator and has enhanced its role as an integral part of the City Records Management system.
10. Simpson Roberts, consultants of the Archives facilities, as well as for the Museum, Golden Circle and Recreation Centre, have done a detailed needs/assessment study was done by. As a result, a recommendation was made to proceed with plans for a new purpose built building for the Archives in conjunction with a new Museum facility.

A number of other objectives and actions have been set for the Archives in the coming three years.

OBJECTIVES AND ACTIONS

1. **To develop short and long term solutions to the deficiencies in the existing Archives facility, in particular the shortage of storage, office and public space, and to improve the efficiencies of the Archives operations, better manage the collections and accommodate future growth.**

Action	Completed	Primary Responsibility	Performance Measure
a) Develop long term plans for a new Archives facility to provide more adequate reading room, accessions space, office space (four to five offices) and at least double the storeroom space. This storeroom space must also be easily expandable. Other issues include having a reception area, media room, cold storage, and segregated conservation space.	Completion of study of long term needs for Archives 2003-2004 Review of 5 year Capital Plan 2004	Community Services Division, Archives Staff and Committee Normandeau Cultural and Natural History Society,	<ul style="list-style-type: none"> ▪ Study completed and recommendations made to City Administration and City Council.
b) Develop interim measures for space problems including: <ul style="list-style-type: none"> - installation of mobile shelving in second storeroom, as well as storage units for oversize/fragile items. - creation of new area for clipping reference files - creation of improved work spaces for Archives Technician, contract staff and archives volunteers - securing accessible off-site storage 	Nov. 2003 and 2004 2004 2004-2005	Archives Staff.	<ul style="list-style-type: none"> ▪ Installation of mobile shelving ▪ Installation of oversize/fragile storage and new clippings files ▪ New spaces designed and proper furnishings purchased. ▪ Rental of off-site storage

2. To improve collections management and public access to collections.

Action	Completed	Primary Responsibility	Performance Measure
a) Continue digitization of priority portions of the photographic collections to improve the management of and public access to them (using Inmagic DB Textworks database.	2003-2005	Archives staff and contract staff.	6000 to 8000 historical images scanned with on-line links to inventory descriptions.
b) Acquire in-house means of printing photographic images from Archives image bank to improve public access and create new revenue possibilities.	2003-2004	Archives staff	Sale of at least 200 photo images in first year.
c) Increase Red Deer and District Archives presence on "Alberta Insight", the Archives Society of Alberta image database on the Internet	2004-2006	Archives Staff, Archives Soc. of AB, contractors	4000 historical images from Archives included in Alberta InSight database.
d) Ensure that more fonds level archival descriptions are entered onto the A.N.A.(Archives Network of Alberta) database to improve access to Archives collections through the Internet.	2004-2005	Archives staff	Increase from 400 (80% of collections) to 450 (approximately 90% of collections)
e) Participate in the Canadian Archival Information Network (C.A.I.N.) and related provincial initiatives to improve virtual access to the Red Deer Archives' inventories and collections.	2004-2006	Archives and C.A.I.N. project staff	Add 450 entries of Red Deer Archives fonds (i.e. 90% of collection) onto C.A.I.N. database
f) Place electronic versions of selected finding aids from the Red Deer and District Archives into the Archives Society of Alberta finding aids database, using conversions of those Red Deer Archives finding aids into PDF or other such formats.	2004-2005	Archives staff and A.S.A. staff or contractors	Add 3 to 5 detailed legacy (i.e. non-electronic) finding aids into new A.S.A. finding aid database.
g) Investigate the possibilities of Encoded Archival Description or E.A.D. or similar metadata mark-up language for the electronic description of collections.	2005	Archives Staff	Staff knowledgeable about E.A.D Proposals developed for Archives. Pilot project in 2004

3. To ensure that staff and volunteer resources in the Archives are at the appropriate levels to meet City and Community needs.

Action	Completed	Primary Responsibility	Performance Measure
a) Increase the permanent archival staff complement in the archives by 5 F.T.E. in order to manage increases in services demands and growth of collections	2004	Archives staff Culture Dev. Supdt, CSDirector	Reduction in research request backlogs by 50% and increase in fonds-level descriptions to 90%
b) Increase staffing through grants from Archives Society of Alberta, Canadian Council of Archives, Canadian Archives Information Network etc.	Ongoing	City Archivist	At least 1 grant secured, access to holdings and/or photo digitization project.
c) Increase number of regular volunteers working in Archives and ensure retention of existing volunteers	Ongoing	Archives staff	Increase in volunteer hours by at least 20%.

4. Enhance Archives position as an active participant in the City Records Management System.

Action	Completed	Primary Responsibility	Performance Measure
a) Liaise with the City records information co-ordinator. to transfer records in accordance with records management policy	Ongoing	City Archivist, Arch. Tech, Rec. inf. Co-ordinator Rec. Mgmt. Committee	City records transferred as per policy.in a timely manner
b) Prepare Archives administrative and operational records for implementation of a P.C. Docs system.	2004	Archives Staff, Records Information Co-ordinator,	Archives administrative and operational files made compliant with guidelines for P.C. Docs system.
c) Provide assistance in the development of information risk management policies including provision of recommendations from the C.C.I. report on city records facilities at the Archives and Museum Building, in addition to those already supplied in Ball Report.	Ongoing	Archives Staff, Rec.Inf. Co-ordinator, City Records Management Committee	Appropriate follow up on C.C.I. report with set of recommendations on implementation drawn up by the spring of 2004.
d) Provide, as a stakeholder in civic information management system, advice and support for the development of electronic records management policies, software selection, internet/intranet development and preservation.	Ongoing	Archives Staff, Rec.Inf.Co-ordinator, City Clerk, Asst. City Clerk, Rec.Mgmt. Cttee, ITS.	Provision of reports and information on a timely basis as required and requested.

5. To develop and implement a new strategic plan for the Archives with a focus on work relating to and celebrations of the Alberta Centennial in 2005.

Action	Completed	Primary Responsibility	Performance Measure
a) Review and revise the Archives strategic plan in conjunction with new Community Services Master Plan and implementation of Cultural Master Plan	2004	Archives Staff and Cttee Culture Dev. Supdt CS Directorate	Strategies of the Archives become integral part of Community Services vision and plans for the community
b) Review PPC Consulting's report on plans for Red Deer's celebration for Alberta's centennial in 2005. <ul style="list-style-type: none"> Assist with implementation of those plans for City's 2005 celebrations. Set priorities for those plans and projects which the Archives will initiate or help to initiate. 	2004-2005	City Archivist Archives Committee, City centennial committee, Normandeau Society & Staff	Archives key component in plans for city celebrations of Alberta centennial. Successful series of projects and events developed/organized up to and including 2005
c) Liaise with the Normandeau Cultural and Natural History Society, and other community groups with their centennial plans and projects.	2004-2005	City Archivist Archives Committee, City centennial committee, Normandeau Society & Staff	Participation in N.C.H.S. and other community events and projects as available resources permit.

6. To improve the care and storage of the special and fragile items in the Archives collections.

Action	Completed	Primary Responsibility	Performance Measure
a) Review the recommendations of the conservation needs/assessment reports (Ball and C.C.I.Reports) and develop an implementation plan	2004	Archives staff in consultation with contract conservator and C.C.I.	Development of conservation plan including both remediative work and preventative measures.
b) Adopt required preventative conservation measures and arrange for any emergent conservation treatments	2004-2006	Archives staff in consultation with contract conservator	Conservation treatments and Preventative measures implemented within resources available
c) Acquire special storage equipment as well as special conservation supplies.	2004-2006	Archives staff in consultation with contract conservator	Conservation equipment and supplies purchased as funds and resources allow.

7. To develop an emergency procedures plan for Archives.

Action	Completed	Primary Responsibility	Performance Measure
a) Review recommendations in Ball Report regarding development of emergency procedures plan.	2004	Archives Staff, contract conservator	Review completed
b) Develop emergency policies and procedures manual for Archives facilities, collections and staff.	2004-2005	Staff Archivist Archives staff, contract conservator	Manual completed and accepted by administration

8. To improve staff and volunteer skill sets in all aspects of the Archives operations.

Action	Completed	Primary Responsibility	Performance Measure
a) Review five year continuing education plan	2004	Archives staff	Review completed and approved by administration
b) Enroll in continuing education and specialized courses offered by the Archives Society of Alberta, Association of Canadian Archivists and others.	Ongoing	Archives staff	Completion of at least one training course, workshop or session in each of the years 2004, 2005, 2006
c) Enroll in distance education or post-graduate courses through accredited education institutions if appropriate	Ongoing	Archives Staff	Completion of one course if available or appropriate
d) Review of staff position descriptions to ensure that they properly reflect the responsibilities and knowledge/sets now expected of the Archives staff.	2004	Archivist, Culture Devel. Supt. Personnel Dept.	Completion of job descriptions and salary classification reviews.

IMPLICATIONS OF THE BUSINESS PLAN

- The installation of the custom and compact/mobile shelving in the second Archives storage area will involve significant, one-time capital expenditures. While enough funds are on hand to complete the installation of the mobile shelving in the second storeroom, extensive fund-raising (i.e. application for grants and requests for donations) will be required to complete subsequent phases of the storage area renovation project, including installation of custom shelving for oversize and fragile items as well as the creation of a dedicated area for the clippings reference files.
- The acquisition of new computer software and the adoption of new collection management systems will require staff training and increased future support costs.
- Significant changes in staff skill sets and expertise need to be formally recognized in a review of the staff job descriptions and salary classifications.
- The Archives will continue to rely on volunteers to handle certain types of research requests and to maintain the newspaper clipping and information service.
- Continued partnerships with such groups as the Alberta Genealogical Society, Red Deer and District Museum and Alberta Square and Round Dance Federation, joint projects and grants via the Canadian Council of Archives, the Archives Society of Alberta and others will be vital to the operations of the Red Deer Archives.
- Fees and charges will be reviewed to ensure that there is a reasonable and sustainable revenue flow to the Archives.
- The City Records Management system has markedly improved in the past three years and should continue to do so in the coming three years. However, as in the past, the significant time and resource requirements to properly transfer, store, and retrieve City records must be recognized. Adequate funds and resources must be allocated to meet the requirements set by City policies and provincial legislation as well as the public's expectations of reasonable service levels.

PERFORMANCE MEASURES

In addition to those listed previously:

<u>MEASURE</u>	<u>TARGET</u>
1. Volunteer hours	Increase by 20%
2. Grants, donations and contributions received	Increase by 7%
3. Processing of new/backlogged accessions	Increase by 10%
4. Response to research requests	85% response within 30 days
5. Accident and injury rate (staff, volunteers etc).	0 %

GROWTH COSTS

- Cost of installing mobile/compact shelving in second storeroom is \$28,000 plus \$2100 for some electrical changes. This would provide storage space only up to the middle of 2004. Installation of new custom shelving as part of the third phase of the storage renovation project will cost around \$20,000 and will provide some additional space.
- One other additional measure which could be taken is to purchase half size Hollinger boxes to fill the 2 ½ inch (6.5 cm) gap on several of the mobile shelves. There is space for 300 of these half sized Hollinger boxes and this would provide an additional 19.5 metres of collection storage space at a cost of \$3500.
- Growth in collections and public use will likely spike around the time of the Alberta Centennial and will swamp all remaining space left in the Archives. If the recommendations to build a new Archives and Museum facility are adopted, these will provide a long-term solution to the problems of lack of storage, reading room and work spaces. However, even if this new facility were approved almost immediately, the time required for detail planning and construction will probably be longer than the time left before the Archives is totally out of space. Hence, accessible off-site storage will have to be acquired. As the City currently lacks such space, rental of suitable storage will likely have to be arranged.
In the meanwhile, renovations or changes to the existing Archives facility and collection storage areas will have to be carefully reviewed to ensure that money was not spent needlessly or redundantly.
- There is an ongoing cost for storage and conservation supplies, which have been dealt with, up to now, largely on an ad-hoc basis. The estimated increased cost of the storage supplies (acid-free materials, custom conservation supplies), to meet expected collections growth rates, transfers to the Archives of City records, and recommendations in the conservation needs/assessment report (Ball Report) are \$2500 per year and are included in the attached B.P.F.R.'s.
- There is also an on-going cost for new and replacement equipment that has been dealt with, up to now, by securing donations from the public or scrounging surplus/worn out equipment from other City departments. The public is not usually inclined to donate funds to buy items such as lateral filing cabinets, office chairs or storeroom ladders. City surplus equipment and furniture is often worn out or in poor repair when received by the Archives or else does not match the needs at hand.
- A good deal of the equipment needed is for the use of researchers in the Archives: chairs for the Reading Room, new wood tables for the Reading Room and stand for researcher registration book. Other equipment is needed to safely retrieve and move the Archives collections to the Reading Room for the researchers: the storeroom ladder, truck cart (small cart for carrying boxes) and metal library book carts (the existing hand made wood ones are starting to literally fall apart).

Therefore, most requests are for improved service to the public, safer handling of archives collections and staff safety in moving heavy boxes around or off of high shelves.

Estimated costs per year for the new equipment are \$2800 in 2004, \$5100 in 2005 and \$2400 in 2006. Details are provided in the attached B.P.F.R.'s.

SERVICE DEMAND COSTS

- It is expected that service demands will escalate up to and during the Alberta Centennial in 2005. More pressures will come as the Mainstreet Program continues and if the Downtown/Riverside Meadows Redevelopment plans are implemented. Research requests are already increasing at a rate of 25% to 30% per year. With the advent of the Alberta centennial, these rates of growth will almost certainly increase. It is predicted that numbers of research requests will more than double by the end of 2005. Digitization and other automation initiatives will have to be adopted to try to manage this increased workload, in addition to securing at least an additional .5 F.T.E. staffing position (see attached B.F.R.).
- As the City Records Management program continues to be improved and broadened, the volume of records transferred to the Archives will continue to increase. In 2002 alone, more than 140 linear metres of City records were deposited in the Archives and it is expected that at least 60 more linear metres will be deposited in 2003. Consequently, the time and financial requirements to properly receive, inventory, store and retrieve these City records will also continue to dramatically increase. Again, while digitization and other automation initiatives will be adopted to try to manage the increased workloads, additional staffing resources through an increase in the Archives staff complement, an increase in contract staff and an increase in the numbers of volunteers will still be necessary.
- While there has been significant upgrades in the past year in computers/digitization capabilities, including the acquisition of two new public access computers in the Reading Room, the purchase of an additional InMagic DBTextworks site license, an upgrade of Inmagic software, and the acquisition of two new scanners, the Archives is still in need of another Inmagic DB Textworks site license (for the third staff member) as well as upgrades to Version 7.01 of the existing two site licenses. Moreover, the Archives needs a digital camera for the scanning of oversize photographs as these oversize items exceed the capacity of the two scanners (see attached B.F.R.'s)
- There will be an accompanying need to upgrade the skills/knowledge base of the Archives staff through additional computer training (e.g. Inmagic D.B. textworks upgrades, Encoded Archival Description, image digitization etc.) as well as advanced in archives theory such as the new R.A.D. (Rules for Archival Description).

- A training cost increase is therefore needed of \$500 per staff member per year or a total of \$1500 per year as an ongoing cost. An additional budget request form on this item is attached.

Note: this increase is consistent with the principles outlined in Section 3.5 of the City Strategic Plan.

- Consideration must be given to another staffing increase in 2004 by at least .5 FTE at \$22,081 per year (benefit costs included), as there are limits to the productivity gains enhanced automated systems can provide. Growth in service demands have stretched the existing 2.5 FTE staff complement to the limit. With the approach of the Alberta Centennial in 2005 and several City initiatives in records management and heritage awareness (e.g. Main Street and heritage components of Greater Downtown and Riverside Meadows redevelopment plans), these service demands will continue to increase significantly. The current staff have fallen behind in many tasks as the immense work on the storeroom renovation, fonds-level description, and photo digitization projects have progressed. The situation was made more acute as the longstanding problem of unused vacation entitlements (300 new hours annually or 1/6 F.T.E.) has been dealt with. Moreover, while the numbers of volunteers has increased slightly, demands on that volunteer time have also increased from such City initiatives as the Main Street Program, the Historic Homes Tour and the Heritage Preservation Committee historical awareness programs as well as from the requirements of maintaining the ongoing clippings reference and information service.
- Some staffing support was provided in 2003 through a Canadian Council of Archives C.A.I.N. grant of \$5000 for the labour costs of digitizing priority historical photo collections as well as \$9697 in Canadian Council of Archives and Archives Society of Alberta backlog reduction/access to holdings grants. However, there may well be no C.C.A, C.A.I.N or A.S.A. grants in 2004-2005 since, as a general rule, successful grant applicants in one year do not get grants again in the following year.

**THE CITY OF RED DEER 2004 BUDGETS
DEPARTMENT OPERATING BUDGET SUMMARY**

PROGRAM: Community Services Summary
DEPARTMENT: Community Services Directorate
DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit(s) - 470 & 480

See Community Services Administration and Red Deer & District Archives Summary Sheets for details.

CHANGES IN BUDGET -

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$343,082	\$388,408	\$409,533	5.4%
General & Contracted Services	106,916	88,230	84,935	-3.7%
Materials, Supplies & Utilities	9,565	9,250	10,700	15.7%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$459,563	\$485,888	\$505,168	4.0%
Internal Charges & Transfers	(621)	1,000		-100.0%
TOTAL EXPENDITURE	\$458,942	\$486,888	\$505,168	3.8%
REVENUE	(95,817)	(66,100)	(71,300)	7.9%
NET TAX LEVY	\$363,125	\$420,788	\$433,868	
Percent Change		15.9%	3.1%	
EQUIVALENT FULL TIME POSITIONS	5.0	5.5	5.5	0.0%

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Community Services Administration

DEPARTMENT: Community Services Directorate

DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit - 470

- The mission statement for the Community Services Division is:
To support and strengthen the quality of life in Red Deer.
The goals are:
- To provide overall policy direction, coordination and support for the departments and agencies of the Division.
- To participate in corporate and strategic planning for the City.
- To prepare reports and recommendations for City Council on matters relating to community services.
- To provide resource and liaison to management, advisory and society boards.
- To provide financial support services to the Division's departments and agencies.

CHANGES IN BUDGET -

2003 Council approved budget	\$262,037
Add: Salary Adjustment Strategic Initiatives Planner position	18,665
Add: Alberta CPI Estimate (2.8%) Supplies & Services	2,045
2004 Budget Guideline	\$282,747

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

- A Strategic Initiatives Planner staffing position is incorporated in place of the Senior Secretary position. This allows us to maintain service levels.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

The following are detailed in various department/agency budgets within the Directorate:

- Significant capital dollars would be required if the City is to proceed with the development and renovation of facilities as outlined in the Rotary Recreation Park Study and the G H Dawe Study.
- Funding to address crime issues in the Community.
- Maintaining service levels which involve staffing, issues such as maintenance, transit service etc.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$234,210	\$247,942	\$266,607	7.5%
General & Contracted Services	90,274	70,995	77,800	9.6%
Materials, Supplies & Utilities	1,765	2,100	3,340	59.0%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$326,249	\$321,037	\$347,747	8.3%
Internal Charges & Transfers	(14,035)	1,000	0	-100.0%
TOTAL EXPENDITURE	\$312,214	\$322,037	\$347,747	8.0%
REVENUE	(64,693)	(60,000)	(65,000)	8.3%
NET TAX LEVY	\$247,521	\$262,037	\$282,747	
Percent Change		5.9%	7.9%	
EQUIVALENT FULL TIME POSITIONS	3.0	3.0	3.0	0.0%

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Red Deer & District Archives
DEPARTMENT: Community Services Directorate
DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit - 480

The mission statement of the Red Deer and District Archives is to collect and preserve the documentary and photographic heritage of the City of Red Deer and surrounding district and to make that material readily accessible to interested members of the public.

The Archivist works closely with the Legislative and Administrative Services department in the development, implementation and monitoring of the City's record management policies.

Under the City Records Management policies, the Archives is the only office authorized to receive and retain records solely on the basis of historical value. The Archives also holds records of various other public institutions as well as numerous community groups, service clubs, churches, businesses, families and individuals.

The Archives provides reference services for the civic administration, other government agencies and members of the public. The Archives also provides reference access to a historical image bank and sells copy photographs from it.

CHANGES IN BUDGET -

2003 Council approved budget	\$158,751
Less: Reversal of One Time Minor Equipment/Supplies Funding 2003	(10,500)
Add: Full Year funding Archival Technician (0.5 FTE) position	2,480
Add: Alberta CPI Estimate (2.8%) Supplies & Services	390
2004 Budget Guideline	\$151,121

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Fonds (collection) level descriptions on the Archives Network of Alberta internet site increased to 401 from 197, 103% increase since 2002. Improved Archives presence on City website to 17 "pages" of information and virtual exhibits. Provides greater public access to Archives collections and services. More than 3500 views of Archives portion of City webpages in first half of 2003.

Additional 169.9 metres of City records, 26.2 metres of community records accessioned in 2002 and almost 40 more metres in 2003.

Increase of 25% to 30% in research requests to more than 1300 logged in 2003. logged in 2003.

Creation of 3500+ historical image bank. Project commenced to increase images in bank to 6000-8000 by 2005. Requests for photos increasingly filled by e-mail and new opportunities being created for revenues from sale of virtual images.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

1. Need to prepare for Alberta Centennial in 2005 and attendant increase in requests for historical information and photos.
2. Increase in permanent archival staff complement by .5 FTE in 2004 required in order to manage increases in service demands and growth of collections. Estimated cost of \$22,081.
3. Increase in shelving space (custom/oversize shelving) required in second storeroom in order to accommodate the bulge of new material expected to be donated as the Alberta Centennial approaches. Estimated cost of \$23,500. Need to rent accessible offsite storage space likely after the end of 2004 at a cost of at least \$6000 per year.
4. Ongoing increase to cover cost of storage supplies, office equipment, minor maintenance and to support conference attendance by staff to ensure they remain current in the changing archives world. Estimated cost of \$10,800
5. Need to review staff position descriptions in order to ensure that they properly reflect the responsibilities and knowledge/skills sets now expected of the Archives staff.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$108,872	\$140,466	\$142,926	1.8%
General & Contracted Services	16,642	17,235	7,135	-58.6%
Materials, Supplies & Utilities	7,800	7,150	7,360	2.9%
Other	0	0	0	#DIV/O!
SUB-TOTAL	\$133,314	\$164,851	\$157,421	-4.5%
Internal Charges & Transfers	13,414	0	0	#DIV/O!
TOTAL EXPENDITURE	\$146,728	\$164,851	\$157,421	-4.5%
REVENUE	(31,124)	(6,100)	(6,300)	3.3%
NET TAX LEVY	\$115,604	\$158,751	\$151,121	
Percent Change		37.3%	-4.8%	
EQUIVALENT FULL TIME POSITIONS	2.0	2.5	2.5	0.0%

COMMUNITY SERVICES GENERAL BUSINESS PLAN 2004 – 2006

A. MISSION

“To work with contracted community agencies in the delivery of planning, cultural and recreation programs and services in a decentralized delivery system.”

(Community Services Action Plans 2003)

B. MANDATE

Community Support

- To act as a resource and liaison for a variety of advisory and management boards and societies involved in the delivery of community services.
- To provide policy direction and financial services support to these agencies.
- To provide ongoing financial support to The City’s major cultural agencies that provide services or operate facilities.

Normandeau Cultural & Natural History Society

- To operate the Red Deer & District Museum and Heritage Square, as well as the Gaetz Lakes Sanctuary, the Kerry Wood Nature Centre, the Allen Bungalow, and the Fort Normandeau Historic Site and Interpretive Centre. This is done through a detailed management agreement with the non-profit society, with the agreement in effect until December 31, 2004.

River Bend Golf Course & Recreation Area

- To operate the River Bend Golf Course & Recreation Area through a detailed management agreement with the non-profit River Bend Golf & Recreation Society. The agreement is under consideration for revision as this business plan is prepared for 2004.

Red Deer Public Library

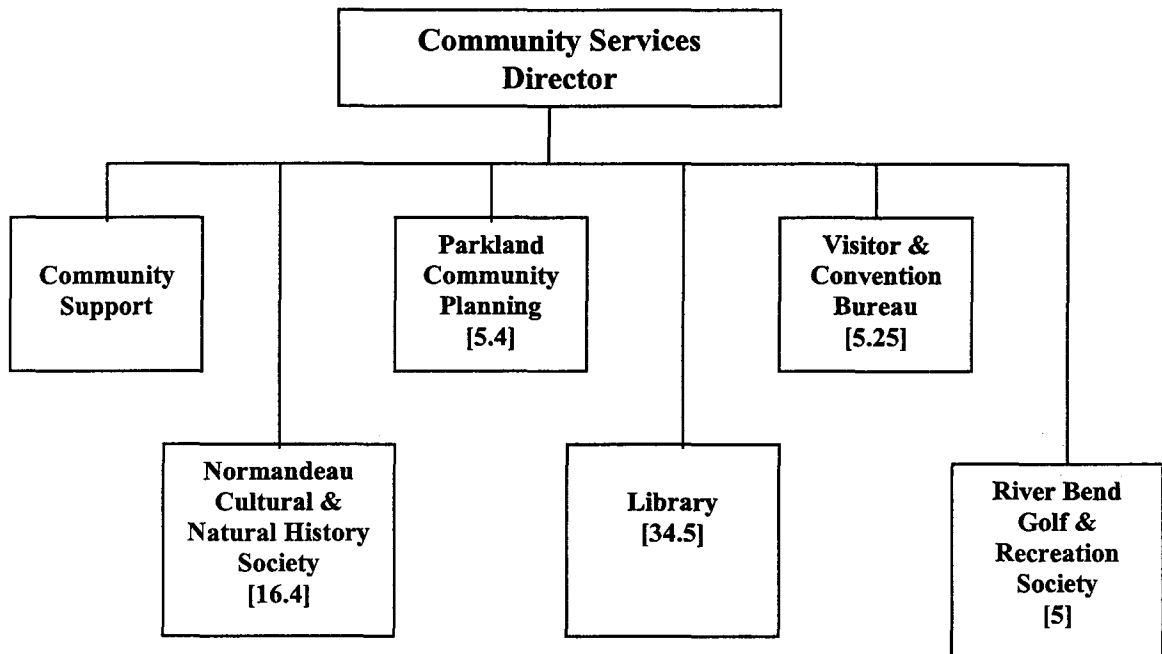
- To provide library services and programs under the direction and management of the Red Deer Public Library Board. The board is a semi-autonomous agency, whose operation is governed by the Public Libraries Act, with funding collected through a special tax levy that is approved by Council.

Parkland Community Planning Services

- To ensure that land use, subdivision development, preservation and conservation initiatives reflect long-term community needs and aspirations. This contract for planning services is in effect until March 31st, 2004, with provisions for renewal.

Red Deer Visitor & Convention Bureau

- To develop and promote tourism in Red Deer and area, in cooperation with partners in the tourism industry. The City has a fee-for-service agreement with the Visitor and Convention Bureau that was being renegotiated at the time of submission of this document.

C. ORGANIZATIONAL STRUCTURE

Total FTE's: 66.55

D. INTRODUCTION**Looking Back on 2003****i) Achievements**

- Culture Link (formerly Culture Inc...), the body charged with the implementation of the Community Culture Master Plan, incorporated and completed a detailed Strategic Plan for their organization.
- Red Deer was successful in garnering the Culture Capital of Canada award, which included \$500,000 in funding. Culture Link has been very instrumental in determining the allocation of these funds based on our application and the expected outcomes of the Culture Capitals of Canada program.
- A Culture Advisory Board was established for The City. Having a Board with a specific focus of culture is very positive and sends a message to the community that The City values culture.

ii) Challenges:

- The completion of the two Community Services Action Plans (Services and Open Spaces & Facilities) took significantly more time than anticipated. Part of this was due to the consultation process involving staff in the division, many of who have workloads that did not allow time to be involved in a shorter timeframe.
- Time required to monitor and update the various agreements that the division is party to takes significant time. There are many agreements that have not been updated for years and these need attention. Other agreements are service agreements that we enter into on an ongoing basis with related agencies, and these are kept current.
- Culture needs in Red Deer are moving rapidly, with lots of momentum gained through initiatives such as the Culture Capital of Canada award. In addition, a number of culture initiatives are managed through the Community Services General Business Plan (museums, fee for service, Culture Link funding, libraries, Main Street, agreements related to Cronquist House, Festival Hall, CAT etc), which takes a significant amount of the Director's time. Direct management of these types of initiatives is not part of the responsibility of other Directors.
- Planning needs for the community are growing rapidly with the expectation that Parkland Community Planning address a number of issues. PCPS is continuously working with the Director to establish priorities in order to have a manageable work plan. A number of issues have been deferred to 2004 and beyond.
- The proposed expansion of the River Bend Golf Course caused a great deal of community concern. The result was a reassessment by the River Bend Society as to their approach, with the suggestion to move forward with a much broader, more comprehensive study of the whole River Bend Recreation Area, which not only includes the golf course but also the trails, Discovery Canyon and also looking at new other opportunities. The proposed approach has been well received by the community.

iii) Statistics/Performance Measures

- Benchmarks are identified each year in business plans related to such things as volunteer participation, budget performance, number of participants, hours of operation and service requirements. These are monitored throughout the year and reported on an annual basis through the annual report of each respective agency.

Looking Ahead to 2004**i) Continuing Strategies**

- Continued implementation of the Community Culture Master Plan, based on the Strategic Plan completed by Culture Link which addresses strategies in the Master Plan.
- Continued priority setting with Parkland Community Planning Services.

ii) New Initiatives in 2004

- Work with the River Bend Golf and Recreation Society to undertake a comprehensive needs study of the whole recreation area.
- Work with the Normandeau Society to address the recommendations coming from the Rotary Recreation Park study in 2003. This will mean considerable attention to the potential building of a new facility.
- Negotiate updated agreements with Parkland Community Planning Services and the Normandeau Society.
- Negotiate a new agreement with the Red Deer Cultural Heritage Society for the management of the Cronquist House. This agreement has not been updated since 1979.
- Additional funding for the fee for service program that allocates funds to cultural agencies for operations, facilities and special events will be requested.

E. OBJECTIVES and ACTIONS**1. To promote collaborative and effective partnerships among cultural groups in the community.**

Action	Completed	Primary Responsibility	Indicators of Success
a) To support the implementation of the Culture Master Plan in partnership with Culture Link.	Ongoing	Com. Services Director and Culture Dev. Supt.	Culture Link's Strategic Plan is being implemented, with work progressing as per the plan.
b) To ensure that the Culture Capitals of Canada funding is allocated and used to meet the parameters as outlined in The City's application, as well as the intended outcomes of the award program	2004-2005	Com. Service Director and Culture Dev. Supt.	The plan developed by Culture Link, in conjunction with The City, for the allocation of the funds is followed and embraced by the community.
c) To explore ways of addressing the workload for the Director because of the managing of many culture related initiatives	2004	Com. Services Director	A plan is in place for 2005 to address the issue.
d) Increase funding for the fee for service program that allocates funding to cultural agencies for the operation and facilities and for special events.	Jan 2004	Com. Services Director, as approved by Council	Council has approved additional funding for the fee for service program.

2. To ensure that The City's museums and interpretive centres are operated as high-standard cultural and educational facilities, in such a manner that they are accessible to the residents of Red Deer and surrounding district, and are attractions for tourists, conventioners, and other visitors.

Action	Completed	Primary Responsibility	Indicators of Success
a) Renegotiate an updated agreement with the Normandeau Society for 2005-2007	Q4, 2004	Com. Services Director	An agreement has been approved by City Council and the Normandeau Society.
b) Support Normandeau Society in planning for future needs with respect to the museum and archives facilities based on the Rotary Recreation Park Study recommendations.	2004	Com. Services Director	A plan is in place to address facility needs.

3. To provide high-quality library services and programs that are accessible to all Red Deer residents.

Action	Completed	Primary Responsibility	Indicators of Success
a) Support the Library, along with other libraries and library associations in the province, to advocate for increased funding from the province.	Ongoing	Comm. Services Director, Library Director and Board	Strong messages have been sent to the province and hopefully increased provincial funding has been allocated.
b) Support the Library in their focus of providing, as a core business, service to persons who have low literacy levels.	Ongoing	Comm. Services Director and, Library staff and board	The public library has resources to provide service, and low literacy persons become library users.

4. To provide a high-standard golf course and year-round recreation facility that is accessible to the residents of Red Deer and surrounding district, and an attraction for tourists, conventioners and other visitors.

Action	Completed	Primary Responsibility	Indicators of Success
a) To maintain the current level of maintenance of River Bend facilities, with a long-range plan for change or enhancements that meets the expectations of Council.	Ongoing	River Bend Board and staff	Facilities at River Bend are well maintained and continue to attract users.
b) To partner with the River Bend Golf and Recreation Society to undertake a broad, comprehensive study regarding the needs of the whole recreation area.	Q1 and 2, 2004	River Bend Society, in conjunction with The City	A study is complete and significant community consultation has been undertaken.

- 5. To provide excellent planning services for The City and the community regarding subdivision work, general planning, and planning for more controversial initiatives.**

Action	Completed	Primary Responsibility	Indicators of Success
a) Support Parkland Community Planning Services in ensuring priorities are established and resources are available to meet demand.	Ongoing	Com. Services Director	PCPS is able to accomplish its work as necessary.

F. IMPLICATIONS OF THE BUSINESS PLAN

- Contracted agencies are experiencing increased workload and demands; so it is now necessary to set priorities and clarify roles in a much more definite manner in both work plans, as well as through agreements.
- Significant time is spent in monitoring the many agreements and the funding distribution related to the agreements with contracted agencies, and in managing cultural initiatives.
- Increased funding is needed for the allocated to the fee for service program that supports cultural organizations in the community. If this does not happen, grants to agencies, including larger ones like the community band, the Symphony and Red Deer Heritage Society will likely decrease as more and more groups are applying for support.

G. GROWTH COSTS

H. SERVICE DEMAND COSTS

- There continues to be a need to show City support and leadership in the implementation of the Community Culture Master Plan. In 2004, the final installment of \$50,000 will be allocated to Culture Link from The City reserve from the sale of the Old Court House, which will act as seed money to begin the implementation of the plan. It is important that the work of coordination of the Culture Master Plan implementation can continue, along with the work that The City is expecting of Culture Link in managing the Culture Capitals of Canada funding. The final \$50,000 allocation is included in the Community Support Summary and Detail pages.
- Funding is required for The City to partner in the River Bend Golf and Recreation Area study, which will evaluate the needs, based on significant community consultation, of the whole recreation area. This park node, like many others, is now approximately 20 years old. The services and amenities currently provided need to be considered in the context of growth, trends and community need.

- Additional funding is required for the fee for service program that allocates funds to cultural agencies for operations, facilities and special events. This program has not received any increases since its implementation in the 2000 budget, and more and more groups are applying for support. The result is that the amounts of each grant are decreasing in order to spread the funding to more groups. In addition, new special events such as Centrefest have been introduced to the community, and will likely be a future applicant. Ongoing special events such as Canada Day are having a very difficult time operating with the funding received and therefore more significant requests will be made of The City in order to ensure the event will proceed. In 2003, it was very questionable as to whether sufficient funding would be found to ensure Canada Day happened.

I. RISK MANAGEMENT DISCLOSURE

- Public Internet Access, web applications in the SuperNet environment and Internet Service Provision to RedNeT partners all expose the Library Board to security breeches and potential liability issues. The Board has put in place policies to ensure that due diligence is practiced by the Library in this area. Industry standard procedures in securing the Library's networks, including regular security audits (both internal and external) are being implemented.
- With more than 600,000 visitors to public library facilities in one year, the Library Board is responsible for the safety of a large number of people. This risk is managed by the development and implementation of policies relating to health and safety of staff and users; the contracting of security services, support for an active staff Health and Safety Committee and the use of a security camera system with 11 cameras in the Downtown Branch.
- Lack of understanding, by the public and others, to the fact that the Visitor and Convention Bureau is a separate, independent entity from The City has caused concern to The City. As a result the Visitor Bureau will be moving to be independent from The City for accounting, payroll, address and insurance purposes. The City will continue a fee for service agreement with the Bureau.
- The Museum collection, as well as the Archives collection described under Community Services Directorate, is in danger of being damaged because of the poor climate/environment conditions within the facility. The facility issues also include poor storage, staff space, lighting, program space etc. These issues must be addressed if the Museum is to continue as an entity in the community. Recommendations from the Rotary Recreation Park Study will be brought to Council for consideration during budget deliberations.
- The culture community continues to be moving forward in a significant and positive way. This is taking a great deal of staff time to assist in the managing of contracts, and the community development necessary to support the various groups.

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NORMANDEAU CULTURAL AND NATURAL HISTORY SOCIETY BUSINESS PLAN 2004-2006

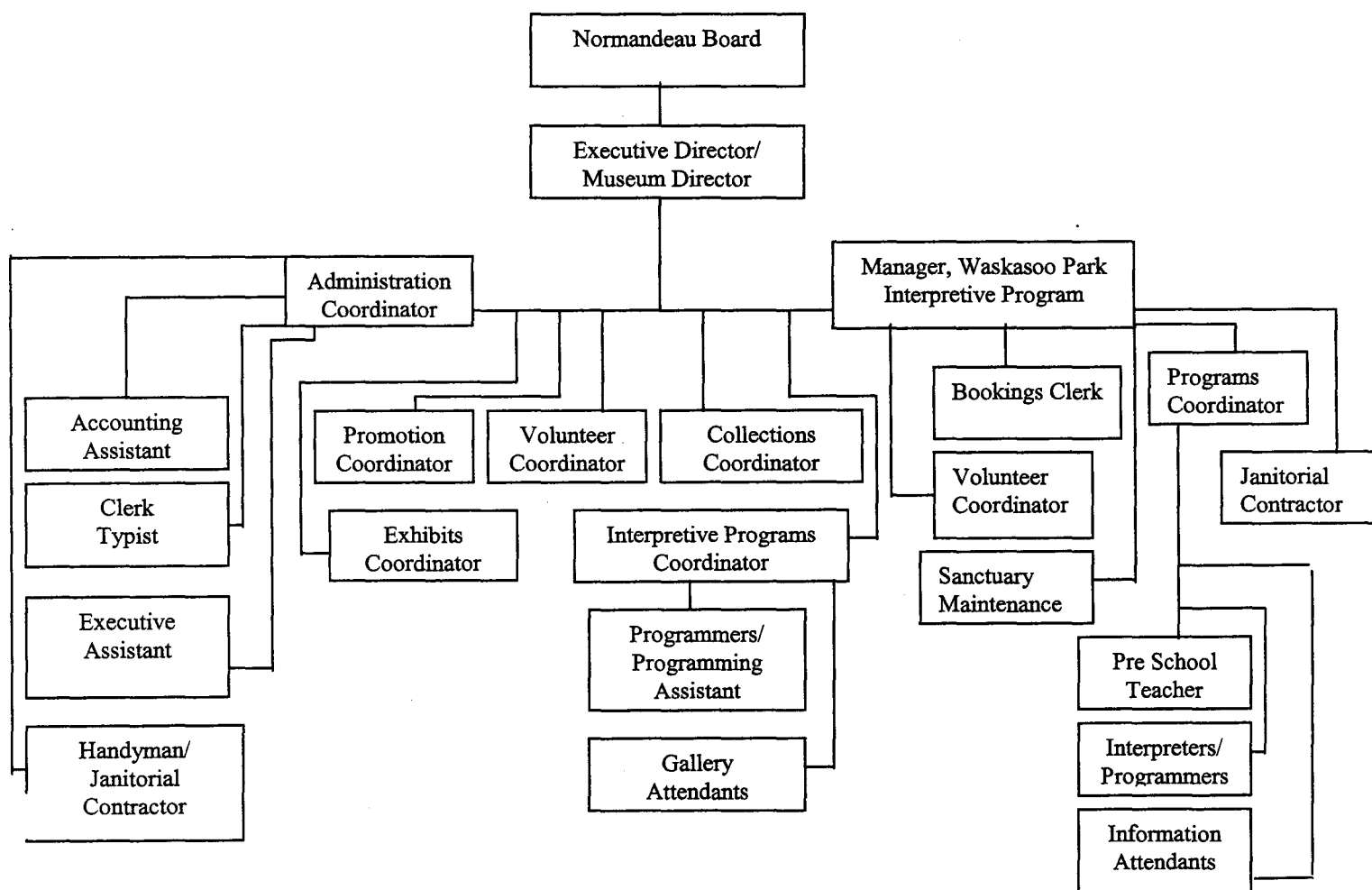
MISSION

The Normandeau Society is dedicated to enhancing the quality of life of the community, through telling the stories of our culture and natural environment and the relationships between them, by collecting, preserving, studying and interpreting objects and processes.

MANDATE

To operate the facilities, sites and programs in accordance with the agreement established between the Normandeau Society and The City of Red Deer. Within this overriding agreement there are some subsidiary agreements with which the Society must comply including the Community Services Action Plan (2003), and the Gaetz Lakes Sanctuary agreements, as well as the bylaws of The City of Red Deer, and the laws and statutes of the Province of Alberta.

ORGANIZATIONAL STRUCTURE



	2002	2003	2004	2005	2006
Employees Full Time Equivalents	16.4	16.4	17.0	17.3	17.3
Volunteers Hours	17,050	15,300	16,000	16,200	16,200

Note: 2002 volunteers' hours included several one-time events/projects.

INTRODUCTION

Major Programs:

Facility Program

Maintenance and operation of the Kerry Wood Nature Centre, Gaetz Lakes Sanctuary, Allen Bungalow and Fort Normandeau in Waskasoo Park, as well as the Red Deer and District Museum and Archives* and Heritage Square buildings (with the exception of the Laft Hus).

Interpretive Program

Information, education and public interpretive programs and special events delivered at facilities, on-site and by extension, and non-personal exhibits, signs, publications, etc.

Collections Program

Collections management includes acquisition, cataloguing, research, storage, conservation and de-accessioning performed to build and maintain the Permanent and Study Collections, as per agreements with The City and the Red Deer and District Museum Society.

Exhibits Program

Development and presentation of permanent and temporary exhibits at the Museum, Fort Normandeau and the Kerry Wood Nature Centre as well as at extension locations including the Red Deer Public Library.

Heritage Preservation Committee

A standing committee dedicated to the preservation and maintenance of cultural and natural heritage resources, which also makes recommendations to City Council on designation, preservation and interpretation of heritage sites.

*The fee for service from The City includes funds for utilities and janitorial expenses for the space occupied by the Red Deer and District Archives, approximately 15% of the total floor space.

Achievements 2003

- Assisted in development of successful Cultural Capital of Canada application, Community Services Open Spaces and Facilities and Services Action Plans, Communities in Bloom
- New collections management software selected and purchased, obtained federal funding to undertake inventory of textile portion of Museum collection.
- Marketing plan developed for Kerry Wood Nature Centre.
- Report with recommendations on community celebration of Province's 100th anniversary completed and presented to community and City Council.
- Completed evaluation of Phase I of Arts à la Carte arts and wellness initiative.
- Expertise now available to assist with prescribed burn as identified in Gaetz Lakes Management Plan and solar power for Kerry Wood Nature Centre addition.
- Played active role in first Historic Red Deer Week, including presentation of 4 Heritage Recognition Awards.
- Plan developed for Museum gallery renewal. Exhibits developed from collection such as Social Fabric well received.
- Completed air quality testing at Museum, no evidence of mold.
- Repairs made to some of the wooden structures on trails in Gaetz Lakes Sanctuary.
- Museum the recipient of 2003 Museums Alberta Museums and Society award.
- Increased visitation at Fort Normandeau in 2003.
- Excellent community response to a variety of program offerings including Best of Banff, Antarctic talk by Brian Keating, Fire and Earth, 1000 Cranes for Peace. Added aboriginal elements to Art Walk, hosted Pow Wow and Elders' visit at Fort Normandeau.
- Volunteers recognized through receipt of Mayor's Recognition and Citizen of the Year awards.

Challenges

- Increased costs for gas and electricity, which are significantly higher than budgeted, and inflation.
- Vacancies, including one full time position for nine months due to illness, and resulting overload, reassignment of work, financial costs. Provided opportunity for cross training and development.
- Level of City funding available for infrastructure maintenance is not adequate, especially as facilities age.
- Lack of adequate collection storage, work and other space, overcrowding and building envelope failure, as documented in various reports on Museum.
- Had to supplement operating funds with employment grants to provide necessary staffing at Fort Normandeau.
- Resource commitment required to seek funding from other sources, manage and report on funding obtained.

- Workloads increasing due to higher expectations, involvement in City and community initiatives.
- Cost of computer upgrades has not been adequately addressed in operating budget.
- Awaiting approval of matching funds from Community Facilities Enhancement Program to proceed with Museum carpet replacement and accessible doors for Park facilities.

New Strategies/Initiatives

- Implemented CLASS at Kerry Wood Nature Centre
- Identified Museum space needs, through the Rotary Recreation Park Facilities Study. Managed fund for expansion set up with Community Foundation.
- Art work created by P'Artisan on weather theme for Kerry Wood Nature Centre lobby.
- Compensation review completed, addressing internal and external parity, recommendations to be implemented and budget implications determined.
- City IT Services to provide Museum e-mail access and support, for high-speed desktop access.
- Entered into three-year agreement for supply of natural gas and electricity.
- Provision of services for community partners on a contractual basis, including development of interpretive plan for Cronquist House, volunteer coordination for Red Deer Public Library.
- Increasing fees paid to artists to reach CAR/FAC recommended levels in 2004, as necessary to be eligible for Canada Council funding.
- Planning future exhibits from collection including Animal Parts at Kerry Wood Nature Centre in 2004.

OBJECTIVES

1. To provide comprehensive and effective programming of our cultural and natural heritage resources.

Actions	When	By Whom	Measure
a) Develop and present exhibits and programs on subjects which are relevant to the community, showcase collections, mark community milestones and appeal to various markets.	Ongoing	Employees	Attendance Feedback Survey response
b) Share stories from our community with a wider audience through touring exhibits, Virtual Museum of Canada, publications, extension programs and other means	As appropriate and feasible	Director/ Manager Employees	Able to attract interest and resources
c) Participate in planning and staging of major community events including celebration of 100th Anniversary of Province in 2005 if Provincial funding becomes available.	Ongoing	Director/ Manager Employees	Community involvement in planning

Actions	When	By Whom	Measure
d) Maintain the satellite exhibit program at the Red Deer Public Library in partnership with the Library and Red Deer College	Ongoing	Director Employees	Exhibits changed periodically Feedback
e) Revise and update Waskasoo Park Interpretive Master Plan. Investigate feasibility of developing City interpretive plan.	Begin when funding in place	Director/ Manager	Provides direction for programming
f) Reflect and serve the diversity of our community through collections, research, programs, exhibits, volunteer programs and hiring practices.	Ongoing	Board Director/ Manager Employees	New audiences served Feedback
g) Identify barriers and provide appropriate increased access to collection and reference resources, facilities, programs and services.	Ongoing	Board Director/ Manager Employees	Means to overcome barriers identified, acted on
h) Maintain and promote the interpretive sign and walking tour programs, expand based on Interpretive Plan.	Ongoing	Director Heritage Preservation Committee	Increased public awareness
i) Continue Nature Centre exhibit renewal process.	Ongoing	Manager Employees	Progress on exhibit renewal
j) Obtain funding for and continue phased redevelopment of Fort exhibit as feasible.	Ongoing	Manager	New exhibits in place
k) Develop collection plan, in consultation with Museum Society, which addresses planned collecting, de-accessioning, increased access, conservation.	Ongoing	Director Employees	Plan in place
l) Revise educational and youth group programs as required to fit changing curricula and diverse user needs.	Ongoing	Employees	Programs meet needs
m) Increase artist fees for exhibits to recommended CAR/FAC levels.	2004	Board	Quality of work exhibited

Implications:

- Expectations for special initiatives for Province's 100th anniversary may increase as 2005 approaches and interest in Alberta history increases; no Provincial funding has yet been committed.
- Anticipate that cost of increasing artist fees to professional level will be covered by increase in Alberta Foundation for the Arts funding.
- Additional funding required to update Waskasoo Park Interpretive Master Plan.

2. To implement marketing initiatives to attract specific target markets

Action	When	By Whom	Measure
a) Provide a consistently positive first impression for visitors to all sites.	Ongoing	Employees/ Volunteers	Feedback Survey

Action	When	By Whom	Measure
b) Update and redesign web sites, expand range of information available and links with other sites.	Ongoing	Employees	Increased use of sites
c) Keep community informed through a strong consistent publicity and promotion program.	Ongoing	Employees	Media coverage Visitor survey
d) Develop, refine and implement marketing plans outlining strategies to attract selected market segments.	Ongoing	Director/ Manager Employees	Appropriate strategies implemented
e) Continue to produce attractive and informative newsletters.	Quarterly	Employees	Feedback Survey
f) Cooperate with tourism marketing organizations in affordable marketing initiatives aimed at attracting visitors.	As appropriate	Employees	Visitors aware of facilities

Implications:

- Publicity and low cost promotion methods will continue to be emphasized.

3. To broaden the operating revenue base through grants, cost recovery initiatives, sponsorships and joint ventures

Action	When	By Whom	Measure
a) Maintain a supportive working relationship with the Red Deer and District Museum Society and the Kerry Wood Nature Centre Association to assist in organizing successful fundraising activities and maintaining membership base.	Ongoing	Board Director/ Manager	Good communication and working relationship maintained
b) Approach corporate sponsors, foundations and funders for support for selected projects, maintain and develop relationships, improve timeliness of reporting.	Ongoing	Director/ Manager Employees	Funders attracted, retained
c) Approach Red Deer County for financial support for operations and/or projects, based on specific services provided. (eg. Heritage Preservation Committee)	2004	Board Finance Committee	Financial support obtained
d) Increase donor awareness of opportunity to provide support through memorial donations and contributions to designated funds held by Community Foundation.	Ongoing	Director/ Manager	Donations committed
e) Review fees and charges and adjust as appropriate	Annually	Board, Finance Committee	Fees remain competitive
f) Explore avenues to increase funding obtained from federal and provincial levels of government.	Ongoing	Director/ Manager	Funds obtained
g) Negotiate new three-year agreement with City.	2004	Board, Director	Agreement in place

Implications:

- Projects continue to require supplementary funding from variety of sources, with resulting workload in development of proposals and subsequent reporting.
- Operations budget must be supplemented by employment grants to maintain minimum staffing and service levels required at Fort Normandeau.

4. To improve efficiency, use more current technology and make best use of available resources

Action	When	By Whom	Measure
a) Link Museum and Nature Centre reference libraries with the Red Deer Public Library, to increase their accessibility.	2004	Employees	Reference collections more accessible
b) Continue cooperation with Archives in managing and enhancing shared library	Ongoing	Director Employees	Materials accessible
c) Assess whether to extend use of CLASS software to Museum.	2004	Manager/ Director Employees	Decision made
d) Find necessary resources to invest in technology upgrades necessary to work effectively.	Ongoing	Director/ Manager Employees	Increased productivity
e) Implement collections management software system, complete physical inventory of textile portion of collection, seek funding for digital camera and notebook computer.	2005	Director Employees	Improved access to collection
f) Address facility maintenance, repair and replacement needs, as feasible with funding available.	Ongoing	Board Director/ Manager	Priority work undertaken
g) Maintain and improve emergency response and safety plans for all sites, providing necessary training and orientation.	Ongoing	Director/ Manager Employees	Up to date plans in place
h) Incorporate and demonstrate environmentally friendly alternatives at Kerry Wood Nature Centre, complete first phase of solar power project.	Ongoing 2004	Manager Employees	Increased public awareness of options
i) Review and improve records management policies and procedures, contingent on obtaining project funding.	2004 if resources available	Policy Committee Director	Increased productivity
j) Implement improvements to conservation and storage of collection, as resources permit.	Ongoing	Employees	Enhanced safety of collection

Implications:

- Funding allocated by City for major maintenance, including exhibit maintenance and redevelopment, means that only most urgent needs are addressed.
- Implementation of new collection management software system will involve costs for data entry, inventory, training as well as ongoing operational support, which will need to be addressed in base budget in 2005.
- Resources currently available in operating budget for technology upgrades are significantly lower than City standard.

5. To address the critical need for additional, suitable space to house the Museum and conserve its collection

Action	When	By Whom	Measure
a) Determine responsibilities and schedule to proceed with implementation, build into City 5 Year Capital Plan and obtain commitment to operation of increased space.	2004	Board	Ready to build in 2006
b) Undertake conceptual design based on recommendations of Rotary Recreation Park Facilities Study.	2004	Board Director Employees	Ready to tender fall 2005
c) Determine role to be played in fundraising for new Museum.	2004	Board	Role determined
d) Reassess plans for Museum exhibit renewal to ensure that resources committed now are transferable to new space. Continue to make regular changes, add hands-on activities.	Ongoing	Director Employees	Periodic changes
e) Assess minor capital projects in view of timeframe for new space and future use of Museum building.	2004	Board, Director	Appropriate work done

Implications:

- Must convince community of need to invest in appropriate space to accommodate its museum, in order to implement Rotary Recreation Park Facilities Study recommendations (Capital requests for design in 2004, construction in 2006).

6. To provide a working environment that demonstrates a commitment to the well-being and continued development of our human resources

Action	When	By Whom	Measure
a) Undertake orientation, training and development as necessary to ensure that employees and volunteers have appropriate knowledge and skills.	Ongoing	Director/ Manager Employees	Feedback Work planning process
b) Maintain, expand and diversify volunteer base to assist in fulfilling mandate and to provide meaningful volunteer opportunities.	Ongoing	Employees	Volunteer time, attraction and retention
c) Implement recommendations of compensation review in order to attract and retain qualified employees.	2004 and ongoing	Personnel Committee Director/ Manager	Employees are fairly compensated
d) Determine how to establish contingency fund for vacation and sick leave coverage.	2005	Board Finance Committee	Able to provide coverage
e) Develop succession plan to meet long term needs of organization; recruit replacement for Manager during sabbatical in 2005/2006.	2005	Personnel Committee Director	Plan in place

Action	When	By Whom	Measure
f) Compare to and learn from the best-related institutions in Alberta, Canada and beyond.	Ongoing	Director/ Manager Employees	Able to implement best practices
g) Participate in opportunities to celebrate successes and support volunteerism.	Ongoing	Board Director/ Manager	Volunteers appropriately recognized

Implications:

- Need for a minimum of an additional half time management position; combined position of Executive Director/Museum Director has excessive workload and demands are increasing.
- Costs of implementing results of compensation review to achieve external and internal equity may be beyond current resources and cost of living increase.

7. To play a leadership role in the protection of our cultural and natural heritage resources

Action	When	By Whom	Measure
a) Play an active role in implementing recommendations of the Community Culture Master Plan.	Ongoing	Board Director Employees	Progress made in implementing recommendations
b) Continue to implement the Gaetz Lakes Sanctuary Management Plan, complete plan for prescribed burn and implement burn.	Ongoing Spring 2004	Manager	Progress made in implementing recommendations
c) Determine and implement means to increase awareness of significance of heritage buildings and sites and support for their preservation.	Ongoing	Director/ Manager Heritage Preservation Committee	Increased public awareness, interest
d) Continue to take an active role in advocacy for preservation of cultural and natural heritage resources and recognition of efforts.	Ongoing	Board Director/ Manager Heritage Preservation Committee	Interventions as appropriate
e) Develop guidelines to assist developers in interpreting significant features, as per Neighbourhood Planning and Design Guidelines.	2004	Director/ Manager	Guidelines in place
f) Maintain and expand City heritage inventory and support designation requests as appropriate.	Ongoing	Director Heritage Preservation Committee	Appropriate sites, buildings added

Action	When	By Whom	Measure
g) Play an active role in implementation of the Greater Downtown Action Plan and Red Deer Main Street Project to maintain downtown as attractive and vibrant focal point with heritage value.	Ongoing	Director Employees	Progress made in implementation
h) Monitor activities of large local companies (NOVA etc) by taking part in public participation opportunities, in order to safeguard our heritage.	Ongoing	Director/ Manager	Opportunities provided. Response to input
i) Provide input to planning initiatives including Bower Ponds, Heritage Ranch, River Bend, Transit Study, Culture Marketing Plan, tourism promotion plan, Red Deer College Visual Arts facility.	Ongoing	Board Director/ Manager	Input reflected in plans

Implications:

- Provincial Historic Places Initiative is expected to generate increased interest in Municipal and Provincial designation process.

8. To continue building productive partnerships and alliances with local, regional, provincial and national organizations, which share our cultural, heritage and natural history mandate

Action	When	By Whom	Measure
a) Provide support, share tools and expertise with organizations, which are part of Red Deer's heritage, cultural and environmental networks.	Ongoing	Board Director/ Manager Employees	Good communication maintained
b) Provide coordination and support for the Central Alberta Regional Museums Network (CARMN), secure new source(s) for operating funding.	Ongoing 2004	Director/ Manager Employees	Feedback from member museums
c) Undertake joint initiatives with community agencies, initiate new partnerships that fit objectives and are feasible, discontinue partnership projects as appropriate.	Ongoing	Board Director/ Manager Employees	Effective partnerships maintained
d) Play lead role in initiative to coordinate and cooperatively market Red Deer's public galleries, as per the Community Culture Master Plan.	Ongoing	Director, Employees	Increased awareness of galleries
e) Continue to coordinate Central Alberta Heritage School Fairs, increase participation in school level fairs.	Ongoing	Employees	Increased participation Feedback
f) Work with partners to plan and implement next phase of the Arts à la Carte project.	Ongoing	Director	Increased accessibility
g) Carry out publication program in partnership with Central Alberta Historical Society and Central Alberta Regional Museums Network	Ongoing	Director	Publications produced and sold
h) Work with Red Deer and District Museum Society and Kerry Wood Nature Centre Association to ensure that retail space is attractive and effective, merchandise appropriate and complementary.	Ongoing	Director/ Manager	Feedback Increased retail traffic, sales

Implications:

- Working relationships and productive partnerships in place with a variety of organizations, including a regional role with respect to museums.

PERFORMANCE MEASURES

- Number of visitors and program participants.
- Feedback from visitors through variety of means including comment cards, guest books, surveys.
- Increased revenue generated from grants and other sources.
- Volunteer participation including volunteer hours, attraction and retention, diversification of volunteer base.
- Recognition of activities, employees and volunteers through internal and external programs.
- Outcome data including stories, comments.
- Media coverage of activities.

GROWTH COSTS

- Utility costs are continuing to increase at rate higher than cost of living increase, although various actions have been taken in an effort to control costs.
- Reorganization of administration support responsibilities to meet financial reporting requirements for organization and funders, as well as visitor needs.

SERVICE DEMAND COSTS

- Need for additional management position becomes critical in 2004 in order to proceed to meet Museum facility needs.
- Need for additional operating resources for Fort Normandeau, to provide minimum service and staffing without dependence on employment grants.
- Participate in the implementation of the Community Services Action and Open Spaces and Facilities Plans, Culture Master Plan, Gaetz Lakes Sanctuary Management Plan, Greater Downtown Action Plan, Neighbourhood Planning and Design Guidelines including revision and update of Waskasoo Park Interpretive Master Plan.
- Support and involvement in new initiatives such as Centre Fest, Historic Red Deer Week.
- Increased interest in history and expectation of involvement in community's celebration of 100th anniversary of Alberta as province.
- Increasing diversity of community impacts needs for services. Need for increased heritage and ethno-cultural programming identified in Community Culture Master Plan.
- Demand for increased access to collection being met through collections management software system and physical inventory, with ongoing operational as well as start up cost implications.

RIVER BEND GOLF & RECREATION SOCIETY BUSINESS PLAN 2004 – 2006

MISSION

“To provide patrons with a quality recreational experience in an environmentally friendly manner.”

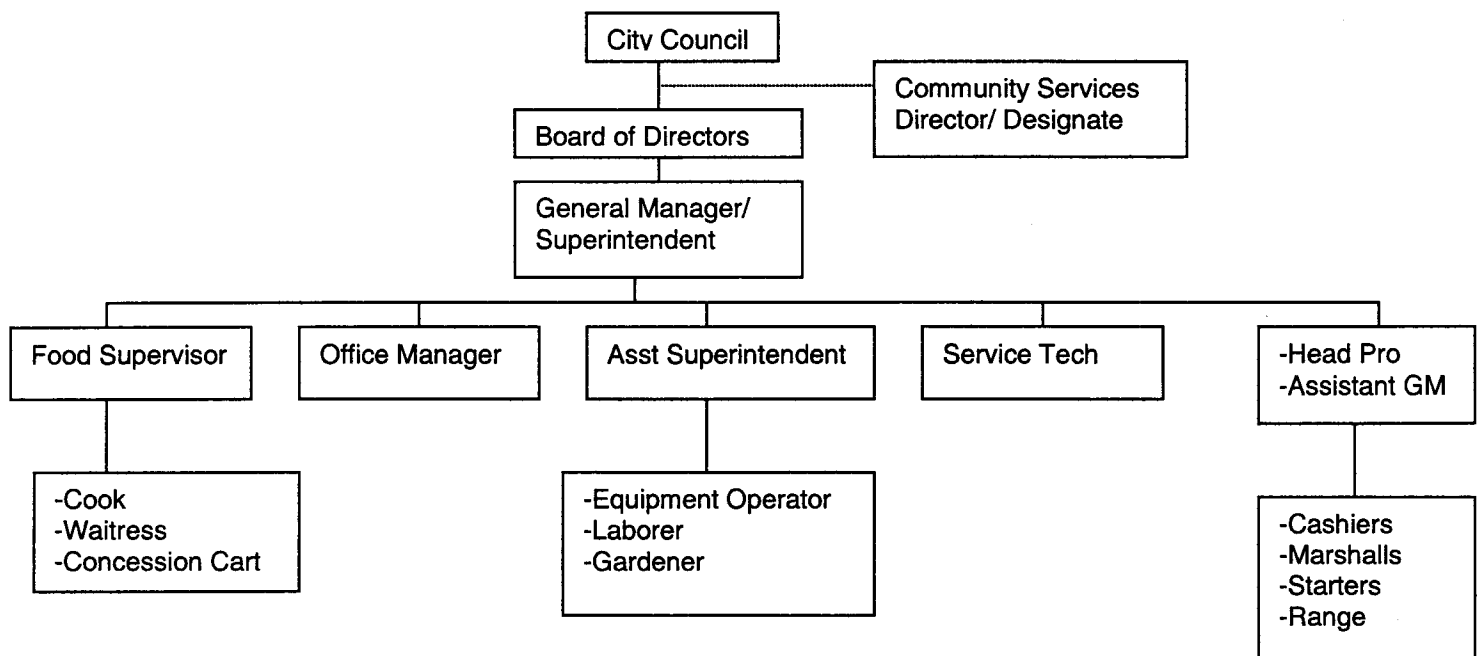
MANDATE

As defined by The City of Red Deer, the essential mandate of the society is to operate as a non-profit business, and to undertake the following:

1. To operate the facilities in accordance with the River Bend Strategic Plan with a five-year focus. It will be reviewed and submitted for Council approval once every three years. The society will also develop policies for the appropriate operation of the facilities.
2. Prepare an annual business plan and budget that will be submitted to council as part of the Community Services General presentation. The Business Plan is to include the information of the River Bend Tactical Plan and Budget in the City format.
3. To manage the following major operations within the standards identified (see Schedule B of the agreement):
 - a. Golf: to make available and promote public golfing seven days a week for the entire golfing season, including:
 - An 18 hole golf course that is maintained as highly playable and publicly accessible, therefore, ensuring the course is in a marketable condition;(see Schedule B of the agreement)
 - A 9 hole mini links;
 - A driving range;
 - Golf Lessons;
 - Rental Equipment;
 - Sales of golf equipment, accessories and clothing that are attractive to the patrons and profitable to the society.
 - b. Clubhouse: To operate the clubhouse on a year-round basis for use by public golfers, skiers (primarily washrooms) and general recreation users, as well as, enabling the rental and use of the building for meetings and gatherings.
 - c. Food Services: To provide users of the facilities with food services during the golfing season, including licensed beverages.
 - d. Water Park: To operate and make available to the public the facilities of Discovery Canyon for daylight use during acceptable weather conditions for the period between June 15 and Labor Day weekend.
 - e. Park Areas: To maintain all park grounds, trails, picnic areas and boat launches in acceptable conditions for public use during daylight hours.

- f. Winter Skiing: To provide and maintain cross-country ski trails (both skating and classical) to high standards, where snow conditions and weather so permit, and for as much of the winter season as possible, while also ensuring the safe operation and use of the biathlon range during this season.
 - g. Equipment and Building Maintenance: To provide scheduled and as-necessary maintenance and repair of all River Bend equipment and buildings, to ensure ongoing reasonable use of equipment and structures during the economic life of these assets.
4. To ensure that the facilities are available to the public at large, subject to the payment of fees in such amounts as approved by the society and confirmed by The City through the business plan and budget.
 5. To operate each component of the facilities and all services thereon in such a manner that will:
 - a) Maximize public use;
 - b) Generate, in an optimum manner, revenues and reserves to operate the facilities and for facilities repair, replacements and enhancements (as agreed to in the annual business plan and budget).
 6. To operate the golf course portion of the facilities in such a manner that the fees will be comparable and competitive with the fees charged by golf courses and facilities of similar location, condition and demand.

ORGANIZATIONAL STRUCTURE



INTRODUCTION

- 2004 proved to be a very successful all round season at River Bend. From good snow conditions in January and February to favorable weather through the summer all areas of the park received high usage.
- Weather continues to regulate overall use of all operations at River Bend. Decent spring weather meant the golf course opening by mid- April. The promising start was soon erased with cool, wet weather in May and June. Very dry, warm conditions had a positive influence on business in July and August. Overall, conditions have meant an average year at River Bend. Budget expectations were met at Discovery Canyon and on the golf course.
- One major highlight this summer was our successful involvement in junior golf. River Bend hosted Provincial Girls in July, McLennan Ross in August and Provincial High School boys and girls in September. Our junior camps and leagues have grown in popularity and the increased numbers seem to be having a positive effect on our competition junior golf program. Several of our juniors have played well in local events. Five of our local players qualified for the Provincial McLennan Ross tournament. Kyle Morrison won the McLennan Ross tournament in Calgary, qualified for a Western Canadian elite program and finished second at the Provincial High School boy's tournament. Ben Janko qualified to enter the National Optimist tournament in Ontario.
- Our Golf Professionals have put in many hours with the young, upcoming golfers of Central Alberta. They have focused on skill development and etiquette.
- These programs are supplemented by the mini-links at River Bend. Several young and casual golfers use this popular facility and many are hooked on the game after being exposed on this fun training site.
- As a final addition to our junior program, River Bend has been chosen as the regional site for Future Links, a National golf program promoting Junior Golf.

Highlights of 2003

- Several operational and capital highlights occurred at River Bend this year. This was our first full year of having the teaching academy in use. Our teaching professional took full advantage of the facility and provided lessons during inclement weather and the permanent building allowed lesson analysis via camera and videotape. The range attendant continues to be popular with the public and the staff workers at the range provide high quality maintenance. This year River Bend included pull carts and range balls with green fees. Patrons appreciated the all-inclusive price and the program reduced some administrative headaches. The use was under estimated and a small net loss occurred. Projections related to pull carts and driving range privileges were underestimated.
- Several capital projects were undertaken to maintain and improve conditions at River Bend,

- The second phase of the irrigation master plan occurred on #7 and #8 holes. The upgrade provided distinctly improved conditions for these areas. Better control and coverage meant dry areas received ample water and low wet areas did not receive excess water. Overall turf quality was greatly enhanced.
- A new washroom/rain shelter was constructed between #4/13. Construction of this washroom was consistent with two previous high quality building installed in 2001. The washrooms are user friendly and easy to clean. The standard of the washrooms fits our mandate to “provide a quality experience” when at River Bend.
- A small amount of paving was done to finish projects at the driving range and to accommodate cart turnarounds at the clubhouse. At the driving range the paving has provided better traffic control, which has meant better aesthetic turf condition. The cart turnarounds have meant fewer carts in the parking lot. This has reduced the safety risk and the amount of outside liquor on the course.
- Tree planting continues to be a priority at River Bend. The legacy left behind by this successful program will reap benefits for many years to come. Over 70 trees were planted on the golf course and at Discovery Canyon. The tree nursery has proven a huge success in its six-year history and will be re-established on the driving range in 2004. Over the past 3 years we have harvested over 120 ornamental trees from the nursery.
- The second year of the City accruing Riverbend revenues into a city reserve has allowed the \$90,000 liability from the septic field construction to be paid off.
- Discovery Canyon continues to be a very popular public park. This year we added a \$20,000 playground and two new picnic tables to the area. Both of these items received favorable response from patrons at Discovery Canyon.
- Extensive long range planning took place in 2003. A total facility business case plan was worked on in the spring and early summer. Public opinion has led to an adjustment to our plans. A business case plan has been completed for a clubhouse expansion. The plan has been submitted to senior city administration for review and will be passed on to City Council for consideration in January 2004. The Board of Directors has approved significant funding towards the completion of an analysis of future River Bend needs and uses. This plan will be used to form the basis for a long-range capital budget.
- The management and staff, at River Bend, are proud to continue providing high quality experiences for our patrons and look forward to moving ahead to meet the need of citizens of Red Deer and surrounding regions.

Achievements in 2003

In 2003 four objectives were laid out in the business plan:

1. To develop business plans for all new capital plans was partially completed. A business case plan has been completed for the clubhouse expansion. The plan looks at the needs, feasibility and improvements the new expansion would provide. Also completed were plans for a washroom at# 4/13 and a Discovery Canyon playground.
 - Plans and budgets for sand trap renovations have been completed and work is projected to started in 2004.
 - The concession for Discovery Canyon is slated for construction in 2005. The scope of this project will be partially determined by a study expected to be carried out in 2004.
 - Although a great deal of work was done on a possible 9 hole expansion the proposed site met with vocal opposition and progress in this area will again rely on an independent study to determine the need and feasibility.
2. To maintain golf course standards set out in maintenance manual is deemed to be successful. The Board of Directors carried out monthly inspection and favorable reports came back each month. Public opinion was favorable and when hosting the provincial competition many positive responses came from players and parents.
3. Improving customer service and relations at River Bend has also been successfully completed. Our range use was up due to including range use in our green fees. Our pro's indicated record number of group and individual lessons. The inclusion of range balls and pull carts reduced processing time therefore reduced lineups in our pro shop. Power cart usage was well tracked and this meant usage of carts was balanced and when damage occurred it was traceable and recovery of losses was made possible.
4. Our final objective, to construct a new 9 holes has been put on hold pending an independent study.

OBJECTIVES and ACTIONS

1. To carry out an independent study to determine the needs of patrons for River Bend Golf and Recreation Area

Action	Completed	Primary Responsibility	Performance Measure
a) Develop parameters for companies to submit proposals in conjunction with the city b) Work with consultants to explore possible uses for all parts of River Bend c) Have consultant undertake broad community consultation including stakeholder groups, to develop a plan d) Consultant to provide a review of study to senior city administration, River Bend Board of Directors and city Council by September 15, 2004	September 15, 2004	Manager/ Superintendent Board of Directors The City of Red Deer	

2. Complete detail plans for clubhouse expansion and begin construction

Action	Completed	Primary Responsibility	Performance Measure
a) Presentation of business case plan for capital budget consideration b) Request for project drawings (consideration for architectural firm to submit proposals) c) Develop detailed drawings d) Tender bids e) Construction	Planning: June 15, 2004 Construction: October 15 start and completion ongoing to March 15/2005	Superintendent / GM	<ul style="list-style-type: none"> • Detailed building drawings • Returned tenders • Initiation of construction

3. Develop and complete capital projects to maintain River Bend as approved by City Council

Action	Completed	Primary Responsibility	Performance Measure
a) Irrigation upgrade on #5 and to include removal of old heads and valves and install new heads, pipe and wiring. b) Tree planting will involve planting 60+ trees between #1 and 10 and replacing trees in parking area boulevards c) Sand trap renovations to include removal of old sand, re-contour surrounding trap areas, reline drain and replace sod and sand	June 30/2004	Superintendent / GM	<ul style="list-style-type: none"> • Irrigation upgrade • Tree planting. • Sand traps renovations

IMPLICATIONS OF THE BUSINESS PLAN

- Building expansion will provide upgraded work areas for staff, which will enhance River Bends chances of keeping desirable personnel.
- Building expansion will allow better service to all park patrons at River Bend. The reduced crowding will provide a more use friendly attitude
- Improved irrigation will provide higher quality turf and improved playing conditions
- Sand trap renovations will mean removing one of the few undesirable features of the present golf course. The traps will be consistent in texture and the removal of rocks from the traps will reduce safety considerations
- Three planting will provide a lifetime legacy to our facility

PERFORMANCE MEASURES

- Financial
- Retention of key staff
- Park usage in all components of recreation areas
- Demand for tee times
- Input from the public

River Bend continues to fill the role that it was established for in its beginning. The total park vision has provided a wide range of recreational activities for the citizens of Red Deer and area. Future developments of all areas of the park are a high priority to everyone on the board of directors and management. We feel there is room to further develops the park with low financial risk for the benefit of all users of the facility.

2004 Fee Schedule

Description	2004 Rate (Including GST)	G.S.T.	2004 Rate (Without G.S.T.)	2003 rates gst included
GREEN FEES				
18 holes - weekday includes range & pull	\$ 38.00	\$ 2.49	\$ 35.51	\$33.00
18 holes - weekend includes range & pull	\$ 42.00	\$ 2.75	\$ 39.25	\$37.00
Junior Non-Prime Time (17 years and under) 9 holes	\$ 13.00	\$ 0.85	\$ 12.15	\$12.00
Junior Non-Prime Time (17 years and under) 18 holes	\$ 22.00	\$ 1.44	\$ 20.56	\$22.00
9 holes -weekday	\$ 23.00	\$ 1.50	\$ 21.50	\$20.00
9 holes-weekend after 5pm	\$ 25.00	\$ 1.64	\$ 23.36	n/a
PASSES				
Unrestricted	\$ 1,090.00	\$ 71.31	\$ 1,018.69	\$1,030.00
Restricted (under 65 years)	\$ 780.00	\$ 51.03	\$ 728.97	\$735.00
Restricted (over 65 years)	\$ 710.00	\$ 46.45	\$ 663.55	\$670.00
Student***	\$ 390.00	\$ 25.51	\$ 364.49	\$390.00
Intermediate Student	\$ 525.00	\$ 34.35	\$ 490.65	\$495.00
Family (two adults)	\$ 2,040.00	\$ 133.46	\$ 1,906.54	\$1,925.00
additional children (18 years and under)***	\$ 195.00	\$ 12.76	\$ 182.24	\$195.00
TICKET BOOKS				
18 hole Ticket Book (10 rounds)	\$ 365.00	\$ 23.88	\$ 341.12	\$320.00
18 hole Ticket Book (20 rounds)	\$ 710.00	\$ 46.45	\$ 663.55	\$620.00
9 hole Ticket Book (10 rounds)	\$ 205.00	\$ 13.41	\$ 191.59	\$180.00
TOURNAMENT/ADVANCE FEES	\$ 5.00	\$ 0.33	\$ 4.67	\$4.00
POWER CARTS				
18 holes	\$ 30.00	\$ 1.96	\$ 28.04	\$29.00
9 holes	\$ 18.00	\$ 1.18	\$ 16.82	\$17.00
18 holes - Medical*	\$ 22.00	\$ 1.44	\$ 20.56	\$21.00
9 holes - Medical*	\$ 13.00	\$ 0.85	\$ 12.15	\$12.00
Cart Ticket Book (10 full Carts)	\$ 280.00	\$ 18.32	\$ 261.68	\$20.00
Fleet Rental (please see tournament packages)		\$ -	\$ -	\$270.00
Driving Range				
Small Bucket	\$ 3.00	\$ 0.20	\$ 2.80	\$3.00
Large Bucket	\$ 6.00	\$ 0.39	\$ 5.61	\$6.00
Driving Range Pass - Student	\$ 90.00	\$ 5.89	\$ 84.11	\$80.00
Driving Range Pass - Adult	\$ 125.00	\$ 8.18	\$ 116.82	\$110.00
Punch Card - 10 buckets	\$ 55.00	\$ 3.60	\$ 51.40	\$55.00

2004 Fee Schedule

Description	2004 Rate (Including GST)	G.S.T.	2004 Rate (Without G.S.T.)	2003 rates not included
RENTALS				
Single Iron	\$ 1.00	\$ 0.07	\$ 0.93	\$1.00
Single Wood	\$ 2.00	\$ 0.13	\$ 1.87	\$2.00
Full Set	\$ 18.00	\$ 1.18	\$ 16.82	\$18.00
MINI LINKS				
9 holes - adult	\$ 4.50	\$ 0.29	\$ 4.21	\$4.00
9 holes - 12 and under	\$ 3.00	\$ 0.20	\$ 2.80	\$2.50
Mini Links Pass	\$ 32.50	\$ 2.13	\$ 30.37	\$30.00
CROSS COUNTRY SKIING				
Single Day	\$ 4.00	\$ 0.26	\$ 3.74	\$3.00
Family Day	\$ 12.00	\$ 0.79	\$ 11.21	\$10.00
Student Day	\$ 2.50	\$ 0.16	\$ 2.34	\$2.00
Single Season	\$ 50.00	\$ 3.27	\$ 46.73	\$45.00
Family Season	\$ 110.00	\$ 7.20	\$ 102.80	\$100.00
Senior Season	\$ 45.00	\$ 2.94	\$ 42.06	\$40.50
GOLF ASSOCIATION FEE				
Includes RBGA fee, computer, handicap card	\$ 30.00	\$ 1.97	\$ 28.03	\$30.00
ROOM RENTAL				
Clubhouse	\$ 30.00	\$ 1.96	\$ 28.04	\$30.00
Boardroom	\$ 15.00	\$ 0.98	\$ 14.02	\$15.00
SCHOOL GROUPS				
18 holes	\$ 22.00	\$ 1.44	\$ 20.56	\$22.00
9 holes	\$ 13.00	\$ 0.85	\$ 12.15	\$12.00
Tournament Packages				
Weekday includes cart, range and prize fund	\$ 68.00	\$ 4.45	\$ 63.55	\$61.50
Weekend includes cart, range and prize fund	\$ 72.00	\$ 4.71	\$ 67.29	\$65.50
for tournaments requiring over 54 carts:	ask for a quote			
Restrictions apply and proof of eligibility must be furnished upon request				\$49.22
***These categories (student and child on a Family Pass include use of the Driving Range and the Mini-Links)				\$43.87
Restricted and Restricted Senior Pass Holders are restricted from playing after 12:00				
noon on Fridays, all Weekends and Holidays and 3:00 Monday thru Thursday.				
Junior Green Fee is only available Monday to Thursday before 3:00pm, Friday before 12:00				
noon and Weekends and Holidays after 4:00pm.				
No nine holes on Fridays weekends or holidays before 5pm				

RED DEER PUBLIC LIBRARY BUSINESS PLAN 2004 – 2006

MISSION

Red Deer Public Library will ensure access to the universe of information and ideas.

MANDATE

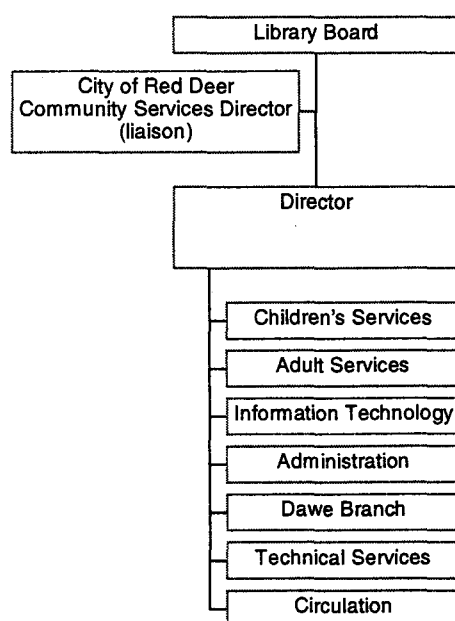
The mandate of Red Deer Public Library is to provide library service to every person in the city of Red Deer.

Red Deer Public Library is managed by an autonomous Library Board that operates under the Provincial Libraries Act. The Library Board is appointed by Red Deer City Council and receives its funding from a separate tax levy of the City of Red Deer (about 73%) and from a provincial grant (about 12%). The Library generates the remainder (about 15%) through partnerships, fees and fines.

Though Red Deer Public Library reports directly to City Council, it is one of the community agencies whose activities are co-ordinated by the Director of Community Services.

ORGANIZATION STRUCTURE

Organization Chart



INTRODUCTION

In 2004 the Library will continue a number of important initiatives begun in the past few years:

1. The Family Literacy Program will be integrated as a core service, supported by the Operating Budget of the Library rather than grants. This enhanced service, which has proven its benefits to the community since it began in 1997, will cost an additional \$40,000. The Library has provided Literacy Services to the citizens of Red Deer since 1995, and won the Canada Post Award for Community Leadership in 2003.
2. The partnership between the Public Library, the City of Red Deer and Red Deer College Library continues in 2004 with the fourth of ten payments of \$50,000 to Red Deer College to ensure public access to the Library Information Common on campus. No new funds are required in 2004 to continue the shared planning and marketing activities of the two libraries.
3. Direct service to customers via the web continues to be a major thrust of the Library, with the iBistro web catalogue's new functionality and the information organizing tools of Sirsi Rooms web development tool.

There are also a number of new initiatives that will involve a shift in strategic focus:

1. Facility planning becomes a major new focus, with the completion of the 2003-04 Community Facility Enhancement Program renovations Downtown, and planning for significant future enhancements at both Dawe and Downtown branches.
2. The Library will be investigating opportunities to partner with Parkland Regional Library in future endeavors. However, we do not anticipate any significant new investments in funds for this new partnership.
3. A \$450,000 bequest from the Dickson Family will allow the Library Board to plan some combination of new ongoing programs/services/collections and capital development. We anticipate that this significant new source of funds will become a seed for future funding development in the area of planned giving.
4. The Library will investigate new partnership opportunities with Parkland Regional Library to enhance library service in the region.

While there was finally a small increase (29 cents per capita) in the provincial per capita grant to public libraries, there has been a major decrease in provincial funding in real dollars over the past ten years. The Library will participate in coordinated advocacy efforts to increase provincial funding in 2004 and beyond.

OBJECTIVES and ACTIONS

1. To market library programs and services to increase membership in and usage of the Library.

Action	Time-Line	Primary Responsibility	Performance Measure
a) Update the three-year Marketing Plan (1 st plan 2002-04)	Q4 2004	Marketing Team	2005-07 Plan in place by the end of 2004
b) Gather quantitative and qualitative information from customers, non-customers and other stakeholders	Ongoing	Marketing Team	Positive ongoing data available from focus groups and surveys
c) Implement an ongoing program for new funds development, focussed on corporations, foundations and service clubs	Ongoing	Marketing Team	\$45,000 in new funds raised in 2004
d) Plan for investing and/or spending the \$450,000 Dickson Bequest	Ongoing	Library Board	Plan in place Q2 2004 Programs or capital spending beginning Q3 2004
e) Participate in provincial and local advocacy efforts to increase the profile of and funding for public libraries	Ongoing	Library Board	Effective advocacy during 2004 as measured by provincial and municipal funding levels

2. To provide to our customers the facilities, collections, programs and services they need.

Action	Time-Line	Primary Responsibility	Performance Measure
a) Based on input from the Marketing Plan, evaluate how present facilities, collections, programs and services help the Library to meet its goals, and plan for new or changed collections, programs and services	Ongoing	Management Team	Positive results from regular evaluative surveys, focus groups, circulation data
b) Investigate enhanced service to persons with disabilities, including adaptive technologies, new collections and staff training	Plan in place Q2 2004	Management Team	New technologies, collections & training implemented in 2004. Adaptive workstations are included in 2003-04 CFEP project.
c) Plan for significant enhancements to both Downtown and Dawe facilities, including fundraising	Plans in place Q2 2004	Management Team, Library Board	Downtown CFEP project completed Q4 2004. Downtown Phase II plans in place Q2 2004. Dawe plans in place Q2 2004. Fundraising presentations to service clubs.

3. To provide our customers with a high level of access to electronic resources

Action	Time-Line	Primary Responsibility	Performance Measure
a) Provide access to high quality research resources for our customers, through a managed public Internet access service	Ongoing	IT Librarian, Management Team	Positive results from province-wide, standardized electronic performance measures
b) Continue as an active member of the RedNeT fibre-optic network	Ongoing	Director, IT Librarian	Active involvement in the partnership
c) Take a leadership role in providing public Internet access through the Red Deer Urban CAP (Community Access Program) Network.	Ongoing	IT Librarian	Public Internet access available at the Library; new public training programs available
d) Provide a leadership role in planning and implementing the Smart Communities project in Central Alberta.	Ongoing	Director	Continued success of Smart Communities planning through new funding, successful programs and new partnerships
e) Participate as a key Red Deer institution in the Supernet project of the Government of Alberta.	Ongoing	Director, IT Librarian	Supernet Connection Q2 2004, participation in Supernet applications trials 2004
f) Implement Sirsi Rooms web management system	2Q 2004	IT Librarian	Sirsi Rooms available to customers by 2Q 2004

4. To work in partnership with other institutions to enhance service to our customers.

Action	Time-Line	Primary Responsibility	Performance Measure
a) Work towards an enhanced, integrated library service for Red Deer, as an active member of the Library Council of Red Deer Public Library, Red Deer College Library and the City of Red Deer	Ongoing	Library Council, Management Team, Library Board	Positive results reported in the Library Council's Annual Report (September of each year)
b) Work with The Alberta Library to ensure Red Deer Public Library's goals work within a regional, provincial and national multi-type library plan.	Ongoing	Director	Coordinated planning
c) Participate in The Alberta Library's province-wide reciprocal borrowing program – the TAL Card.	Ongoing	Children's/Circ.Librarian, Circ.Staff, Director	Positive results reported in TAL Card output measures
d) Work with the Red Deer & District Museum, Red Deer College, Arts a la Carte and the members of the Cultural Charter to provide high-quality community displays and programs.	Ongoing	Director	New programs; success of existing partnerships
e) Investigate a new, closer relationship with Parkland Regional Library, with a related investigation of new funding sources	4Q 2004	Library Board, Director	New partnership in place that benefits both partners without requiring an increase in the Library tax levy.

5. To operate the Library in the most efficient, effective and business-like manner possible.

Action	Time-Line	Primary Responsibility	Performance Measure
a) Plan in a collaborative fashion, soliciting input and feedback from staff, Board and Community stakeholders	Ongoing	Board, Stakeholders, Management Team	Positive qualitative feedback from stakeholders and marketing processes. Positive feedback from focus groups, interviews and surveys administered in 2004 regarding RDC Partnership.
b) Commit to continuously improve business processes	Ongoing	Director, Library Board	Board self-assessment Director's assessment
c) Compare the Library to, and learn from the best libraries and related institutions in Alberta, Canada and the world (benchmarks)	Ongoing	Management Team	Positive measures in each Business Plan, with the Library in the top quarter of important national public library rankings.
d) Co-ordinate Library planning processes with the City's Strategic Plan, CS Action Plan, the Cultural Master Plan and the IT Master Plan.	Ongoing	Management Team	Integrated planning, as expressed by stakeholders
e) Enhance Library Collections	2005 Budget	Library Board	Ensure that RDPL's rank in \$ per capita spent on library materials is in top 1/3 of mid-sized libraries in the national Public Library Survey

6. To develop the Library as a centre for Lifelong Learning.

Action	Time-Line	Primary Responsibility	Performance Measure
a) Work in partnership with Red Deer College, School Boards, Lifelong Learning Council of Red Deer and educational organizations to support lifelong learning for our customers.	Ongoing	Director, partner organizations	To be determined
b) Work with the Red Deer Literacy partners to provide lifelong learning opportunities to people in Red Deer who lack literacy skills; plan to integrate the Family Literacy Program into Library's core service, identify funding sources for the next two years.	Ongoing	Management Team, Library Board	Family Literacy Program integrated into Library operations Q1 2004
c) Expand services to low-income families through partnership programs with community and school organizations and literacy and public access programs like the Family Literacy Program, the Red Deer Community Literacy Program, Urban CAP, Smart Communities, Volnet and the Gates Library Foundation	Ongoing	Management Team	Success of existing partnerships, as expressed in output measures and qualitative feedback

IMPLICATIONS OF THE BUSINESS PLAN

Additional funds are required in 2004 to support:

1. Full funding for the Family Literacy Program (\$40,000), funded in 2002 and 2003 by grants from the Community Lotteries Board;
2. Increases for staff salaries and benefits, including the CUPE increase, increase in Local Authorities and Canada Pension Plans employer contributions, increase in Blue Cross Extended Health & Dental premiums, movement of staff on the salary grid (\$81,000);
3. Additional dollars for Building Operations, including increases in utilities, insurance and security and janitorial contracts (\$45,500); and
4. Additional dollars for library materials (\$9,122).

PERFORMANCE MEASURES

1. We continue to compare RDPL with other public libraries in Canada, based on annual national survey information.
2. We strive to provide services the most cost efficient manner possible, measuring the costs of providing key library services.
3. We continue to gather quantitative and qualitative information from stakeholders, from regular surveys, interviews, focus groups, questionnaires and online forms.

Output Measures

Performance Measure	2002 Actual	2003 Projected	2004 Targets
Customer Visits	520,585	500,000	530,000
Website Visits	N/A	80,000	150,000
Circulation of Items	671,839	680,000	695,000
Program Attendance	24,822	25,000	26,000
Volunteer Hours	7,410	7,200	7,500
Reference Questions	89,822	90,000	92,000
Public Internet Computers	27	37	40
Internet Research Sessions at Public access workstations in the Library	57,278 (est.)	80,000	100,000

The Library Council is working on creating a range of *outcome* measures for Library service between RDPL and Red Deer College Library. We hope to have these in place in early 2004.

2002 Rankings

Red Deer Public Library participates in an annual survey of Canadian public libraries undertaken by the Council of Administrators of Large Public Libraries. The following important measures show RDPL ranked well above average in most of the following important measures:

Performance Measure	39 Medium-Sized Libraries * 2002 – 2001	71 Largest Libraries ** 2002 – 2001
Visits per capita	#3 - #3	#9 - #7
Circulation per capita	#9 - #8	#31 - #26
Items added per Capita	#9 - #8	#14 - #18
Items per capita	#12 - #11	#19 - #19
Reference Questions per Capita	#8 - #4	#18 - #13
Materials expenditure per Capita	#17 - #18	#31 - #44

* Rankings compared with 39 Canadian libraries serving between 50,000 and 100,000.

** Ranking compared with the 71 largest public libraries in Canada.

The following chart shows how Red Deer ranks with other Alberta cities in municipal support in 2002. Though in the past five years the Library Tax Levy has been growing faster in Red Deer than in most other urban centres, ***we still have the lowest per capita municipal tax levy of the seven largest libraries in Alberta.*** However, we have larger library-generated revenues than most libraries (ranked 3rd in Other Expenditures). The result is that we rank 5th amongst these libraries in total expenditures per capita.

	Edmonton	County of Strathcona	Lethbridge	St. Albert	Calgary	Medicine Hat	Red Deer
Municipal Expenditures Per Capita (RANK)	\$29.41 (1)	\$26.88 (2)	\$26.62 (3)	\$26.13 (4)	\$25.10 (5)	\$23.48 (6)	\$23.21 (7)
Other Expenditures Per Capita (RANK)	\$5.96 (6)	\$9.09 (4)	\$17.68 (1)	\$9.35 (2)	\$6.79 (5)	\$5.81 (7)	\$9.23 (3)
Total Expenditures Per Capita (RANK)	\$35.37 (4)	\$35.97 (2)	\$44.30 (1)	\$35.48 (3)	\$31.89 (6)	\$29.29 (7)	\$32.44 (5)

GROWTH AND SERVICE DEMAND COSTS

- CUPE contract increases of 5% and 3% (Salaries & Benefits) were negotiated in 2002 for the periods July 1, 2002 to June 30, 2004. New negotiations for the second half of 2004 and beyond will take place in mid-2004.
- In 2002 RDPL spent \$3.33 per capita on Library Materials (books, audio-visual items, online and print subscriptions). We are ranked 17 out of 39 mid-sized libraries in this measure (very close to the average), and 45 out of 71 of all libraries in the survey (somewhat below average). We aim to reach and continue to stay in the top 1/3 of all libraries surveyed in future surveys.
- Planning for capital facility enhancement at the Dawe and Downtown branches will become a focus in 2004 and beyond, as the Library Board continues to maintain and manage its physical infrastructure in the face of significant public usage.

**THE CITY OF RED DEER 2004 OPERATING BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Red Deer Public Library
DEPARTMENT: Community Services General
DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit(s) - #481

Red Deer Public Library is managed by an autonomous Library Board that operates under the Provincial Libraries Act. The Library Board is appointed by Red Deer City Council and receives its funding from a separate tax levy of the City of Red Deer (about 74%) and from a provincial grant (about 12%). The Library generates the remainder (about 14%) through partnerships, fees and fines. Though Red Deer Public Library reports directly to City Council, it is one of the community agencies whose activities are co-ordinated by the Director of Community Services. The mission of Red Deer Public Library is to ensure access to the universe of information and ideas. The mandate of the Library is to provide library service to every person in the city of Red Deer.

CHANGES IN BUDGET

2003 Budget	\$	1,773,000
Family Literacy Program - Core Funding	\$	40,000
Additional Salaries & Benefits	\$	81,000
Additional Library Materials	\$	9,122
Additional Building Operations	\$	45,500
Other Expenditure Increases	\$	1,597
Additional Funding: Province & Self-Generated	\$	(37,219)
2004 Budget	\$	1,913,000

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

In 2004 the Library integrates the Family Literacy Program into the Operating Budget as a core program, after eight years of project funding. Additional funds are required to maintain the Library's physical facilities, to fund Salary and Benefits increases, and to continue a program to enhance collections.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Salary & Benefits costs will be mainly related to the next CUPE contract, which will take effect in July 2004. Capital funding for future facility enhancement will become an important issue in the years 2005-10.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$ 1,336,934	\$ 1,399,000	\$ 1,470,000	5.1%
General & Contracted Services	\$ 438,000	\$ 510,000	\$ 541,500	6.2%
Materials, Supplies & Utilities	\$ 376,775	\$ 407,878	\$ 474,834	16.4%
Other	\$ 57,265	\$ 95,714	\$ 95,477	-0.2%
SUB-TOTAL	\$ 2,429,069	\$ 2,412,592	\$ 2,581,811	7.0%
Internal Charges & Transfers	\$ -	\$ -	\$ -	
TOTAL EXPENDITURE	\$ 2,429,069	\$ 2,412,592	\$ 2,581,811	7.0%
REVENUE	\$ 790,680	\$ 639,592	\$ 676,811	5.8%
NET TAX LEVY	\$ 1,638,389	\$ 1,773,000	\$ 1,913,000	7.9%
Percent Change		8.2%	7.9%	
EQUIVALENT FULL TIME POSITION	35.0	35.5	37.0	

**CITY OF RED DEER 2004 BUDGET
OPERATING BUDGET DETAIL**

PROGRAM: Red Deer Public Library

DEPARTMENT: Community Services General

DIVISION: Community Services

CODE	PROGRAM DESCRIPTION	2003 BUDGET	2004 BUDGET
	BUSINESS UNIT - # 481		
	REVENUES		
	CITY LEVY	1,773,000	1,913,000
	PROVINCIAL GRANT	284,490	311,536
	LIBRARY GENERATED (subtotal)	355,102	365,275
	Library Fees (memberships)	86,000	85,000
	Fines	44,000	49,000
	Photocopy/Printing Revenue	9,000	9,000
	Room Rentals	23,000	23,000
	Interest Income	14,000	19,000
	Donations/miscellaneous	55,000	55,000
	Separate School Board Contract: Dawe	39,102	40,275
	Entrepreneurial Activities	85,000	85,000
	TOTALS	2,412,592	2,589,811

**CITY OF RED DEER 2004 BUDGET
OPERATING BUDGET DETAIL**

PROGRAM: Red Deer Public Library

DEPARTMENT: Community Services General

DIVISION: Community Services

CODE	PROGRAM DESCRIPTION	2003 BUDGET	2004 BUDGET
	BUSINESS UNIT - # 481		
	Staff Development	19,000	22,000
	Association Fees	7,000	7,500
	Library Materials	279,878	289,000
	Supplies	25,000	26,000
	Communications	30,500	32,000
	Equipment Maintenance	12,000	12,000
	Building Operations		
	Insurance	8,000	15,000
	Utilities	94,000	105,000
	Commissionaire	40,000	55,000
	Elevator Maintenance	4,000	4,000
	Plant Maintenance	3,000	3,500
	Janitorial Service	35,000	45,000
	Window and Carpet Service	5,000	5,000
	HVAC Controls Contract	18,500	19,000
	Work Orders	4,000	5,000
	City Inspection	2,500	3,000
	TOTALS		

**CITY OF RED DEER 2004 BUDGET
OPERATING BUDGET DETAIL**

PROGRAM: Red Deer Public Library

DEPARTMENT: Community Services General

DIVISION: Community Services

CODE	PROGRAM DESCRIPTION	2003 BUDGET	2004 BUDGET
	BUSINESS UNIT - # 481		
	Debenture	45,714	45,477
	Miscellaneous		
	Audit Fees	6,000	5,000
	Legal Fees	2,000	2,000
	Bank Charges	4,500	6,000
	Non-recoverable GST	17,000	19,000
	Minor Capital	9,000	9,000
	Salaries & Benefits	1,399,000	1,480,000
	Literacy Program - Core funding	5,000	45,000
	Computer Operations	117,000	110,000
	Marketing support	35,000	35,000
	RDC Partnership		
	Contribution to RDC Capital Campaign (\$50,000 per year, 2001-2010)	50,000	50,000
	Entrepreneurial Expenses and Special Projects	85,000	85,000
	Special Project Funding (from Fundraising)	50,000	50,000
	TOTALS	2,412,592	2,589,477

PARKLAND COMMUNITY PLANNING SERVICES: CITY DIVISION BUSINESS PLAN 2004 – 2006

MISSION

To work with the citizens of Red Deer to ensure that the quality of life is enhanced through long term plans, planning services (including subdivision processing) and land use bylaws.

MANDATE

The mandate of Parkland Community Planning Services includes the following responsibilities:

- To conduct land use planning that considers fiscal, environmental and social sustainability.
- To plan for an appropriate mix of parks, natural areas, residential, commercial, industrial and institutional land uses.
- To continue to support the development of the Greater Downtown as a vibrant and attractive focal point of the community.
- To plan, in consultation with citizens, to effectively manage the issues that are associated for community growth, such as infrastructure, urban sprawl, increased traffic and others.
- To plan for community and economic growth while providing a balance in preserving and maintaining environmentally sensitive areas, historic resources and other significant features.
- To work with elected and administrative officials in Red Deer County to ensure a coordinated approach to land use planning.
- To provide a public participation process, which provides information, communicates issues, and facilitates the resolution of issues related to planning, development and subdivision.
- To preserve escarpment and natural areas to ensure that green space and community linkages extend into new areas as the city grows.
- To maintain and regularly update the land use bylaw, land use plans and policies.
- To administer the Neighbourhood Planning and Design Guidelines and Standards including the processing and referral of all plans and subdivision applications in the city of Red Deer.
- To design subdivisions on behalf of the land bank.
- To provide statistical data including population projections.
- To answer public inquiries related to planning issues
- To provide advice on provincial and federal planning issues.
- To advise Council and committees on all planning related issues.

This broad mandate requires coordination with almost every department in the City, several City agencies and involvement with several City committees.

Committee involvement includes:

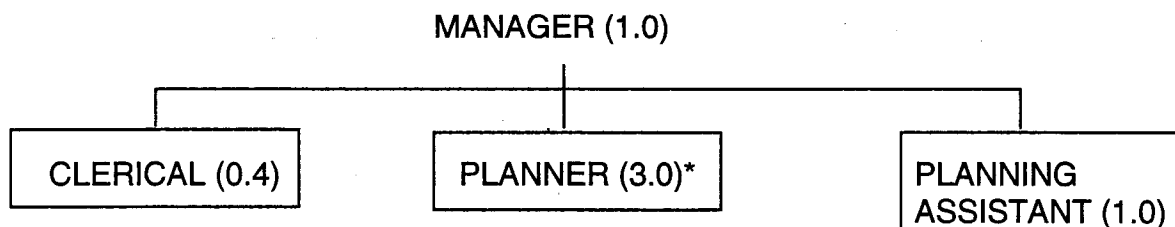
- Municipal Planning Commission
- Heritage Preservation Committee
- Environmental Advisory Board
- Subdivision and Development Appeal Board
- Greater Downtown/Riverside Meadows Policy Committee
- Subdivision Committee
- Land Bank Committee
- Web Committee
- Demographic Committee
- Joint Use Committee
- GIS Committee
- Street Naming Committee
- Intermunicipal Planning Committee

Staff is also involved in several ad hoc committees, which are generally in place for the term of a project. Council meetings also involve a considerable amount of staff time. Parkland Community Planning Services operates within the provisions of the Municipal Government Act, the Provincial Subdivision and Development Regulation and the Provincial Land Use Policies.

ORGANIZATIONAL STRUCTURE

Parkland Community Planning Services is located just north of City Hall on the fourth floor of 4808 Ross Street. PCPS was formed in 1995 as an Intermunicipal Services Agency under Section 625 of the Municipal Government Act. The Agency has a Municipal Board of Directors and two divisions. The City Planning Division provides planning service exclusively to the City of Red Deer and acts as the City's planning department, through a contract while the Municipal Planning Division provides planning services to towns and villages in the area, as well as offering a planning consulting service throughout Alberta. Profit from the Intermunicipal Services Agency is shared with the 21 member clients, including the City of Red Deer.

CITY PLANNING DIVISION



* .5 is supported through additional funding provided in 2003 with the understanding that needs will be reassessed in 2004 when the contract between the city and PCPS is renewed

The proposed and comparative staffing for the business period 2000-2006 is as follows:

Dept FTEs (Exempt) Union	2000	2001	2002	2003	2004	2005	2006
Dept Total.	(4.9)	(4.9)	(4.9)	(5.4)	(5.4)	(5.4)	(5.4)

Note: An extra ½ FTE was added in the year 2000 at no extra cost to the City with funding coming from subdivision revenues.

INTRODUCTION

It has been a very busy year with a seemingly endless supply of studies, projects and initiatives. The funding that allowed for the increase of a one half position approved in last year's budget assisted us in completing several significant projects in 2003. These include:

1. An Area Redevelopment Plan Amendment and Finalization of the Rezoning of industrial properties in Riverside Meadows
2. Completion of the Riverlands Area Redevelopment Plan
3. Completion of the Design Guidelines for the Downtown
4. Completion of the Design Guidelines for Parkvale
5. Completion of the first phase of the secondary suites implementation
6. Initiation of the second phase of secondary suites project
7. Completion of the Residential Annexation Notice of Intent Report along with the extensive public consultation program
8. Completion of Design of Johnstone Crossing Neighbourhood Area Structure Plan which implements the Neighbourhood Planning and Design Guidelines and Standards
9. Completion of Population Projections for the City, including age/gender projections
10. Initiation of the Expanded Northwest Area Structure Plan
11. Completion of the Treed Boulevards Report
12. Completion of over 50 rezoning bylaws
13. Completion of over 10 Neighbourhood Area Structure Plan amendments
14. Completion of over 1500 lots subdivided
15. Completion of the update of the East Hill Major Area Structure Plan
16. Completion of the update to the Northwest Major Area Structure Plan
17. Development of Transitional Neighbourhood Planning and Design Guidelines and Standards
18. Completion of the implementation Plan for the Red Deer Growing Smarter Report
19. Review and update of the R3 Multiple Family District
20. Completion of over 10 development related public participation processes
21. Completion of over 10 Intermunicipal Development Plan referrals from Red Deer County
22. Participation in the Transportation Master Plan

23. Initiation of the Industrial Annexation process
24. Input on the National Radiocommunication policy
25. Completion of the Service Roads Land Use Amendment
26. Completion of the Parkland Community Planning Services Corporate Business Plan
27. Participation in the update of the Community Services Action Plan update
28. Uploading of the PCPS web Content on the City web site
29. Presentations to Schools, Rotary, Communities in Bloom and others
30. Participation in the National Study on Community Resiliency being conducted by the University of Lethbridge
31. Participation in the Mall Display with council
32. Participation in Heritage Canada Policy Discussions/workshops held by the University of Alberta

Challenges in 2003

Continued high growth makes it very difficult to sustain a long range-planning program using internal resources. Our first priority is to address immediate development issues, which involve subdivision, rezoning, public meetings, internal meetings and committee meetings. The high volume of development proposals makes our long range-planning program more difficult to sustain.

An additional challenge in 2003 has been the number of different plans with specific time frames for implementation. Currently we are responsible for implementing material from the Community Services Action Plan, the Municipal Development Plan, the Neighbourhood Planning and Design Guidelines and Standards, the Red Deer Growing Smarter Study, the Greater Downtown Action Plan, the Riverside Meadows Area Redevelopment Plan and the Riverlands Area Redevelopment Plan. These important long range strategies are juxtaposed against an increasing number of subdivisions, current planning studies to address emerging issues, public participation processes, land use bylaw and area structure plan amendments as well as our long range planning program.

Challenges 2004-2006

Maintaining databases, maintaining and updating plans and processes, implementing plans and policies will continue to take a significant amount of resources from planning staff. While we will continue to offer current planning services such as public consultation and participation, subdivision plan amendment, land use bylaw amendments, planning studies and assistance to other departments and the public, our ability to do major long range projects will continue to be a challenge. Public participation continues to evolve and we are custom designing public participation programs for individual issues. While the majority of our public participation programs will continue to use the process outlined in the Neighbourhood Planning and Design Guidelines and Standards, we are designing specialized public participation programs for more controversial issues. Recent examples include the West Park Neighbourhood Area Structure Plan, the Kentwood Multifamily project, Riverside Meadows Area

Redevelopment plan and the Telecommunications Tower issue. We will see more specialized programs in future that better meet the needs of the public; these specialized public participation programs are however very time intensive. There are increasing demands for planning in older neighbourhoods and continuing strong demand for better plans in newer neighbourhoods that reflect the new Neighbourhood Planning and Design Guidelines and standards. We do not have the resources to address all the demands for planning with our existing staff complement. Council continues to request research and policy development to address development issues in the Red Deer context for e.g. gated communities, boulevards study, senior's development etc.

OBJECTIVES AND ACTIONS

1. Update Major Area Structure Plans

Action	Completion Date	Primary Responsibility	Performance Measures
(a) Extend the Northwest Area Structure Plan to include County lands	April 2004	Planning Staff	Adoption of comprehensive plan that addresses City Growth

2. Update the Municipal/Intermunicipal Development Plans

Action	Completion Date	Primary Responsibility	Performance Measures
(a) Update Municipal Development Plan to incorporate new Strategic Plan, Smart Growth Principles and City Growth including annexation	March 2005	Contracted - managed by Planning Staff	Adoption by City Council
(b) Update the Intermunicipal Development Plan to reflect annexed area, growth sectors and to improve the terminology	July 2005	Planning Staff	Adoption by Red Deer County/City Council

3. Implement Design Guidelines for Parkvale, C1 (Downtown) and Riverlands

Action	Completion Date	Primary Responsibility	Performance Measures
(a) Amend the land use bylaw to implement the Design Guidelines for the Downtown, Parkvale and Riverlands	February 2004	Planning Staff	Adoption of the Land Use Bylaw Amendment
(b) Create a Design Review Team to assist in implementing the design guidelines	September 2004	Planning Staff	Improvement in Building Design

4. Participate in the Implementation of the Red Deer Growing Smarter Report

Action	Completion Date	Primary Responsibility	Performance Measures
(a) Gated Community Study	April 2005	Planning Staff	Report accepted by City Council
(b) Increased Density Study – design, open space and fiscal impacts study	June 2006	Contract	Report accepted by City Council
(c) Support RP&C in the development of a trails master plan to provide better neighbourhood pedestrian and cycle links	December 2004	Planning Staff	Plan adopted by City Council

5. Participate in the Implementation of the Greater Downtown Action Plan

Action	Completion Date	Primary Responsibility	Performance Measures
(a) Review mechanisms to ensure downtown movie theatres stay downtown and redevelop as necessary	July 2006	Planning Staff	Report accepted by City Council
(b) Prepare a developer's handbook which illustrates model development projects and design guidelines for commercial development; this will be a builder/developer guide to encourage/assist in downtown development	July 2005	Planning Staff/Land and Economic Development staff	Completion of Report
(c) Develop a Downtown Heritage Strategy	September 2005	Planning Staff/Heritage Preservation Committee	Completion of Strategy/Adoption by City Council

6. Participate in the Implementation of the Riverside Meadows Area Redevelopment Plan

Action	Completion Date	Primary Responsibility	Performance Measures
(a) Co-ordination of the Convent Park Redevelopment	December 2004 (dependent on the developer)	Planning Staff	Area Redevelopment Plan objectives achieved
(b) Assist in completing further studies on the incorporation of public art/cultural opportunities in the community	October 2004	Planning Staff/Recreation, Parks and Culture staff	Implementation of recommendations
(c) Participate in the study on the impact of community change on community health/resiliency	October 2004	Planning Staff/University of Lethbridge	Study completed
(d) Monitor Implementation Progress	ongoing	Planning Staff	Positive community change occurring

7. Planning for Recently Annexed Areas

Action	Completion Date	Primary Responsibility	Performance Measures
(a) Update the Northeast Major Area Structure Plan	June 2005	Planning Staff	Plan adopted by City Council
(b) Prepare the College Park Area Redevelopment Plan	April 2005	Planning Staff	Plan adopted by City Council

8. Update the Land Use Bylaw

Action	Completion Date	Primary Responsibility	Performance Measures
(a) Reformat the Land Use Bylaw to improve clarity	May 2004 (contract)	City Clerks/Planning Staff/contract	User friendly land use bylaw

Action	Completion Date	Primary Responsibility	Performance Measures
(b) Review sign provisions in the land Use Bylaw	March 2004	Planning Staff	Adoption by City Council
(c) Magnet Signs Report	April 2004	Planning Staff	Adoption by City Council

9. Review Fees and Charges

Action	Completion Date	Primary Responsibility	Performance Measures
(a) Participate in the Community Services Division Review of all fees and charges (including PCPS fees) including their impact on accessibility	March 2004	Planning Staff with Community Services staff	Revised fee schedule

10. Implement Heritage Initiatives

Action	Completion Date	Primary Responsibility	Performance Measures
(a) Continue participation in the Heritage Awards Program through the Heritage Preservation Committee	ongoing	Planning Staff/Heritage Preservation Committee	Increasing awareness of/applications for awards
(b) Work with the Heritage Preservation Committee to access funding or incentives for heritage	July, 2004	Planning Staff/Heritage Preservation Committee	Successful in accessing additional funds

11. Implement, Update and Maintain Neighbourhood Planning and Design Guidelines and Standards

Action	Completion Date	Primary Responsibility	Performance Measures
(a) Support the NCNHS in developing guidelines that will assist developers in interpreting the significant human history and natural features of a development site	December 2005	Planning Staff (with NCNHS)	Adoption of guidelines by City Council
(b) Review light and heavy industry definitions in the land use bylaw	May 2004	Planning Staff	Adoption of Guidelines by City Council
(c) Administer a collaborative process for the assessment of Neighbourhood Area Structure Plans	ongoing	Planning Staff	Successful resolution of issues raised through the collaborative process
(d) Work with Developers to ensure an adequate breakdown of Municipal Reserve, Environmental Reserve, Public Utility Lots and housing mix and present this information to city council	ongoing	Planning Staff	Clear presentation of Open Space

12. Update the River Valley Concept plan

Action	Completion Date	Primary Responsibility	Performance Measures
(a) Update the River Valley Concept Plan to determine use; protect the Red Deer River Valley	December 2006	Planning Staff	Involvement of Counties, and Adoption of Principles

13. Participate in the update of the Transportation Master Plan

Action	Completion Date	Primary Responsibility	Performance Measures
(a) Participate in the Steering Committee to look at integrating all forms of transportation (cycle, walking, automobile, transit)	September 2004	Planning Staff	Completion of plan integrating all forms of transportation; adoption by Council
(b) Provide statistical data necessary to create a transportation model	September 2004	Planning Staff	Effective transportation model

14. Participate in the Implementation of the Community Services Action plan

Action	Completion Date	Primary Responsibility	Performance Measures
(a) Participate in the development of a promotions plan that indicates the economic and quality of life benefit of CS department and agency programs and services	December 2004	Community Services Division with Planning Staff	Adoption by Division
(b) Participate in the development of a tourism promotion strategy that identifies and acknowledges how CS agencies and departments contribute	November 2005	Community Services Division with Planning Staff	Adoption by Council
(c) Develop a flexible (customized approach and tools for community consultation that contributes to effective community planning	October 2005	CS Division with Planning Staff	Workbook with Tools and approaches
(d) Participate in a Divisional approach to community planning that guides appropriate consultation, an integrated approach, including understanding among departments and agencies and effective communication of plans, actions and potential impacts	August 2005	Community Services Division with Planning Staff	Identification of how and why consultation will take place within the division.
(e) Support the NCNHS in updating the Interpretive master plan and explore the development of a plan that would cover the whole city	December 2005	NCNHS with Planning staff	Plan adopted by Council
(f) Support the review of the standard that relates to "basic" service and determine how it applies to Community Services programs and Services	January 2005	CS Division with Planning Staff	Identification of levels of service/adoption of principles by Council

15. Continue with Annexation Process/Identification of Land Requirements

Action	Completion Date	Primary Responsibility	Performance Measures
(a) Complete Industrial Annexation Application	Dec 2004	Planning Staff	Annexation approved
(b) Assess residential Land Requirements/Future annexation needs	January, 2004	Planning Staff	Identification of city needs
(c) Follow-up any outstanding issues from 2003 annexation (including East Hill amendment)	June 2004	Planning Staff	Update of plans and addressing of any resident concerns
(d) Identify the supply of and evaluate the need for commercial land	August 2004	Planning Staff	Determine if additional commercial sites are needed – location/type

16. Participate in the Implementation of the Riverlands ARP

Action	Completion Date	Primary Responsibility	Performance Measures
(a) Riverlands Plan in Preparation; implementation strategy unknown until the plan is adopted	Unknown	Planning Staff	Unknown

17. Evaluate Feasibility of Allowing Secondary Suites as a Discretionary Use in the R1 District

Action	Completion Date	Primary Responsibility	Performance Measures
(a) Public participation programs to evaluate public support and zoning framework to allow secondary suites in R1	June 2004	Planning Staff	Report accepted by City Council

18. Design New City-Land Bank Subdivisions

Action	Completion Date	Primary Responsibility	Performance Measures
(a) Prepare a Neighbourhood Area Structure plan for Quarter Section North of College Park	November 2004	Planning Staff	NASP adopted by City Council
(b) Preliminary Planning for new Industrial lands	November 2004	Planning Staff	Planning completed

19. Maintain Existing Ongoing Programs

- a) Maintain current committee involvement (13 committees)
- b) Participate in ad hoc issue specific committees as required
- c) Participate in ad hoc issue specific committees as required
- d) Process and evaluate subdivision applications
- e) Co-ordinate and process Land Use Bylaw amendments
- f) Co-ordinate and process Statutory Plan Amendments
- g) Co-ordinate and process Statutory Plan Amendments
- h) Create and Update all Major Area Structure Plans
- i) Create and Update all Major Area Structure Plans
- j) Provide advice to and answer questions from residents, non residents and from other communities
- k) Represent the city on any provincial or federal committees related to land use initiatives
- l) Prepare reports and recommendation on issues referred under the Intermunicipal Development Plan
- m) Co-ordinate public input processes on issues related to planning
- n) Co-ordinate public input processes for the Inspections and Licensing Department and the Land and Economic Development Department
- o) Assist the Assessment Department in Land area calculation for assessment purposes
- p) Advise city departments on issues related to public participation
- q) Provide statistical data to the city as required including populations projections

- r) Presentations for community groups, Council, schools
- s) Reports for Council, MPC, SMT and other departments
- t) Comments on referrals from other departments
- u) Update web site
- v) Update heritage brochures

Other Projects informally brought forward by various sources

These are not scheduled in 2004-2006.

Project	Responsibility	Comments
a) Noise Regulations	Requires consultant	Look at acceptable noise levels, reword the nuisance and land use bylaw to reflect the regulations; original project was identified through the Northwest ASP project
b) Adult Entertainment (Phase 2)	Planning/Legal staff	The project was discussed, however no authorization to proceed was received from Council. This project would look at other forms of adult entertainment – whether these should be regulated and how.
c) Area Redevelopment Plans (South Hill, Mountview, Waskasoo)	Planning Staff or contract out	These projects have been identified by residents/MPC or through City Council members. Each project would require a substantial investment of time during preparation and implementation. Contracting out the project would be very expensive due to the time commitment needed. Estimated cost would be \$30,000 to 60,000.
d) Design Guidelines (downtown north residential area and Riverside Meadows)	Contracted Out	These design guidelines for the north downtown residential area and Riverside Meadows were identified as needed projects through the Area Redevelopment Plan process. Terms of reference were prepared but there was not enough budget funding to proceed.
e) C1A Review	Planning Staff	The Municipal Planning Commission identified this project as a high priority in order to eliminate the industrial uses from the Riverlands area. This project will likely be undertaken as part of the implementation of the Riverlands ARP. The first phase of implementation of the ARP is included in this work program for 2004/2005.
f) R1N Review	Planning Staff/Inspections and Licensing	This project was identified by legal counsel as a priority for review. At various times it has also been identified by members of City Council. The project would look at resident satisfaction with the concept, documenting issues and proposing solutions to any identified issues.
g) Bylaw Amendment- landscaping in multi-family	Planning Staff	This project would see an amendment to the land use bylaw to add landscaping requirements for any comprehensive development whether or not there are separate lots created. This project will be undertaken with existing staff resources when time permits.

Implications of the Business Plan

There is a need for additional resources to undertake our work program, as it is very full for the next three years. The impact of this business plan if fully achieved will be to ensure that the city continue to evolve to meet the pressures of growth. A Business Plan Funding Request has been submitted under Community Services General so that Community Services can address the resource issue

Growth Costs

None

Service Demand Costs

As we make information more accessible to the public by inserting the plans on the City's web page, we are creating an ongoing maintenance issue for our office. Each plan will need to be updated regularly as will the information that is on the web page. We are currently budgeting for the web site maintenance to be done by existing staff but this is done on the assumption that our time required is predictable and manageable.

Our public participation programs have been very successful. There are however more and more specialized programs that we are developing that require extensive investments of time to resolve issues. In order to address these demands we may need to scale back our involvement to planning projects only if the demand increases in this area.

The significant growth of the city at a fairly rapid rate continues to put stress on human resources. Priorities are continuing to change regularly and thus some important projects are pushed further out the timelines.

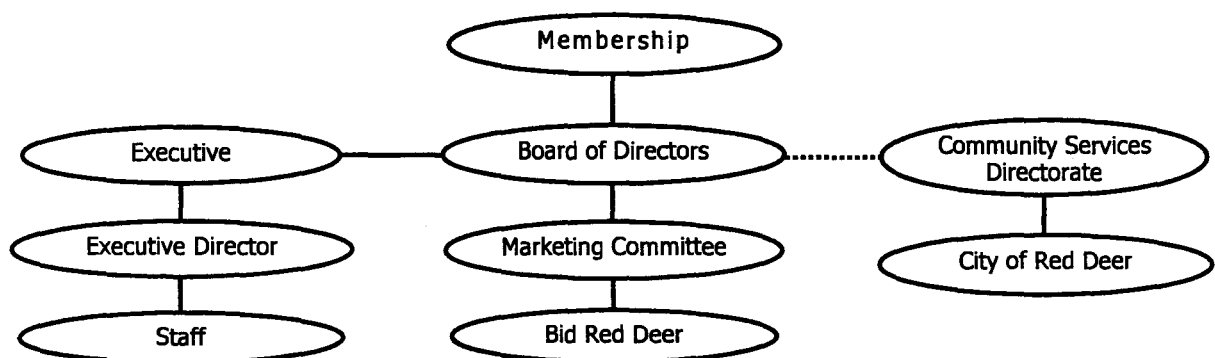


VISITORS CONVENTION BUREAU (TOURISM RED DEER) BUSINESS PLAN 2004 – 2006

MISSION

Tourism Red Deer is committed to developing and promoting tourism in cooperation with partners and stakeholders to stimulate long-term economic growth.

ORGANIZATIONAL STRUCTURE



STAFFING

	2002	2003	2004	2005	2006
FTES	6.5	5.25 – 5.5	6.0 – 6.5	6.5	6.5
Volunteer Hours	2,550	600	1,000	1,200	1,250

INTRODUCTION

Strategic Plan – Economic Development

- 2.1.4 Promote our amenities, including recreation facilities, parks, human services, heritage, culture and other attractions in Red Deer and Central Alberta, as assets to support a quality lifestyle, the growth of tourism, and economic development.*
- 2.1.5 Encourage activities, including trade shows, conventions, cultural, sporting and other events that promote tourism where feasible for our organization and community.*

Achievements

- Produced the Visitors Guide and Official Street Map. Trails Map and Mini-Map/Visitors Guide not produced in 2003 due to quantities in stock.
- Provided sponsorship, promotion and/or service to the Gospel Music Fan Festival, Westerner Days and CentreFest.
- Annual Tourism Awards held in May.
- Travel Radio in operation for one year. Modified transmitter to improve broadcast signal.
- Developed a new corporate identity – name, logo and tagline. (Q4, 2003)
- Install informational map/sign on outside of building to provide after-hours service (Q4, 2003).
- Master copies of the event marketing CD and new destination marketing CD exist, must develop the presentation/software, make copies, distribute and upload to new website (Q4, 2003).
- Partnering with Shaw Cable to develop a new web presence and community portal for Central Alberta (Q4, 2003).
- Formed a convention marketing consortium and taking an active role in Bid Red Deer to promote Red Deer and market convention/meeting facilities. Develop a Convention & Meeting Planner (Q4, 2003).
- Relationship-building with City, Chamber, DBA, CAEP, convention properties, members, ACTDR (Alberta Central Tourism Destination Region), Travel Alberta, other DMOs (Destination Marketing Organizations) and VCBs, and media.

Challenges Encountered

- With major staff changes, 2003 was interesting and challenging for the RDVCB. Much of the year was spent addressing significant administrative and staff issues, including new staff in key positions.
- Transferring personnel, insurance and accounting functions in-house, independent of the City, is complex and costly.
- Uncertainty regarding the potential costs of outstanding legal/financial issues and

becoming responsible for personnel, accounting and insurance has inhibited the ability to add needed additional staff.

- Working to improve the diminished credibility of the organization was an unforeseen challenge.
- Work needs to be done in the area of volunteers. Resources are not adequate to meet ever-growing service demands and expectations. Increased volunteer involvement at the board and committee levels is required and increased use of volunteers at the Visitor Information Centre could reduce the workload of paid Visitor Information Counsellors. Available staff time and budget are not sufficient to adequately recruit, train and sustain volunteers.
- Losses to the leisure travel market have been acute. The number of visitors to the Red Deer Visitor Information Centre is down over twenty percent (end July 2003 vs 2002). Unforeseen major events such as 9/11, SARS, BSE, forest fires, etc. have had a profound effect on travel and tourism worldwide.

Key Strategies & Initiatives

That relate to 2003

- The strategic focus in 2003 was to take a partnered approach to marketing Red Deer as a host location for meetings/ conventions/events to stimulate long-term economic growth. Through the convention marketing consortium and Bid Red Deer, continue to develop promotional materials and marketing initiatives to attract events to Red Deer.
- Changing the organization's name to Tourism Red Deer and developing a new logo and tagline is the first step in developing new materials such as the Convention & Event Planner and upgrading existing materials.
- Work on many of the initiatives begun in 2003 will carry over to 2004 and beyond, for example, the Tourism Red Deer website/community portal partnership with Shaw Cable.
- More work is required administratively. Improving the database and its ability to reference technology (i.e. fax and email) is key to improved communication with members, partners and advertisers, both existing and potential.
- Establish personnel, insurance and accounting functions in-house, independent of the City.
- In 2003, the fee-for-service agreement with the City of Red Deer will be renegotiated for 2004.

New for 2004

- Work to encourage Economic Development partnerships (i.e. CAEP, 3Cs) that will avoid duplication of effort and service, missed opportunities, and to undertake a cooperative approach to issues and initiatives that promote Red Deer and Central Alberta.
- Travel Alberta funding proposals for 2004-2005 include: Tourism Red Deer Website, Travel Radio Consortium, Leisure Marketing Consortium, Sport Tourism Consortium, Attractions Marketing Consortium, Convention Marketing Consortium and Highway Signs – North and South. While criteria have not yet been finalized, monies are available for marketing projects that include commitment and buy-in from industry partners. New for 2004 is the ability to use 'public' monies to leverage Travel Alberta funding.
- Continue with initiatives such as Travel Radio and the Destination Marketing CD, and work with industry partners, by forming Leisure Marketing- and Attractions Marketing Consortia and leveraging Travel Alberta funding, to promote Central Alberta as a leisure travel destination to recapture lost market due to 9/11, SARS, BSE, forest fires, etc.
- Building on the success of the convention marketing consortium and work with Bid Red Deer, form a sport tourism consortium to develop promotional materials and marketing initiatives to attract sporting events to Red Deer.
- Form a stakeholders group to develop and install enhanced Highway 2 signage on the North and South approaches to Red Deer to promote Red Deer events and attractions and featuring an updated brand; identify funding sources.
- Position the organization as a resource; that is, collect and make available statistics (ex. visitor inquiries, occupancy rates, event attendance), event information and photos. Provide information on the amount of tourism and its economic impact to members, industry, stakeholders, government, students and media.
- Completely revise, upgrade and improve the profile of the annual tourism awards by re-branding the event (Red Hat Awards), forming an event committee to maximize available resources, increasing industry and community involvement at the nomination stage, increasing media exposure to heighten awareness and provide added benefit to event sponsorship, updating the 'awards', etc.

OBJECTIVES & ACTIONS

1. **Event Marketing:** To undertake a partnered approach to marketing Red Deer as a host location, and to encourage and provide support to activities, including meetings, conventions, trade shows, cultural, sporting and other events that promote tourism, have a short-term positive economic impact and stimulate long-term economic growth.

	Actions	Complete	Primary Responsibility	Indicators of Success
a)	Develop a Convention & Event Planner as a comprehensive reference tool for event organizers detailing the facilities, amenities, event services and group activities available that make Central Alberta an ideal host venue for events.	Q1	Executive Director	Increased accommodation occupancy rates, generate leads, Red Deer attracts new event(s), positive feedback from partners.
b)	Continue to work with convention consortium to develop marketing initiatives and encourage events.	Ongoing	Executive Director	Cooperation and positive feedback from consortium.
c)	Through Bid Red Deer, review requests for bid assistance, both developmental and financial. Identify leads (including through CSTA), develop and present bids, provide information and conduct site visits.	Ongoing	Bid Red Deer, Executive Director	Increased accommodation occupancy rates, generate leads, Red Deer attracts new event(s), positive feedback from partners.
d)	Form a sport tourism consortium to develop a resource piece for sporting event planners to encourage events and support the work of Bid Red Deer and local sport groups.	Q3 / Ongoing	Executive Director	Generate leads, Red Deer attracts new sporting event(s), positive feedback from partners.
e)	Promote Red Deer as an event centre by maintaining and enhancing current marketing tools and developing event support services (including Visitors Guide, Mini-Map & Visitors Guide, Convention and Destination Marketing CDs) as an added benefit to event planners.	Ongoing	Executive Director	Increased accommodation occupancy rates, generate leads, Red Deer attracts new event(s), positive feedback from industry.
f)	Encourage and support existing events to increase their draw and economic impact and enhance and extend their marketing efforts.	Ongoing	Staff	Increased economic impact, attendance and awareness of area events.
g)	Seek the cooperation of the convention marketing consortium in collecting occupancy and event information to produce a convention listing and statistical data to track trends, and determine the economic value and type of event business done.	Ongoing	Executive Director	Distribution of accurate statistical data, increased awareness of Red Deer's ability to host events, cooperation of consortium.
h)	Utilize the website to encourage Red Deer as a venue for activities and events. Upload the Convention & Event Planner and the Convention Marketing CD to the website.	Q1 / Ongoing	Executive Director	Website statistics monitor shows increase in hits, visits, pages/ links viewed and downloads.
i)	Utilize Travel Alberta funding, where appropriate, to maximize the participation of industry partners and effectiveness of marketing initiatives.	Ongoing	Executive Director	Increased participation of tourism industry, increased revenues for organization.
j)	Support the Red Deer Regional Airport Authority in their efforts to improve the regional airport, to attract airline service and inbound traffic.	Ongoing	Executive Director	Red Deer Regional Airport is successful in attaining regular major airline service.

- 2. Destination Marketing:** To undertake a partnered approach to marketing Red Deer as a destination for leisure travel, short getaways, motor coach visits and special interest trips to stimulate long-term economic growth.

Actions	Complete	Primary Responsibility	Indicators of Success
a) Form a leisure marketing consortium of tourism operators, accommodations, restaurants, local events, etc. to develop packaged cooperative advertising opportunities targeted to the potential day-to-overnight getaway visitor.	Q2 / Ongoing	Executive Director	Increased attendance at partner operations/events, increased accommodation occupancy rates, positive feedback from partners.
b) Form an attractions marketing consortium to develop a printed map/brochure information piece with coupons for discounted admission or other incentives.	Q2 / Ongoing	Executive Director	Increased attendance at partner attractions/operations, positive feedback from partners.
c) Form a stakeholders group to develop and install enhanced Highway 2 signage on the North and South approaches to Red Deer to promote Red Deer events and attractions and featuring an updated brand; identify funding sources.	Q1	Executive Director	Attractive, effective signs replace existing worn and dated Highway 2 signage at north and south approaches to Red Deer.
d) Promote Red Deer as a leisure destination by maintaining and enhancing current marketing tools and their distribution systems (including Destination Marketing CD, Visitors Guide and Mini-Map & Visitors Guide).	Ongoing	Executive Director / Publications Coordinator	Increased accommodation occupancy rates, generate leads, Red Deer attracts new event(s), positive feedback from industry.
e) Continue to promote Red Deer as a leisure destination through Travel Radio. Enhance programming and promote Travel Radio by improving highway signage.	Ongoing	Executive Director	Increased number of inquiries at VIC, increased participation and positive feedback from partners.
f) Utilize the new Tourism Red Deer website/community portal to promote Red Deer as a destination; upload Destination Marketing CD, increase member participation.	Q1 / Ongoing	Executive Director	Website statistics monitor shows increase in hits, visits, pages/ links viewed and downloads.
g) Utilize Travel Alberta funding, where appropriate, to maximize the participation of tourism industry partners and effectiveness of marketing initiatives.	Ongoing	Executive Director	Increased participation of tourism industry, increased revenues for organization.
h) Support the Red Deer Regional Airport Authority in their efforts to improve the regional airport, to attract airline service and inbound tourism traffic.	Ongoing	Executive Director	Red Deer Regional Airport is successful in attaining regular major airline service.

	Actions	Complete	Primary Responsibility	Indicators of Success
i)	Maximize marketing opportunities available through David Thompson Tourist Council, Alberta Central Tourism Destination Region, Travel Alberta, etc.	Ongoing	Executive Director	Reduced costs to organization and members, increased exposure and awareness.
j)	Encourage and support existing attractions, events and tourism operations; enhance and extend their marketing efforts. Provide in-kind sponsorship, where appropriate.	Ongoing	Executive Director / Staff	Increased economic impact, attendance and awareness of attractions/operations/events.
k)	Provide copy, photos and/or assistance to other media and publications and support their marketing activities.	Ongoing	Executive Director	Increased awareness of events and attractions at no cost.

- 3. Visitor Information Centre & Visitor Services:** To provide year round visitor information services, creating a positive impression and brand and increasing the number of visits and length of stay to stimulate long-term economic growth.

	Actions	Complete	Primary Responsibility	Indicators of Success
a)	Through personal counselling, direct and encourage visitors to explore area attractions, events and services during current and future visits. Distribute or mail member brochures and our visitor information publications.	Ongoing	Information Counsellors	Increased attendance at member operations and events, positive feedback from members and visitors/inquiries.
b)	Maintain and improve the quality of counselling provided, through good service standards, training, expanded reference material and maximizing the use of on-line resources such as the Tourism Information System (TIS).	Ongoing	Executive Director	Increased attendance at member operations and events, positive feedback from members and visitors/inquiries.
c)	Investigate the feasibility of attaining volunteers to act as Visitor Information Counsellors.	Q2 / Ongoing	Visitor Info Supervisor	Sustained level of service, reduced costs to organization.
d)	Continue to provide Travel Radio and the informational map/signage on the outside of the Visitor Information Centre as alternate resources for visitor information.	Ongoing	Executive Director	Increased number of inquiries at VIC, increased participation and positive feedback from partners.
e)	Through the new Tourism Highway Signage Initiative undertaken in 2003 by the province, improve directional signage to the Visitor Information Centre and promotional signage for Travel Radio.	Ongoing	Executive Director	Increased number of inquiries at VIC, increased participation and positive feedback from partners.
f)	Utilize the new Tourism Red Deer website/community portal to provide visitor information, promoting Red Deer as a destination.	Ongoing	Executive Director	Website statistics monitor shows increase in hits, visits, pages/ links viewed and downloads.

Actions		Complete	Primary Responsibility	Indicators of Success
g)	Continue to develop, produce and enhance publications that serve as visitor information resources, such as Visitor Guide, Mini-Map & Visitors Guide, Street Map, Trails Map, Waskasoo Park Attractions Guide. Review and enhance distribution systems, where appropriate.	Ongoing	Publications Coordinator	Increased participation of tourism industry, increased distribution and use of publications by visitors, and (potential) residents.
h)	Provide a snack shop and an outlet for quality Red Deer, Alberta, Canada and Alberta Sports Hall of Fame gifts and souvenirs, for visitors and residents.	Ongoing	Visitor Information Supervisor	Increased revenues from snack and gift shops. Positive feedback from visitors and residents.
i)	Evaluate inventory, upgrade and enhance merchandise accordingly, provide an outlet for local artists and crafts and promote the gift-shop to residents and corporations.	Ongoing	VIC Staff / Visitor Information Supervisor / Executive Director	Increased revenues, positive feedback from visitors, residents, government and corporations.

- 4. Membership & Member Services:** To provide support and service to the tourism industry and tourism stakeholders; to act as representative, liaison and resource to members and, on their behalf, undertake initiatives that support and foster the growth of tourism.

Actions		Complete	Primary Responsibility	Indicators of Success
a)	Develop a member communication strategy that increases awareness and acknowledgment of the activities assumed and services provided by the organization.	Q2	Executive Director	Increased membership, revenues and positive feedback from members.
b)	Improve communication to members and encourage two-way communication with membership.	Ongoing	Executive Director	Increased membership, revenue and positive feedback.
c)	Seek new and innovative means to access Travel Alberta funding for marketing programs that enhance and support the existing marketing efforts of members and add benefit to membership.	Ongoing	Executive Director	Increased member participation in marketing initiatives, increased membership.
d)	Seek new opportunities and innovative means to provide added value to the benefits of membership.	Ongoing	Executive Director	Increased membership, revenue and positive feedback.
e)	Completely revise, upgrade and improve the profile of the annual tourism awards; re-branding the event (Red Hat Awards), form an event committee to maximize available resources, increase industry and community involvement at the nomination stage, increase media exposure to heighten awareness and provide added benefit to event sponsorship, update the 'awards', etc.	Q1	Executive Director	Increased profile of event, less effort in obtaining sponsors and nominations. The new and improved Red Hat Awards event becomes the 'talk of the town'.

	Actions	Complete	Primary Responsibility	Indicators of Success
f)	Continue to develop, produce and enhance cost-effective, value-added marketing tools for members that target markets not readily accessible through conventional media, such as Travel Radio, www.tourismreddeer.net , Convention & Event Planner, Visitor Guide, Mini-Map & Visitors Guide, Street and Trails Maps, Waskasoo Park Attractions Guide.	Ongoing	Executive Director / Publications Coordinator	Increased member participation in marketing initiatives, positive feedback from membership.
g)	Utilize the new Tourism Red Deer website/community portal as a means to attract new members and to provide added benefit to membership by including information on member operations and events, links to member websites.	Ongoing	Executive Director	Increased membership, revenues and positive feedback from members.
h)	Create a 'new member' marketing kit, that outlines the benefits of membership and member marketing opportunities, to attract new members.	Q1	Executive Director	Increased membership, revenues and positive feedback.
i)	Encourage membership involvement at the Board and Committee levels, as volunteers and with in-house projects/events.	Ongoing	Board / Staff / Committees	Increased member involvement in the organization's activities.
j)	Conduct a review of membership rate structure and fees through a comparative analysis of other VCBs.	Q2	Executive Director	Increased membership revenues.

- 5. Administrative & General:** Advance the interests of the tourism industry, be a resource to the community, industry, government and other stakeholders, take an active role and be an influential voice in matters that affect tourism and further the growth of tourism by promoting Red Deer at every opportunity.

Ensure that the day-to-day operations of the Visitor Information Centre meet the objectives of the City of Red Deer and the organization/board. Ensure that administrative functions and systems are efficient and effective; where possible reduce costs, find alternate funding sources, generate revenue and/or explore in-kind relationships.

	Actions	Complete	Primary Responsibility	Indicators of Success
a)	Work closely with City council and administration to further tourism as laid out in the City's Strategic Plan. Renegotiate fee-for-service agreement.	Ongoing	Executive Director	Fee-for-service agreement renegotiated.
b)	Participate and take an active role in community initiatives that relate to and/or affect tourism.	Ongoing	Executive Director	Influenced community initiatives, became better informed.

Actions		Complete	Primary Responsibility	Indicators of Success
c)	Photo project – collect photos from community partners, events, attractions and combine photo-taking efforts with other stakeholders (City, CAEP, 3Cs).	Q1 / Ongoing	Executive Director / Publications Coordinator	Updated and varied photo gallery exists and is made available to the community.
d)	Work to encourage Economic Development partnerships (i.e. CAEP, 3Cs) that will avoid duplication of effort and service, missed opportunities, and to undertake a cooperative approach to issues and initiatives that promote Red Deer and Central Alberta.	Ongoing	Executive Director	Increased profile for Central Alberta and tourism industry. Enhanced image/brand through coordinated promotional materials and initiatives.
e)	Develop a promotion strategy that identifies and acknowledges how Community Services agencies and departments contribute.	2005	Executive Director	Coordinated approach to marketing Red Deer is undertaken by CS partners.
f)	Improve the membership/contact database and its ability to reference technology (i.e. fax and email) is key to improved communication with members, partners and advertisers, both existing and potential.	Q1	Executive Director	Communication is timely, efficient and less costly.
g)	Set-up personnel, insurance and accounting systems within the organization, independent of the City of Red Deer.	Q1	Executive Director	In-house systems are effective, efficient, meet auditor's needs.
h)	Position the organization as a resource; that is, collect and make available statistics (ex. visitor inquiries, occupancy rates, event attendance), event information and photos. Provide information on the amount of tourism and its economic impact to members, industry, stakeholders, government, students and media.	Ongoing	Executive Director	Increased awareness of tourism and its impact on the economy.
i)	Support City Council and Administration, community partners and tourism stakeholders by providing advice on industry matters.	Ongoing	Executive Director	Provide informative advice to influence and promote tourism.
j)	Establish and maintain relations with community leaders, industry stakeholders and associations.	Ongoing	Executive Director	Active member of appropriate industry associations.
k)	Seek new opportunities to develop partnerships, generate revenue, improve efficiencies and/or reduce costs.	Ongoing	Staff / Ex Dir	Organization achieves more, staff motivated, developing new skills.
l)	Conduct a review of workload, processes, staff skills and implications of new initiatives to better manage resources, skills and needs. Increase staff, utilize committees and volunteers, where appropriate.	Q1	Executive Director	Staff complement reflects the needs of the organization.

IMPLICATIONS OF THE BUSINESS PLAN

- The new identity – new name, new logo, new tag – improves the brand and overall image of the organization and serves as the basis for creating new promotional materials, but comes at a large one-time and increased ongoing cost.
- New initiatives not only tax resources at the development stage, but also have a longer-term effect on the ability of the organization to provide service and be sustainable with existing resources. For example – the Convention & Event Planner becomes a useful resource to event planners. Because the kit is effective at better positioning Red Deer as an ideal host location for events, we are successful in attracting more events to the city. AND Taking an active role in Bid Red Deer and jointly becoming members of the Canadian Sport Tourism Alliance, Red Deer now has access to a database of sporting events. With materials developed through the sport tourism consortium and the Convention & Event Planner, we are able to attract new sporting events to Red Deer.
- The new Tourism Red Deer website/community portal partnership with Shaw Cable increases our website traffic through search engine optimization and promotion by Shaw. With no additional cost to the organization, we are better able to promote Red Deer and provide information to potential visitors, residents, events, media and business. However, at this stage in the development of the partnership, it is not known to what extent this will increase staff workload.
- While we are able to access Travel Alberta monies for marketing initiatives, the funding must be matched by industry. Major events (i.e. 9/11, SARS, BSE, etc.) have been damaging to tourism and the local the economy. Industry takes the opinion that promoting Red Deer and area is a responsibility that should be addressed, or at the very least, shared by the city and county(s).
- Enhancing the benefits of membership, improved communication with members and marketing to potential members results in an increase in the number of members and membership revenues.
- A thorough upgrade of the annual tourism awards (Red Hat Awards) is a large undertaking, but necessary as the present format does not meet the objectives for holding annual awards to honour tourism excellence. The revamp will be costly in terms of staff time, volunteer recruitment and coordination, marketing and event costs.
- The general 'newness' within the organization, increased number of inquiries, new administrative systems, new website (with new tools and regular updating), additional and new marketing initiatives, increased membership, etc. are expected to substantially increase demands of staff as well as the skills required. Staff is underpaid relative to comparable employment; this has led to relatively frequent staff turnover in the past.
- Capital requests for 2004 include Highway 2 signage and establishing administrative systems. The costs associated with maintaining accounting, insurance and personnel services independent of the City of Red Deer are not yet known.

PERFORMANCE MEASURES

- Degree of participation by industry in marketing initiatives; marketing projects that access Travel Alberta funding will include analysis of a partner post-project evaluation form.
- Number of visitor inquiries at the Visitor Information Centre.
- Number and size of events attracted to Red Deer.
- Degree of participation by volunteers and committees.
- Revenue generation from sources other than the City of Red Deer.
- Number of hits and downloads on website.
- Number of publications distributed.
- Number of requests for service received.
- General feedback.

GROWTH / SERVICE DEMAND COSTS

- The general 'newness' within the organization, increased number of inquiries, new administrative systems, new website (with new tools and regular updating), additional and new marketing initiatives, increased membership, etc. are expected to substantially increase staff workload. While the attempt to make use of volunteers and committees may have a mitigating effect, additional staff and/or the use of contracted services will be necessary.
- The costs associated with establishing accounting, insurance and personnel systems independent of the City of Red Deer are not yet known. The auditors have estimated the cost of setting up bookkeeping accounts to be \$5000 to \$10,000 and accounting software, \$1000 to \$3000 depending on modules purchased. The potential added cost of maintaining those systems in-house is not yet known.
- Cash flow has not been an issue in the past, while the City has managed our accounts, but an operational surplus is likely to be necessary to manage the day-to-day differentials between payables and receivables.
- Some work associated with the new facility has not yet been completed. The upstairs space and its access are not developed. In 2004, the Alberta Sports Hall of Fame & Museum will finish the floor area in the lobby. Our share of that cost is expected to be approximately \$10,000. We have had preliminary discussions regarding the landscaping at the facility and more work and cost-sharing will be associated with enhancing the greenery.

**THE CITY OF RED DEER 2004 BUDGETS
DEPARTMENT OPERATING BUDGET SUMMARY**

PROGRAM: Community Services General Summary

DEPARTMENT: Community Services General

DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit(s) - 471,473,474,476,477,478,479,481,483,484,485

The Community Services Division acts as a resource and liaison for a variety of advisory and management boards and societies involved in the delivery of community services. These boards report directly to City Council, but their activities and budgets are coordinated by the Director of Community Services.

CHANGES IN BUDGET - See other specific Summary pages.

2003 Council approved budget	\$1,372,416
Less: Early Retirement Red Deer College Library Payments	(50,000)
Add: River Bend Capital Improvements Transfer	50,000
Add: Alberta CPI Estimate (2.8%) Contracted Agencies/Services	46,940
2004 Budget Guideline	\$1,419,356

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$9,977	\$13,015	\$13,015	0.0%
General & Contracted Services	353,010	497,112	475,662	-4.3%
Materials, Supplies & Utilities	3,396	0	0	#DIV/0!
Other	1,064,634	1,346,462	1,069,236	-20.6%
SUB-TOTAL	\$1,431,017	\$1,856,589	\$1,557,913	-16.1%
Internal Charges & Transfers	378,312	(238,459)	106,920	-144.8%
TOTAL EXPENDITURE	\$1,809,329	\$1,618,130	\$1,664,833	2.9%
REVENUE	(555,703)	(245,714)	(245,477)	-0.1%
NET TAX LEVY	\$1,253,626	\$1,372,416	\$1,419,356	
Percent Change		9.5%	3.4%	
EQUIVALENT FULL TIME POSITIONS	88.8	89.5	89.5	0.0%

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Parade Float & Control
DEPARTMENT: Community Services General
DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit - 471

Internal City costs for annual Westerner Parade and Float control.

CHANGES IN BUDGET -

None.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

None.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$9,716	\$13,015	\$13,015	0.0%
General & Contracted Services	471	0	0	#DIV/0!
Materials, Supplies & Utilities		0	0	#DIV/0!
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$10,187	\$13,015	\$13,015	0.0%
Internal Charges & Transfers	2,377	3,020	3,020	0.0%
TOTAL EXPENDITURE	\$12,564	\$16,035	\$16,035	0.0%
REVENUE				#DIV/0!
NET TAX LEVY	\$12,564	\$16,035	\$16,035	
Percent Change		27.6%	0.0%	
EQUIVALENT FULL TIME POSITIONS	0.0	0.0	0.0	#DIV/0!

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Downtown Business Association

DEPARTMENT: Community Services General

DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit - 473

To provide funding for the Banner Contract (mount, clean, repair and store decorations).

Also included annual contribution of \$20,000 funded from the Heritage Fund as matching funds for the Alberta Main Street Program as approved by council.

CHANGES IN BUDGET -

None.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

None.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel				#DIV/0!
General & Contracted Services	5,963	29,200	5,700	-80.5%
Materials, Supplies & Utilities	3,396	0	0	#DIV/0!
Other	20,000	21,300	20,000	-6.1%
SUB-TOTAL	\$29,359	\$50,500	\$25,700	-49.1%
Internal Charges & Transfers	(21,907)	(44,800)	(20,000)	-55.4%
TOTAL EXPENDITURE	\$7,452	\$5,700	\$5,700	0.0%
REVENUE	(1,752)	0	0	#DIV/0!
NET TAX LEVY	\$5,700	\$5,700	\$5,700	
Percent Change		0.0%	0.0%	
EQUIVALENT FULL TIME POSITIONS	7.5	7.5	7.5	0.0%

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Red Deer Visitor & Convention Bureau

DEPARTMENT: Community Services General

DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit - 474

Event Marketing - Undertake a partnered approach to marketing Red Deer as a host location, and to encourage and provide support to activities, including meetings, conventions, trade shows, cultural, sporting and other events that promote tourism, have a short-term positive economic impact and stimulate long-term economic growth.

Destination Marketing - Undertake a partnered approach to marketing Red Deer as a destination for leisure travel, short getaways, motor coach visits and special interest trips to stimulate long-term economic growth.

Membership & Member Services - Provide support and service to the tourism industry and tourism stakeholders; to act as representative, liaison and resource to members and, on their behalf, undertake initiatives that support and foster the growth of tourism.

Administrative & General - Advance the interests of the tourism industry, be a resource to the community, industry, government and other stakeholders, take an active role and be an influential voice in matters that affect tourism by promoting Red Deer at every opportunity. Ensure that the day-to-day operations of the Visitor Information Centre meet the objectives of the city/organization/board. Ensure that administrative functions and systems are efficient and effective; where possible reduce costs, find alternate funding sources, generate revenue and/or explore in-kind relationships.

CHANGES IN BUDGET -

Estimated CPI increases (2.8%) applied to contract values.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

None proposed.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Update Highway 2 Signs

Establishing in-house administrative systems (accounting, insurance, personnel).

Finish lobby floor in facility shared with Alberta Sports Hall of Fame & Museum

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel				#DIV/0!
General & Contracted Services				#DIV/0!
Materials, Supplies & Utilities				#DIV/0!
Other	142,403	146,227	151,938	3.9%
SUB-TOTAL	\$142,403	\$146,227	\$151,938	3.9%
Internal Charges & Transfers				#DIV/0!
TOTAL EXPENDITURE	\$142,403	\$146,227	\$151,938	3.9%
REVENUE				#DIV/0!
NET TAX LEVY	\$142,403	\$146,227	\$151,938	
Percent Change		2.7%	3.9%	
EQUIVALENT FULL TIME POSITIONS	6.5	5.0	6.0	20.0%

THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: Normandeau Cultural & Natural History Society

DEPARTMENT: Community Services General

DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit(s) - 476,477,478

- To operate the Red Deer & District Museum, including Heritage Square, as a high standard cultural and educational facility, accessible to the residents of Red Deer and surrounding district and visitors.
- To provide comprehensive information, education and public programming throughout Waskasoo Park including the operation of Fort Normandeau, Kerry Wood Nature Centre and Allen Bungalow, and management of the Gaetz Lakes Sanctuary.
- To manage the collection, including acquisition, cataloguing, research, storage, conservation and deaccessioning.
- To develop and present permanent and temporary exhibits at the Museum, Fort Normandeau, Kerry Wood Nature Centre and extension locations.
- Through the Heritage Preservation Committee, to identify, preserve and maintain cultural and natural heritage resources, and make recommendations to City Council.
- To provide space for the Red Deer and District Archives, and cover associated costs.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Estimated CPI increases (2.8%) applied to contract values.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel				#DIV/0!
General & Contracted Services	29,482	35,000	35,000	0.0%
Materials, Supplies & Utilities				#DIV/0!
Other	713,411	729,821	758,321	3.9%
SUB-TOTAL	\$742,893	\$764,821	\$793,321	3.7%
Internal Charges & Transfers	50,483			#DIV/0!
TOTAL EXPENDITURE	\$793,376	\$764,821	\$793,321	3.7%
REVENUE	(44,965)			#DIV/0!
NET TAX LEVY	\$748,411	\$764,821	\$793,321	
Percent Change		2.2%	3.7%	
EQUIVALENT FULL TIME POSITIONS	16.4	16.6	16.6	0.0%

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: River Bend Golf & Recreation Society

DEPARTMENT: Community Services General

DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit - 479

To provide a high standard, publicly accessible golf course and recreation opportunities for which the facility has been designed, and in such a manner that it is an attraction for tourists, conventioners and other visitors.

CHANGES IN BUDGET -

2004 represents the final phase in year of the process began in 2002 whereby annual revenue returns which previously went into general City revenues are being allocated to an operating reserve to fund major repairs, maintenance and/or enhancements at River Bend.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel				#DIV/0!
General & Contracted Services	19,393			#DIV/0!
Materials, Supplies & Utilities				#DIV/0!
Other				#DIV/0!
SUB-TOTAL	\$19,393	\$0	\$0	#DIV/0!
Internal Charges & Transfers	290,343	150,000	200,000	33.3%
TOTAL EXPENDITURE	\$309,736	\$150,000	\$200,000	33.3%
REVENUE	(409,736)	(200,000)	(200,000)	0.0%
NET TAX LEVY	(\$100,000)	(\$50,000)	\$0	
Percent Change		-50.0%	-100.0%	
EQUIVALENT FULL TIME POSITIONS	19.0	19.0	19.0	0.0%

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Red Deer Public Library
DEPARTMENT: Community Services General
DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit - 481

- Red Deer Public Library is managed by an autonomous Library Board, which operates under the Provincial Libraries Act. Though the Library reports directly to City Council, it is one of the community agencies whose activities are coordinated by the Director of Community Services.
- The mission statement of the Library is:
 Red Deer Public Library will ensure access to the universe of information and ideas.

Note: This Summary simply reflects the cost and recovery of Debentures related to the Library.

CHANGES IN BUDGET -

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel				#DIV/0!
General & Contracted Services				#DIV/0!
Materials, Supplies & Utilities				#DIV/0!
Other	45,922	45,714	45,477	-0.5%
SUB-TOTAL	\$45,922	\$45,714	\$45,477	-0.5%
Internal Charges & Transfers	8,018			#DIV/0!
TOTAL EXPENDITURE	\$53,940	\$45,714	\$45,477	-0.5%
REVENUE	(53,940)	(45,714)	(45,477)	-0.5%
NET TAX LEVY	\$0	\$0	\$0	
Percent Change		#DIV/0!	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS	34.5	34.5	34.5	0.0%

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Community Support
DEPARTMENT: Community Services General
DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit - 483

- To act as a resource and liaison for a variety of advisory and management boards and societies involved in the delivery of community services.
- To provide policy direction and financial services support to these agencies.
- To provide financial support to the City's major cultural agencies through a "Fee for Service" Agreement with the Cultural Charter Partners. \$93,500 is made available to Cultural groups in Red Deer. The Community Foundation adjudicates applications (\$1,000 included).
- A further \$3,900 is provided for Canada Day Costs.
- To support the implementation of the Community Culture Master Plan.

CHANGES IN BUDGET -

Annual contributions of \$50,000 to the Red Deer College initially approved over a 10 year time frame were retired by agreement in 2003.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

None.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$261			#DIV/0!
General & Contracted Services	185	50,000	50,000	0.0%
Materials, Supplies & Utilities	142,899	403,400	93,500	-76.8%
Other				#DIV/0!
SUB-TOTAL	\$143,345	\$453,400	\$143,500	-68.4%
Internal Charges & Transfers	3,749	(306,000)	(46,100)	-84.9%
TOTAL EXPENDITURE	\$147,094	\$147,400	\$97,400	-33.9%
REVENUE	0	0	0	#DIV/0!
NET TAX LEVY	\$147,094	\$147,400	\$97,400	
Percent Change		0.2%	-33.9%	
EQUIVALENT FULL TIME POSITIONS	0.0	0.0	0.0	#DIV/0!

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Parkland Community Planning Services

DEPARTMENT: Community Services General

DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit - 484

The provision of municipal planning, public participation and subdivision advisory services, on a contract basis. Parkland Community Planning Services currently provides 4.0 planning staff, 1.0 planning assistant and 0.4 administrative staff to the City as part of the contract and letter of agreement..

CHANGES IN BUDGET -

Estimated CPI increases (2.8%) applied to contract values.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel				#DIV/0!
General & Contracted Services	297,517	304,233	315,898	3.8%
Materials, Supplies & Utilities				#DIV/0!
Other				#DIV/0!
SUB-TOTAL	\$297,517	\$304,233	\$315,898	3.8%
Internal Charges & Transfers	45,249	0	0	#DIV/0!
TOTAL EXPENDITURE	\$342,766	\$304,233	\$315,898	3.8%
REVENUE	(45,310)	0	0	#DIV/0!
NET TAX LEVY	\$297,456	\$304,233	\$315,898	
Percent Change		2.3%	3.8%	
EQUIVALENT FULL TIME POSITIONS	4.9	5.4	5.4	0.0%

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Planning Other CSG
DEPARTMENT: Community Services General
DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit - 485

To provide planning funds for incidental planning services/initiatives beyond those provided under contract to Parkland Community Planning Services (BU 484).

Includes equivalent 0.5 FTE Planning Resources Position and allocation of funds (\$30,000) from the Parkland Community Planning Dividend reserve for other planning initiatives which may be approved at the discretion of the City Manager after consultation with the Senior Management Team.

CHANGES IN BUDGET -

Estimated CPI increases (2.8%) applied to Planning Resources Position.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel				#DIV/0!
General & Contracted Services		78,679	69,064	-12.2%
Materials, Supplies & Utilities				#DIV/0!
Other				#DIV/0!
SUB-TOTAL	\$0	\$78,679	\$69,064	-12.2%
Internal Charges & Transfers		(40,679)	(30,000)	-26.3%
TOTAL EXPENDITURE	\$0	\$38,000	\$39,064	2.8%
VENUE				#DIV/0!
TAX LEVY	\$0	\$38,000	\$39,064	
Percent Change		#DIV/0!	2.8%	
EQUIVALENT FULL TIME POSITIONS	0.0	0.5	0.5	0.0%

**ROYAL CANADIAN MOUNTED POLICE
RED DEER CITY DETACHMENT
BUSINESS PLAN 2004 – 2006**

MISSION (GENERAL):

The Royal Canadian Mounted Police is Canada's National Police Service. Proud of our traditions and confident in meeting future challenges, we commit to preserve the peace, uphold the law and provide quality service in partnership with our communities.

➤ **Vision**

We will:

- ✓ Be a progressive, pro-active and innovative organization.
- ✓ Provide the highest quality service through dynamic leadership, education and technology in partnership with the diverse communities we serve.
- ✓ Be accountable and efficient through shared decision making.
- ✓ Ensure a healthy work environment that encourages team building, open communication and respect.
- ✓ Promote safe communities.
- ✓ Demonstrate leadership in the pursuit of excellence.

➤ **Core Values**

Recognizing the dedication of all employees, we will create and maintain an environment of individual safety, well-being and development. We are guided by:

- Integrity
- Honesty
- Professionalism
- Compassion
- Respect
- Accountability

MISSION (RED DEER CITY RCMP)

As a key partner in the City of Red Deer's strategic plan for the future, members of the Red Deer City RCMP will contribute to a safe and healthy living environment for our community. We are committed to providing a high quality, innovative, community based policing service through prevention, education and enforcement as we continue to build strong partnerships with the citizens of the City of Red Deer.

MANDATE

The City of Red Deer has entrusted the RCMP with a mandate to provide policing services to the community at the Municipal, Provincial and Federal levels. In this capacity, we are required to respond to community needs in a manner that is consistent with our mission statement and the principles of modern policing.

Our mandate includes, but is not limited to, such activities as emergency and disaster response, preventative enforcement through traffic and problem oriented policing initiatives, program delivery in relation to community based policing, major criminal investigations, arrest and process of offenders, response to general inquiries, collection and process of lost and found property, statistical analysis and record keeping, as well as assistance to other agencies within the city and from surrounding areas.

Our responsibilities continue to grow as the policing environment changes.

ORGANIZATION

Position Placement	Established Positions
DETACHMENT MANAGEMENT Commissioned Officers: 1 Superintendent; 1 Inspector, 1 Sergeant	3
FRONT LINE SERVICE DELIVERY/ WATCH LEVEL Non-Commissioned Officers: 4 Sergeants; 4 Corporals. 44 Constables	52
GENERAL INVESTIGATION SECTION/DRUG UNIT Non-Commissioned Officers: 1 Staff Sergeant; 3 Corporals. 14 Constables	15
TRAFFIC UNIT Non-Commissioned Officer: 1 Sergeant. 10 Constables	11
COMMUNITY POLICING/VICTIM SERVICES Non-Commissioned Officer: 1 Corporal. 6 Constables	7
FORENSIC IDENTIFICATION Non-Commissioned Officers: 2 Corporals	2
INFORMATICS Non-Commissioned Officer: 1 Corporal	1
POLICE DOG SECTION 1 Constable	1
COMMUNITY RESPONSE UNIT 3 Constables	3
TOTAL RCMP MEMBERS	95
MUNICIPAL EMPLOYEES	Established
Administrative Clerk – Police	1

Position Placement	Established Positions
Administrative Assistance -Police	1
Police Watch Information Operator	4
Police Information Records Clerks	5
Police Court Stenographer / GIS Steno	4
Police Exhibit Control Officer	1
Court Liaison Officer	2
Bylaw Enforcement Occurrence Officer	1
Bylaw Enforcement Officer	3
Occurrence Officer	3
Traffic Administrative Coordinator	1
Municipal Employees Exempt	1
Reader/Analyst/Police	2
TOTAL MUNICIPAL EMPLOYEES	29

INTRODUCTION

In early 2003 the Red Deer City RCMP presented City Council with a Three Year Business Plan. Numerous goals described in the Business Plan document have now been realized. In certain cases, programs and specific goals were not addressed, and will form part of this new Business Plan document. As outlined in the following categories, there will be goals for 2004 that will tie into those from 2003, and there will be some new initiatives that will contribute to an overall direction for the future of policing in our community.

For 2003 our goals were to:

- *Ensure a human resource base that facilitates investigational excellence in order to meet the evolving policing needs of the city of Red Deer;*
- *Support front line policing service delivery by providing specialized resources to assist in high risk and high priority investigations;*
- *Build on the success of the Enhanced Policing Initiative by providing a sustainable response to the specific problems of public intoxication and disorder, which result from unacceptable behavior by some of the patrons of Red Deer's many taverns and nightclubs;*
- *Significantly improve levels of client satisfaction by building on and implementing quality assurance systems through local monitoring, learning opportunities, and cross organizational resources;*

- *Implement a more efficient method of shared service delivery between the Bylaw Enforcement Officers and the RCMP Officers to create efficiencies where possible;*
- *Ensure public and police officer safety, through the timely exchange of information by utilizing current information technology.*

Achievements

- In 2003 Red Deer City Council approved funding for additional police officer resources, a step that has had a positive effect on the disproportionate ratio of population per police officer. In addition, Red Deer City RCMP management obtained Council's approval to begin the staffing process for four additional police officer resources in advance of the 2004 budget process. We have also vigorously enhanced partnerships with RCMP Staffing and Personnel in order to minimize excessive periods of human resource shortages.
- Internal reorganization of the General Investigation Section into three separate teams facilitated a more timely and consistent response to high risk and high priority investigations.
- Funding has been authorized for three new police officer positions to provide human resources for a Community Response Unit that will build on the Enhanced Policing Initiative. Staffing of these positions is currently underway.
- Internal reorganization yielded one police officer position to provide human resources for a Client Services Advisor for the Red Deer City Detachment. Staffing of this Sergeant's position is currently underway.
- Funding has been authorized for one new Bylaw Enforcement Officer, and that position has recently been filled through a job competition process.
- Funding has been authorized for a new Municipal Employee GIS steno, and that position has recently been filled through a job competition process. This additional position will allow for more timely input of data and intelligence, as well as the preparation of operational documentation.

Challenges

- Red Deer City RCMP continue to function in an environment of disproportionate ratio of population per police officer, a situation that will improve over time as we continue to grow in partnership with our community. Detachment management was confronted by unprecedented numbers of unplanned human resource vacancies such as maternity and paternity leave, retirement, long term sick leave and medical discharge. As a result, we were unable to meet City Council's funding allocation, despite an aggressive approach to human resource management.
- To minimize the impact on front line service delivery, we vacated positions in our support sections of Traffic and Crime Prevention/Victim Services. This short-term

strategy was a commitment to front line response and quality investigations, but reduced the capabilities of police support units. This strategy also downloaded additional responsibilities to front line police officers and reduced public safety oriented Traffic Services initiatives and Community Policing programs.

- Augmentation of the General Investigation Section was delayed by the peer structure within our human resource base. Despite the positive effects of reorganization into three teams, the overall effectiveness of this specialized unit remains somewhat hampered by human resource shortages. An influx of cadets to the Red Deer City RCMP Detachment has restricted our ability to assign police personnel to specialized roles. This has also resulted in additional responsibilities for experienced General Duty members at the watch level, as they are required to train our newest members. Consequently, systems of rotation of police officers through the specialized unit, as well as the implementation of a reporting format have also been delayed. These goals and strategies will continue to be implemented on an ongoing basis as described in the 2003 Business Plan Document.
- As indicated above, positions for police officers in the Community Response Unit, and a Client Services Advisor have been created and are currently being staffed, as well as those support functions in both Bylaw Enforcement and Police Records. Goals and strategies related to these positions have been delayed and will continue to be implemented on an ongoing basis as described in the 2003 Business Plan Document.

OBJECTIVES AND ACTIONS -2004:

“RE-ESTABLISH PROGRAMS AND SUPPORT FUNCTIONS”

The vision for 2004 is to continue efforts on goals and strategies designed to ensure the highest possible quality of investigation in areas of high priority while concentrating new efforts on support functions and program delivery.

Employees at all levels of the Red Deer City RCMP Detachment have been consulted and are committed to providing the highest possible quality of investigations in areas of high priority.

Priorities are defined through, and are reflective of, ongoing consultation with employees at all levels of the Red Deer City RCMP Detachment, our clients, and partners within the community.

1. **Effective Management of Human Resources:** To ensure a human resource base that facilitates investigational excellence in order to meet the evolving policing needs of the city of Red Deer.

Action	Completed	Primary Responsibility	Performance Measure
a) Address the disproportionate population to police officer ratio.	Ongoing.	Officer in Charge, Red Deer City RCMP.	• Decrease in the population to police officer ratio.
b) Provide authorization for 99 police officer positions for 2004 (four more than current authorization).	April 2004, for inclusion in budget for 2004.	Officer in Charge, Red Deer City RCMP.	• Receive authority to staff to the level as directed by City Council.

Implications:

- As the Police to Population ratio becomes more disproportionate and the caseload to member increases, service to the community declines.

2. Re-establish Support Functions and Program Delivery: To re-establish resource levels for Support Functions and Program Delivery.

Action	Completed	Primary Responsibility	Performance measure
a) Assign one new police officer position to provide additional support in the area of Forensic Identification Services.	December 2004.	Officer in Charge, Red Deer City RCMP.	• Authorization to staff these positions.
b) Assign one new police officer position to provide additional support in the area of Police Service Dog.			
c) Assign one new police officer position to provide additional support in the area of Community Policing and Victim Services.			
d) Assign one new police officer position to provide support in the area of Traffic Services.			

Implications:

- Red Deer Forensic Identification Service is the busiest in the province. Its ability to respond to our needs will be further eroded without an additional member. The demands on our Police Dog team; one member and his dog, are strenuous as they strive to meet the demands for their service. Our ability to apprehend and solve crimes will be reduced. Our Community Services and Victim Services will not be able to provide all programs, such as CPTED and DARE. City streets will become more hazardous with an increased number of motor vehicle accidents.

3. Increased Operational Support: To implement a more efficient method of shared service delivery between RCMP Officers and other service delivery partners in order to create efficiencies where possible.

Action	Complete	Primary Responsibility	Performance Measure
a) Examine services being delivered by regular RCMP members that do not require that level of expertise. b) Create a tracking system to collect data on the effectiveness of the shared service delivery. c) Assign three new Bylaw Officers to Traffic enforcement duties	Ongoing.	Operations Officer and Municipal Employee Supervisor.	<ul style="list-style-type: none"> Complete a review and report back to Detachment Management.

Implications:

- Police officers will continue to perform duties that do not require their advanced level of training and expertise. Members currently attend to more demanding business first, often resulting in routine work left undone. Currently we are unable to properly meet service demands and assign Traffic resources to problem areas, resulting in increased traffic accidents and unsafe streets.

4. Provide Support in Areas of Growth: To build on integration of information management within the detachment and provide adequate support services in response to increased demands.

Action	Complete	Primary Responsibility	Performance Measure
a) Assign two new Municipal Employee positions.	April 2004.	Officer in Charge, Red Deer City RCMP	<ul style="list-style-type: none"> Authorization to staff these positions File and data entry would be completed daily
b) Provide more timely input of data and intelligence for CPIC / PIR.	Ongoing.	Operations Officer and Municipal Employee Supervisor	<ul style="list-style-type: none"> Elimination of backlog of data input files. More timely response to data input needs.
c) Provide assistance in preparation of operational documentation.	Ongoing.	Operations Officer and Municipal Employee Supervisor	<ul style="list-style-type: none"> Time delays in the preparation of court submissions decreased.

Implications:

- Increased administrative and operational information exchange demands are not met. Delays in data input will have a direct impact on officer and public safety and increase the efficiency of the systems increasing both risk and liability issues. Delays in the preparation of court documents will result in members rescheduling their time to complete the preparation themselves.
- Administrative and operational information exchange demands are not met and at the municipal support level, which will impact officer safety, efficiency of the systems affecting risk and liability issues. Court delays and reduction in police officer involvement in administrative functions are not reduced.

5. **Determine Quality and Levels of Service:** To significantly improve levels of client satisfaction by building on and implementing quality assurance systems through local monitoring, learning opportunities, and cross-organizational resources.

Action	Complete	Primary Responsibility	Performance Measure
a) Conduct a Crime Prevention and Policing Study to determine quality and level of police services to the community.	December 2004.	Officer in Charge, Red Deer City RCMP.	• Completion of the study and submit to City Administration.

Implications:

- Quality and level of police services will be unidentified, client satisfaction will not be determined.

OBJECTIVES AND ACTIONS – 2005

“RESPONDING TO GROWTH”

The vision for 2005 is to continue integration of goals and strategies designed to ensure the highest possible quality of investigation in areas of high priority, reestablishment of support functions and program delivery, while responding to growth in the city of Red Deer.

1. **Effective Management of Human Resources:** To ensure a human resource base that continues to facilitate investigational excellence in order to meet the evolving policing needs of the city of Red Deer.
 - Provide funding for 8 police officer positions for 2005, for total of 107 members
2. **Adjustment of Responsibility for High Priority Investigations:** To provide a higher level of service delivery and client satisfaction by providing specialized resources to assist in Abuse Specific community challenges.
 - Assign two of the new police officer positions requested to the General Investigation Section to facilitate the establishment of an Abuse Specific Response Team that will work in partnership with other community agencies to address community challenges.
3. **Augmentation of Front Line Police Service:** To support front line service delivery by providing additional police officer resources to ensure excellence at all levels of response and to ensure adequate numbers to meet the demands of calls for service.
 - Assign six of the new police officer positions requested to front line policing.
4. **Improve Service Delivery:** To provide a better depth of service in line with community expectations of accessibility and reduced response time by

establishing a second Service Delivery Site strategically located in the North area of Red Deer.

- Open a second Service Delivery Site that provides full police service to the public.
5. **Increased Operational Support: To implement a more efficient method of shared service delivery between RCMP Officers and other service delivery partners in order to create efficiencies where possible.**
 - Assign one of the new full-time Municipal Employee such as Bylaw Enforcement Officer, Special Constable, or an identified expertise for special functions.
 6. **Provide Support in Areas of Growth: To build on integration of information management within the detachment and provide adequate support services in response to increased demands.**
 - Assign three new full-time Municipal Employee positions.

OBJECTIVES AND ACTIONS - 2006

“RESPONDING TO EMERGING TRENDS”

The vision for 2006 is to continue integration of goals and strategies designed to ensure the highest possible quality of investigation in areas of high priority, reestablishment of support functions and program delivery, while responding to emerging trends in policing in the city of Red Deer.

1. **Effective Management of Human Resources: To ensure a human resource base that continues to facilitate investigational excellence in order to meet the evolving policing needs of the city of Red Deer.**
 - Provide funding for additional 10 additional police officer positions for 2006.
2. **Adjustment of Responsibility for High Priority Investigations: To provide a higher level of service delivery and client satisfaction by providing specialized resources to assist in Abuse Specific community challenges.**
 - Assign two of the new police officer positions requested to the General Investigation Section to facilitate the establishment of an Organized Crime Response Team that will work in partnership with other community agencies to address issues related to organized crime and emerging crime trends.
3. **Augmentation of Front Line Police Service: To support front line service delivery by providing additional police officer resources to ensure excellence**

at all levels of response and to ensure adequate numbers to meet the demands of calls for service.

- Assign four of the new police officer positions requested to front line policing positions.
4. **Building on Support Functions and Program Delivery:** To continue to build on Support Functions and Program Delivery to meet the growing need within the community to get involved in new areas such as school programs at the Middle School level, and to enter a new era of partnership with the City Administration in the planning and implementation of a comprehensive plan for utilizing new techniques in the area of Traffic Services.
- Assign four of the new police officer positions requested to the areas of Community Policing/Victim Services and Traffic Services.
5. **Increased Operational Support:** To implement a more efficient method of shared service delivery between RCMP Officers and other service delivery partners in order to create efficiencies where possible.
- Assign one new Municipal Employee such as Bylaw Enforcement Officer, Special Constable, or an identified expertise for special functions.
6. **Provide Support in Areas of Growth:** To build on integration of information management within the detachment and provide adequate support services in response to increased demands.
- Assign two new full-time Municipal Employee positions.

IMPLICATIONS of the THREE-YEAR BUSINESS PLAN

Each year of this Three-Year Business Plan is characterized by an overall objective that builds from year to year and provides the framework for managing recommended resource increases.

2004: *"Re-establishing Programs and Support Functions"*

2005: *"Responding to Growth"*

2006: *"Responding to Emerging Trends"*

Category	2004	2005	2006
<i>RCMP Members</i>	4	8	10
<i>Special Constable</i>	3	1	1
<i>Operational support</i>	0	2	1

<i>Category</i>	<i>2004</i>	<i>2005</i>	<i>2006</i>
<i>Other Municipal Employees</i>	<i>2</i>	<i>4</i>	<i>2</i>
<i>Service Delivery Sites</i>	<i>0</i>	<i>1</i>	<i>1</i>

* This table reflects requests for the future, including operational positions that do not require police officer status

- The current human resource base will not allow Red Deer City RCMP to provide the depth of service outlined in the mission and mandate, and hampers the ability to meet goals as outlined in The City of Red Deer's 2002-2005 Strategic Plan.
- Employees of the Red Deer City RCMP Detachment agree on the need to concentrate efforts on the quality of investigations in high priority and high-risk areas, while recognizing there will be a reduction in the level of service to other functions.
- Programs such as DARE, School Resource Officer, School Liaison Officer, Victim Services, and other Support Functions are recognized as being community critical. However, given the constraints of the current human resource base, these functions represent areas where reductions in human resources provide police officer positions to ensure the commitment to quality investigations in areas of high priority. There is, therefore, a need for an increase in establishment to promote these programs.
- In the future a single, central police office in the downtown core will negatively impact the ability to respond to community needs and will place an increased level of stress on the current physical asset, likely resulting in a premature need for replacement of the building.

GROWTH COSTS AND SERVICE DEMAND COSTS

2004 – 4 RCMP members over the 2003 base, as of April 1 of 2004	0
3 Special Constables	180,000
1 PIRS / CPIC Clerk	47,818
1 Watch Clerk	47,818
One time expense associated to increased municipal employees	44,500
Building Maintenance and Contracted Services operating budget	23,000
Guards and Matrons increase in base casual hours	14,516
Guards and Matrons coverage outside RCMP requirement	50,000
Additional Red Light Camera installations – operating budget	24,700
Crime Prevention Through Environmental Design	15,000
Enhanced Policing	<u>140,000</u>
	\$587,352

2005 – 8 RCMP members over the 2004 base	814,168
1 Special Constable	<u>61,210</u>
	\$875,378*
2006 – 10 RCMP members over the 2005 base	1,025,200
1 Special Constable	<u>61,210</u>
	\$1,086,410*

RISK MANAGEMENT DISCLOSURE

- The pressures affecting policing in Canada and the trends affecting Red Deer have combined to create a negative impact on the depth of service that can be provided by the Red Deer City RCMP.
 - Red Deer's demographics provide a challenging policing environment. These demographics suggest a greater need for an increased emphasis on community policing, crime prevention and school programs. Current police resources are challenged by severe time constraints that result from frequent and high volumes of calls for service in this ever-changing environment.
 - High demands for service result in police officers responding to calls and then being forced to move on to the next higher priority problem before they are able to adequately complete the task at hand, thereby preventing timely follow-up.
 - These factors have created an environment of diminished client and employee satisfaction. Escalating risk and liability, for both the Red Deer City RCMP and the City of Red Deer, are emerging as priorities in this environment.
- Issues with the overall aging of the RCMP facility and introduction of increased focus on safety standards related to the holding of prisoners makes it necessary to add additional security particularly during high risk prisoner detention. Modifications to the facility are needed but in the interim, until expansion needs are determined, additional guards and matrons can address security needs.
- The aging RCMP facility also presents issues for the storage of exhibits in a proper environment and to current police standards. These issues will need some interim measures until the future of the RCMP facility is determined.
- The CPIC standard of entry affecting warrants, restraining orders, breach of probation and validation of this information in the Police data base has fallen behind as staff are pressed with more urgent duties. Employee reduction, compounded with changes in the business of policing, has resulted in a backlog of data entry that cannot be maintained with casual employee assistance.

* will also be requesting additional municipal employees

**THE CITY OF RED DEER 2004 BUDGETS
DEPARTMENT OPERATING BUDGET SUMMARY**

PROGRAM: Red Deer City RCMP

DEPARTMENT: RCMP

DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Units - 490, 491, 492, 493, 494, 495

Red Deer City RCMP has an approved 91 member complement in 2003 with a further 4 members pre-approved for 2004 (95). With the support of 30.2 Municipal Employees, administrative services, investigation, prevention, detention, building and photo radar services are provided.

CHANGES IN BUDGET -

2003 Council approved budget	\$8,882,066
Add: Exempt salary increase	2,321
Add: Exempt salary evaluation	3,740
Add: Steno and Bylaw positions	43,750
Add: To bring establishment to 88	237,325
Add: to bring establishment to 91	153,945
Reversal: one time funding for Policing Study	(120,000)
Reversal: one time funding for policing overtime	(100,000)
Add: CPI increase of 2.8% on Contracted Services	17,390
Add: CPI increase of 2.8% on Materials & Supplies	438
Add: To bring Contract value to the known 2004 level	340,249
2004 Budget Guideline	\$9,461,224

CHANGES IN LEVEL OF SERVICE - 2004

8 RCMP members
2 Municipal Employees

SIGNIFICANT BUDGET ISSUES - 2004, 2005

SEE BUSINESS PLAN AND FUNDING REQUIREMENTS
(See also Business Unit Operating Budget Summaries for detail.)

2004 - Cost of Operations	\$587,352
2005 - Cost of Operations	\$875,378
2006 - Cost of Operations	\$1,086,410

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,576,863	\$1,677,039	\$1,746,395	4.1%
General & Contracted Services	587,488	621,064	638,166	2.8%
Materials, Supplies & Utilities	7,318,088	8,484,998	9,119,298	7.5%
Other	0	0	0	0.0%
SUB-TOTAL	\$9,482,439	\$10,783,101	\$11,503,859	6.7%
Internal Charges & Transfers	47,401	49,026	(83,635)	-270.6%
TOTAL EXPENDITURE	\$9,529,840	\$10,832,127	\$11,420,224	5.4%
REVENUE	(1,902,677)	(1,944,000)	(1,959,000)	0.8%
NET TAX LEVY	\$7,627,163	\$8,888,127	\$9,461,224	
Percent Change		16.5%	6.4%	
EQUIVALENT FULL TIME POSITIONS	29.5	30.2	30.2	0.0%

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: ADMINISTRATION
DEPARTMENT: RCMP
DIVISION: COMMUNITY SERVICES

DESCRIPTION OF PROGRAM - Business Unit - 490

Operational costs for 29 Municipal Employees and 1.2 casual relief FTE's, including salaries, training, supplies, uniforms and fleet expenses.

CHANGES IN BUDGET - 2004

Increases in Guard cost reimbursements, alarm revenues and record check revenues are expected.

CHANGES IN LEVEL OF SERVICE - 2004

Approved addition of 2 municipal employees.

SIGNIFICANT BUDGET ISSUES - 2004, 2005

2004 - 3 Special Constables
 - 1 PIRS/CPIC Clerk
 - 1 Watch Clerk

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,438,675	\$1,556,114	\$1,623,681	4.3%
General & Contracted Services	7,633	18,610	21,620	16.2%
Materials, Supplies & Utilities	16,125	6,000	7,500	25.0%
Other	0	0	0	0.0%
SUB-TOTAL	\$1,462,433	\$1,580,724	\$1,652,801	4.6%
Internal Charges & Transfers	(15,405)	41,033	(91,692)	-323.5%
TOTAL EXPENDITURE	\$1,447,028	\$1,621,757	\$1,561,109	-3.7%
REVENUE	(236,574)	(219,000)	(234,000)	6.8%
NET TAX LEVY	\$1,210,454	\$1,402,757	\$1,327,109	
Percent Change	9.0%	15.9%	-5.4%	
EQUIVALENT FULL TIME POSITIONS	29.5	30.2	30.2	0.0%

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Investigation, Protection, Prevention

DEPARTMENT: RCMP

DIVISION: COMMUNITY SERVICES

DESCRIPTION OF PROGRAM - Business Unit - 491, 492, 493

Enforce Federal and Provincial statutes and Municipal bylaws. Maintain peace, order and security within the city of Red Deer. Provide crime prevention services and programs. Detain prisoners in City Detachment cells.

CHANGES IN BUDGET - 2004

Approved additions to Establishment in 2003.

CHANGES IN LEVEL OF SERVICE - 2004

Increase in Member compliment of 4 members.

SIGNIFICANT BUDGET ISSUES - 2004, 2005

2004 - 4 RCMP members as of April 1, 2004 to compliment of 99

2005 - 8 RCMP members over 2004 base to compliment of 107

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$67,427	\$58,796	\$58,846	0.1%
General & Contracted Services	49,740	59,480	58,476	-1.7%
Materials, Supplies & Utilities	7,201,911	8,363,998	8,996,614	7.6%
Other	0	0	0	0.0%
SUB-TOTAL	\$7,319,078	\$8,482,274	\$9,113,936	7.4%
Internal Charges & Transfers	10,000	0	0	0.0%
TOTAL EXPENDITURE	\$7,329,078	\$8,482,274	\$9,113,936	7.4%
REVENUE	(551,437)	(650,000)	(550,000)	-15.4%
NET TAX LEVY	\$6,777,641	\$7,832,274	\$8,563,936	
Percent Change	9.0%	15.6%	9.3%	
EQUIVALENT FULL TIME POSITIONS	83.0	91.0	95.0	4.4%

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Building
DEPARTMENT: RCMP
DIVISION: COMMUNITY SERVICES

DESCRIPTION OF PROGRAM - Business Unit - 494

Maintain, repair and replace equipment and furnishings in the RCMP building

CHANGES IN BUDGET - 2004

None

CHANGES IN LEVEL OF SERVICE - 2004

None

SIGNIFICANT BUDGET ISSUES - 2004, 2005

Increase Building Repair and Maintenance operating budget

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$29	\$0	\$0	0.0%
General & Contracted Services	67,291	65,450	67,266	2.8%
Materials, Supplies & Utilities	98,068	112,700	112,784	0.1%
Other	0	0	0	0.0%
SUB-TOTAL	\$165,388	\$178,150	\$180,050	1.1%
Internal Charges & Transfers	5,647	7,793	7,857	0.8%
TOTAL EXPENDITURE	\$171,035	\$185,943	\$187,907	1.1%
REVENUE	0	0	0	0.0%
NET TAX LEVY	\$171,035	\$185,943	\$187,907	
Percent Change	9.0%	8.7%	1.1%	
EQUIVALENT FULL TIME POSITIONS	0.0	0.0	0.0	0.0%

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Photo Radar
DEPARTMENT: RCMP
DIVISION: COMMUNITY SERVICES

DESCRIPTION OF PROGRAM - Business Unit - 495

Operate and maintain the Photo Radar and Red Light Camera programs

CHANGES IN BUDGET - 2004

None

CHANGES IN LEVEL OF SERVICE - 2004

None

SIGNIFICANT BUDGET ISSUES - 2004, 2005

Expand Red Light program to four new intersections
 2004 - Construction, purchase of equipment and operational costs
 2005 - operational costs (excluding revenue)

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$70,732	\$62,129	\$63,868	0.0%
General & Contracted Services	462,824	477,524	490,804	2.8%
Materials, Supplies & Utilities	1,983	2,300	2,400	4.3%
Other	0	0	0	0.0%
SUB-TOTAL	\$535,539	\$541,953	\$557,072	2.8%
Internal Charges & Transfers	47,159	200	200	0.0%
TOTAL EXPENDITURE	\$582,698	\$542,153	\$557,272	2.8%
REVENUE	(1,114,666)	(1,075,000)	(1,175,000)	0.0%
NET TAX LEVY	(\$531,968)	(\$532,847)	(\$617,728)	
Percent Change	9.0%	0.2%	15.9%	
EQUIVALENT FULL TIME POSITIONS	0.0	0.0	0.0	0.0%

RECREATION, PARKS & CULTURE DEPARTMENT BUSINESS PLAN 2004 - 2006

MISSION

"To provide recreation, parks & culture programs, facilities and services that are fundamental to the quality of life in Red Deer."

GOAL

To ensure opportunities are available for all citizens to participate in and enjoy community and leisure activities in Red Deer.

MANDATE

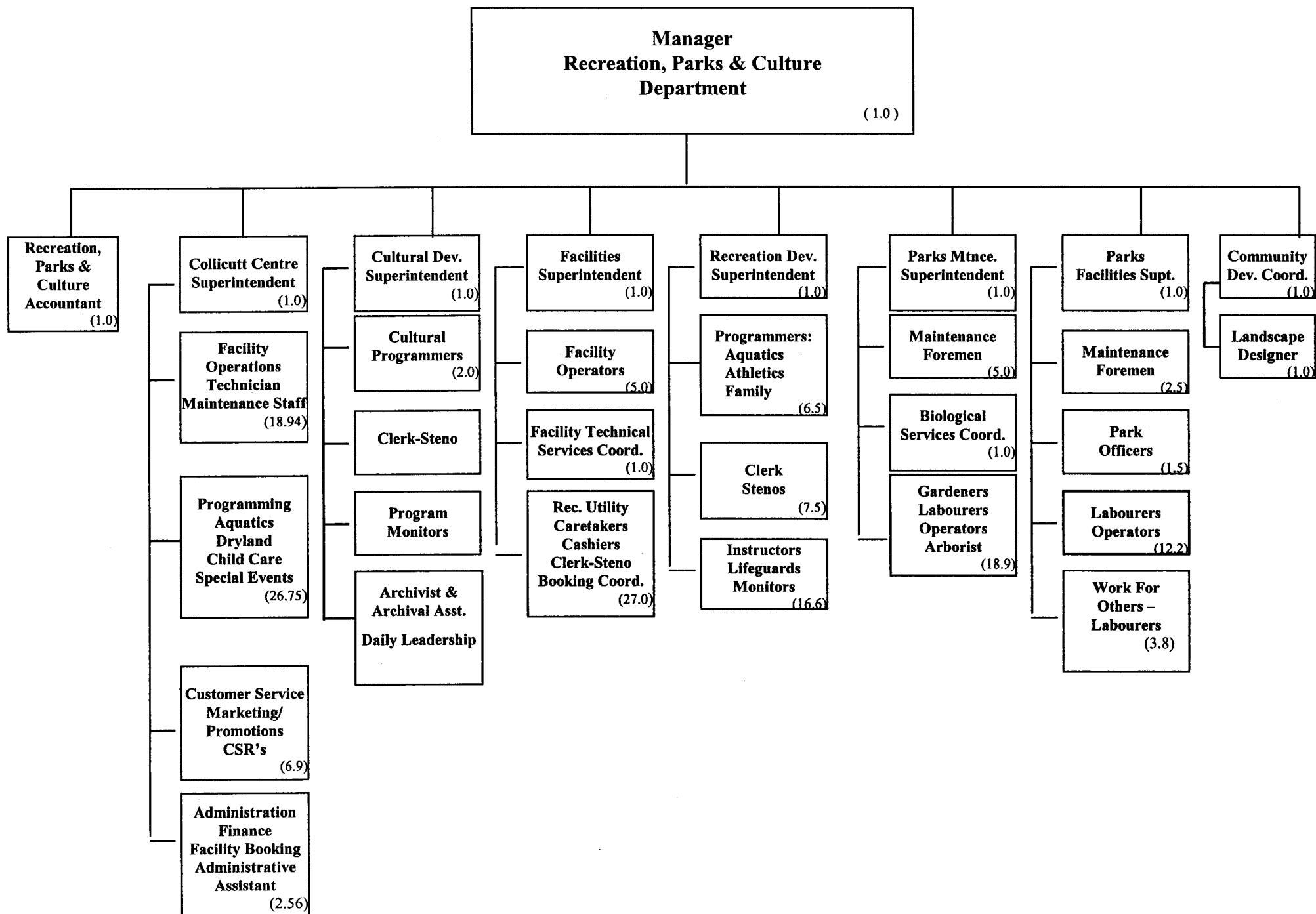
To ensure that there are Recreation, Parks & Culture opportunities for public participation, and to work cooperatively with organizations that offer complementary services. All staff in the department are committed to excellence in customer service and high-quality programs and facilities.

The department will provide an attractive, healthy, safe environment for the citizens of Red Deer through a diverse range of recreation, parks and culture programs, services and facilities. Through promotion, facilitation, partnership and direct delivery, the department will ensure that recreation, parks & culture services and facilities are accessible and affordable to all citizens. The department will "Maintain a commitment to offer accessible, basic community and leisure programs, services and opportunities", as stated in The City of Red Deer Strategic Plan. The following elements guide the process of determining facilities, services, programs, service levels and fees and charges:

1. Facilitation of Community Needs
2. Community Health and Wellness
3. Accessibility and Affordability
4. Safety and Liability
5. Balance

ORGANIZATIONAL STRUCTURE

The Recreation, Parks & Culture Department is decentralized with offices located at the Culture Services Centre (Culture), City Hall (Administration & Planning), Parks Shops (Maintenance), the Recreation Centre (Recreation programs, facilities, finance, bookings, community development) and the Collicutt Centre (operations). As stated in The City of Red Deer Strategic Plan, one of the departments major roles is to "Gather and consider information in a variety of ways, to help determine the facilities, services and programs we should provide, and to know how we are doing".



INTRODUCTION

Leisure opportunities, facilities and the quality of the local environment are the foundations of community pride.

Studies that identify the components of quality of life always focus on the kinds of recreation opportunities and the characteristics of the urban environment (natural and man-made).

When communities compare themselves to one another, they almost always evaluate the amount of open space, the level of the recreation facility and recreation program development.

Community pride is generated through recreation and park facilities, programs and voluntary commitment – this pride can reduce some community problems and can be used as a base to tackle any future challenges.

*The Benefits of Parks
Alberta Tourism, Parks & Recreation Publication*

The first three years of this century can be characterized as a periods of unprecedented growth and demand for programs and services and development of parks and park amenities. To try and keep pace we are operating at maximum capacity and beyond to meet demands inherent with extensive community growth and a vibrant economy. These are very busy times and also very exciting times to be involved with the Recreation, Parks & Culture Department. There are many achievements to mention as well as challenges and initiatives. Following is a sampling of these.

Achievements 2003 - by Section

Administration

- Filled the Recreation, Parks & Culture accounting position.
- In depth review of Fees & Charges Policy and Schedule.
- Recreation levies review and policy revision to include annexed land.
- Inclusion of the Ecole La Prairie school to the following Joint Use Agreements:
 - Mutual Use of City Recreational Lands and School Grounds;
 - Reciprocal Use of City Recreation and School Facilities;
 - Allocation of Municipal Reserves for Sites with Schools.
- Balanced the department's capital and operating budgets.
- Joint (Catholic/Public School) activity centres and development of subsequent Joint Use Agreement.
- Completion of Downtown Parking Areas Landscaping Standards – Adopted as Council Policy.
- Completion of Johnstone Crossings NASP Park Plan using New Neighbourhood Planning and Design Guidelines and Standards.

Collicutt Centre

- Ensure access to facility by appropriate patrons (paying customers, adults or family only times) through addition of new wristband/stamping admission tracking system.

- Improvement of patron and staff safety and security through the installation of additional security camera monitors, a security grille/gate at the pay zone entry, and on duty commissionaires at critical operating times.
- Achievement of a mutually acceptable plan for Collicutt Centre fitness and wellness facility and equipment, programs, staffing and fees through successful negotiations with the private fitness club operators in conjunction with an overall Recreation, Parks & Culture department fees and charges review.

Culture Services

- Applied for and was granted the Cultural Capital of Canada Award (CCCA) & received funds to a maximum of \$500,000, from the Federal Government. We are now 1 of 5 communities across Canada to be called a Culture Capital. The Project will assist Red Deer in moving forward the Community Cultural Master Plan (CCMP). Culture Link, the community group that was formed to implement the CCMP has agreed to project manage the CCCA & has identified twelve significant areas from the grant application that will be accomplished by March 2005.
- Public Art Policy was presented & approved by council for implementation in the 2004 budget year. The Public Art Committee was disbanded after this success however City council recognized the tremendous increase in activity in the culture community and established a Culture Board for November 2003.
- We again experienced an increase in demand for culture programs and we now offer over 365 programs per year. We also have again increased our enrolment by over 15% and are often finding it necessary to place people on waiting lists.

Recreation Development

- Completed reorganization of the aquatic section initiated in 2002.
- Initiated reorganization of the Community Development (Family & Community Program Section) to provide community liaison and development services to the community.
- Completed transition to alternate publisher for the Community Services Activity Guide.
- Implemented C.L.A.S.S. IVR (Interactive Voice Response) Registration program.
- Participated in the Centre Fest initiative with the Kids Zone component. Extremely positive comments from participants.
- Assisted with development of the Federation of Communities direction setting and goal identification.

Parks Facilities

- The replacement, upgrading or construction of 26 playgrounds, 7 ball diamonds, 7 sports fields.
- Completion of Phase I of playground upgrades to C.S.A. standards as per 5-year Master Plan.
- Overlay of approximately 3 km of Waskasoo Park asphalt trails.
- Completion of Phase I of the Downtown Park Plaza.
- Completion of 55+ construction projects with a budget of approximately \$2 million.
- Continued maintenance of an increased number of facilities.

Parks Construction/Maintenance

- Worked with the various agencies on the West Nile Virus Program (including the Provincial Mosquito Surveillance Plan).
- Worked with Emergency Services to develop and implement an Urban Forest Wildfire Management Plan.
- Worked with Red Deer Archives in the preparation and submission for a Provincial Designation through Alberta Historical Sites Services for the Red Deer Cenotaph. This includes preparing a

condition assessment for a repair and rehabilitation program and preparing and submitting a grant application to Alberta Historical Resources Foundation to assist in the funding for the required work.

- Completion of a record number of landscape construction projects.
- Completion of a Parks Section Facility/Storage needs study.
- Maintained existing service levels while adding 40 acres of Parkland for Parks Maintenance.
- Completion of several programs i.e. Community Plantings (Tree Action), Arbor Day, Integrated Pest Management (IPM) and Ecological Profiles.
- Prepared and submitted information for the City's Discussion Paper for Council on Environmental Issues.
- Prepared inventory and recommendations for the Northwest Major Area Structure Plan update and subsequent ecological profiles for the area.
- Completed Safety initiatives.

Recreation and Culture Facilities

- Introduced the new Splash Pass at G.H. Dawe pool and Recreation Centre pools.
- Completed the G.H. Dawe Centre Renovations/Upgrade needs study.
- Completed the Rotary Recreation Park Facilities Study which includes the proposed renovations/upgrade to the Recreation Centre.
- Renovated the Oriole Park Community Shelter.
- Developed a partnership with the major Great Chief Park Baseball user groups to upgrade utility diamond #3 into a full sized baseball diamond.
- In partnership with the Red Deer Tennis Club, provided lighting to the Rotary Recreation Centre Park Tennis Courts.
- Installed a low emissivity ceiling in Kinsmen Community arena "A" to improve acoustic and energy consumption.

Challenges 2003 – by Section

Administration

- Operation and programming of the Collicutt Centre Fitness Studio.
- Revision of Alto Reste Cemetery Crematorium operating agreement.
- Finding a suitable location for a group camping area.
- Staff workloads and staff overtime.
- Managing loss of established landscaping along major roadways.
- Ensuring timely completion of New Neighbourhood Central Park Site.

Collicutt Centre

- Meeting the net operating budget in light of excessive natural gas costs.
- Ensuring accessibility and affordability in light of admission fee increases, while minimizing the impact on the budget of lost pass holders, especially mid-year just prior to the planned annual pool shut-down.
- Reducing the number and impact of theft and vandalism due to the high number of locker and vehicle break-ins.
- Strengthening and rebuilding relationships with partners and stakeholders with a change in philosophy and leadership in the facility.

Recreation Development

- An overload situation in the ITS department has proven to be a roadblock in advancing the C.L.A.S.S. Leisure Software Upgrade 5.0. Originally scheduled for 2003, the delay is now forecast to the end of the first quarter of 2004. The delay will hamper offering global pass services and the extension of the Internet registration system "e-connect".
- Due to budget restraint, excessive business demands and support requirements for financial services and the C.L.A.S.S. suite of leisure programs for all sections, the administrative staff have been over tasked. A continuation of this tempo without additional resources will result in an inability to deal with the workload.

Culture Services

- The workloads have increased dramatically over the last four years and in particular during the last two years. We are experiencing a very high demand from our client base for both programs and service. All Culture Services staff are overtaxed & over tasked and this is translating into inability to meet the needs of the various publics.
- It was a challenge to handle all of the activities that the CCCA caused and hence some of the other services previously provided were not available. The community expressed a concern about needing Culture Service Centre staff assistance and we are often told that we never seem to be available.
- The increase to cost of operations has been a challenge as most of our supplies have had a price increase. We are continually trying to find ways to obtain necessary supplies in creative manners.
- We were unable to employ 1.5 FTE thru the Alberta Career Employment program, which previously partially helped to offset the extraordinarily heavy workload presently being experienced by the culture services staff.

Parks Facilities

- Increased vandalism throughout the park system.
- Staff burnout due to workload and working conditions.
- Increased facilities to construct and maintain.

Parks Construction/Maintenance

- Continuing drought conditions produced several concerns and led to re-scheduling of some maintenance work and may result in increased plant health care.
- Working with the uncertainties of the West Nile Virus Program, while maintaining other service levels.

Recreation and Culture Facilities

- Increased vandalism of city recreation and culture facilities.
- Theft in facilities and vehicles has increased and continues to be a concern for us.
- Staffing during the spring and fall due to staff who work in different sections having to stay to complete projects.
- Maintaining campground revenues due to a number of factors, (West Nile Virus, Mad Cow Disease) decrease in US tourists, opening of the Westerner Campground.
- Increased cost for hiring contractors to perform repairs and maintenance work in our facilities.
- As we change our facility admissions and fee structures we have limited funds to promote and advertise these fees.

Challenges/Strategies 2004 – 2006 – by SectionAdministration

- Establish a sustainable funding mechanism for upgrading parks and park amenities.
- Growing community, increased workloads, additional demands on maximized resources.
- Acquiring funding for renovating Rotary Recreation Park, the Recreation Centre complex, and the G.H. Dawe Community Centre complex.
- Mosquito abatement program in consideration of the West Nile Virus threat.
- Acquiring funding to maintain newly developed City parks.
- Updating Land Use Bylaw so as to reflect current landscaping requirements.
- Formulating long-term plan to ensure preservation/replacement of significant landscaping along Gaetz Ave.
- Completion of Trails Master Plan to ensure consistent and convenient pedestrian/cyclist/inline skating.
- Ensuring significant natural areas are sustained/preserved as City continues to develop/expand.

Collicutt Centre

- Stabilization of the administrative and operational structures with consistently high customer service ratings/best practices achievements.
- Effective/efficient operations achieved to allow analysis of key measurement criteria against established benchmarks.
- Promotional strategies to maintain existing and attract new targets at minimal cost.
- Completion, implementation and resourcing of facility life cycle and preventative maintenance plans.
- Staying “current” and identifying trends to meet needs of customers with changing demographics being a key factor.
- Identify plans, timelines and resources to complete facility amenities: water park water slide and sauna; twin arena and leisure ice.

Recreation Development

- Continued growth of the Community will require additional program and services, which will translate into the need for both program and support staff.
- As renovations and expansion are completed at Dawe Centre, there will be a need for dedicated program services at that centre. The need for Dawe based program and support staff will become a reality in 2005-2006.
- As Dawe Centre expands its program and service base registration, cashier services will be required to expand creating the need for full time cashier services.
- The growth or escalation of youth issues has resulted in the 2004 request for a .5 FTE youth worker. The trend is projected to continue leading to the expansion of need for youth worker services.
- Continued growth and deteriorating health of community associations in the city is resulting in the need for greater support from the Department. Support by way of liaison, workshops and information sessions are required to develop a solid foundation for these groups.

Culture Services

- Culture has one major challenge and that is to meet the expressed needs of the community within the limited staff resources. Culture is presently operating at the 1994 staff level with an increase of close to 400% in programs and over 365% in community participants. With the ever-growing demand for services the culture section is presently unable to meet community needs. We have

supplemented our staff resource with ACE program staff however this fully funded program is no longer available to us. We are requesting a permanent full time staff member to assist in alleviating the existing work overload in all areas of our operation.

- Culture is growing rapidly in the community and Culture Services Centre staff have demonstrated creative ways of meeting the challenges by partnering with community organizations, working closely with our community partners and by challenging the artists in our community to develop unique culture programs that feed the soul of the community. Our challenge is to continue to do this type of work despite inadequate resources.

Parks Facilities

- Acquiring funding to maintain newly developed park facilities.
- Acquiring funding to maintain existing park facilities.
- Develop and implement maintenance procedures/schedules for trail system in subdivisions.
- Continue to upgrade existing playgrounds to C.S.A. standards as per phase II of strategic maintenance plan.
- Continue to monitor and implement procedures as they pertain to safety issues for Parks Facilities.
- Acquire funding for full-time Parks Facilities Coordinator to assist with increased city-wide development and maintenance of new facilities.

Parks Construction/Maintenance

- Meet the challenges presented by West Nile virus
- Meet the challenges of continued City growth.
- Monitor and manage the effects of the current drought within practical limitations
- To acquire additional cemetery land.
- Continue our participation with the City's GIS program
- Continue to work with planners and developers to provide a sustainable parks system as the city expands into the surrounding district
- Meet the environmental challenges identified in objective No. 11 of the Rec. Parks & Culture Business Plan. (2003-2005)
- Continue with safety initiatives.
- Continue working with Emergency Services on the Urban Forest Wildfire Management Program.

Recreation and Culture Facilities

- In 2004 we will continue to work with Great Chief Park user groups to develop a second full sized baseball diamond.
- Continue to look for ways to increase use of the sections facilities through new and innovative ideas and program initiatives.
- The need for increased security at recreational facilities
- Increased focus on training and development of staff to replace our aging work force.
- To complete major renovation projects to the Recreation Centre and G.H. Dawe Centre and still provide facility services to our customers
- Promote and market pool/skating monthly passes for the Recreation Centre, G.H. Dawe Centre, and Kinsmen Arenas.
- Obtain grant funds to renovate the dressing rooms at Kinsmen Arena B.
- Implementation of increased fees and charges for all facility users as a result of the fees and charges review completed in 2003.
- Securing funding that may be required to augment operations budgets for the Dawe Centre and Recreation Centre Complex following renovations and upgrades.

OBJECTIVES and ACTIONS 2004 – 2006 – by Section**Administration**

Objective No. 1: To offer and/or facilitate recreation, parks and culture programs that promote personal, family, social, economic and/or environmental benefits.

Action	Completion Date	Primary Responsibility	Performance Measure
a) Seek financial support from the corporate community and organizations that would be utilized to subsidize programs and special events to ensure access for all. b) Utilize the most effective delivery of service considering the following options: facilitate individual and organizational services; enter into partnerships; or provide services directly. c) Identify individual/family/ community needs and facilitate/deliver required program opportunities. d) Actively pursue new partnerships. e) Pursue new funding alternatives. Expand subsidized youth and adult program opportunities (Care for Kids/Adult Resource) to meet the increasing demand for these services. f) Support volunteerism and leadership development in the delivery of programs. g) Continue to develop strategies for the planned recruitment, training, development and rewarding of volunteers	Ongoing	Recreation, Parks & Culture Manager, Superintendents , Programmers	<ul style="list-style-type: none"> • Participant evaluation of current and new programs • Number of new partnerships and the continuation of existing partnerships • Continue to support and provide training opportunities for volunteers

Implications:

- Community volunteers will continue to support and deliver some recreation, parks and culture programs and services; however, though a necessary resource, to recruit, train and maintain volunteers is becoming increasingly challenging.
- Staff training and development will be a high priority due to growth, change in trends, and increased public need and expectations.
- Revenues from fees and charges will be reviewed annually in light of inflationary increases and escalating operating costs and to ensure recreation, parks and culture programs remain available to everyone. General admission fees and rental rates are scheduled to increase following the in depth review as presented to City Council in July of 2003. Fee increases are anticipated annually

to help offset increasing operational costs such as utilities, supplies, labor and contracted services.

- Continued partnerships, joint projects, project subsidies and grants will be vital to the continued success of the department.
- A greater commitment of staff time is required to continue a close working relationship with community associations, sport groups and cultural organizations; this is necessary to ensure that they remain viable with a strong contingent of volunteers.
- A closer monitoring of the financing and scheduling of infrastructure maintenance on City-owned facilities contracted to non-profit community groups is required to prevent; 1) deterioration of the structures, or; 2) their being handed back to The City.
- The department has incorporated additional casual staff in the budget in the areas of cashiers, registration monitors, admission monitors (banding), facility caretakers and program staff in response to increasing public registration in programs, use of facilities and to address security issues.

Objective No. 2: To monitor and refine Safety & Risk Management Programs.

Action	Completion Date	Primary Responsibility	Performance Measure
a) Review and update inspection schedules, standards and safety policies/manuals annually, to minimize the possibility of public or staff injury on parkland, in recreation and culture facilities, or while attending programs/special events. b) The department's Risk Management Program will be formalized with a City Program that identifies all potential personal or property risk situations and outlines a procedure and standard that declares due diligence on behalf of the department and The City.	Ongoing	Recreation, Parks & Culture Manager, Superintendents and all staff	<ul style="list-style-type: none"> • Safety records and annual audit results

Implications:

- Safer work environment, thus reducing injury to staff and reduction in injury related sick time.
- Better trained and informed staff on safe working procedures.
- Greater demand on human resources to monitor existing and to implement new safety initiatives.

Objective No. 3: To undertake an in depth review of the Recreation, Parks & Culture department structure including a review of responsibilities, task requirements and workload.

Action	Completion Date	Primary Responsibility	Performance Measure
a) Acquire funding to hire a consulting firm. b) Review work load and responsibilities of all levels of staff c) Review department structure to optimize administrative and functional efficiencies taking into consideration the current size of and future growth of the department d) Prepare a report detailing the review process and providing results (findings) and future courses of action.	2005	Recreation, Parks & Culture Manager and Superintendents	<ul style="list-style-type: none"> Have a report prepared for senior management and City Council by year end 2005

Implications:

- Long term operating plan to guide the restructuring and/or operations of the department.
- Improve efficiencies in the delivery of Recreation, Parks & Culture services.
- Improvement in morale and working conditions.
- Funding may be required for additional staff.

Collicutt Centre

Objective No. 4: To improve levels of health and quality of life of Albertans through 3% overall increased participation in the Collicutt Centre.

Action	Completion Date	Primary Responsibility	Performance Measure
a) Develop/implement an annual promotion plan and prioritize by level of impact	March 2004	Collicutt Centre Superintendent,	<ul style="list-style-type: none"> Prioritized plan in place
b) Implement/measure success of all initiatives on a monthly basis	Dec 2004	Customer Service Specialists,	<ul style="list-style-type: none"> Measurement system in place
c) Review and evaluate initiatives for inclusion in 2005 plan.	Aug 2004	Facility Booking & Pass Specialist	<ul style="list-style-type: none"> Review and evaluation complete
d) Establish a one year benchmark for comparison in 2005	March 2005		<ul style="list-style-type: none"> Benchmark complete

Implications:

- Achievement of personal health and quality of life goals.
- Initiation of a measurable rating system for customer satisfaction.
- Improved two-way communication with customers.
- Improved customer service based on customer feedback.

Objective No. 5: To ensure customer achievement of personal health and quality of life goals through a minimum customer satisfaction rating of 80% on customer service feedback surveys.

Action	Completion Date	Primary Responsibility	Performance Measure
a) Develop/implement a customer service feedback survey with an appropriate rating system for key program, service and facility areas.	Feb 2004	Collicutt Centre Superintendent, all specialists	<ul style="list-style-type: none"> • Survey completed and being used
b) Record responses electronically and post for customers.	March 2004		<ul style="list-style-type: none"> • Responses recorded and posted in facility
c) Analyze six-month data prior to 2005 budget planning.	Aug 2004		<ul style="list-style-type: none"> • Staff meeting/planning session to analyze held
Evaluate/update	Dec 2004		<ul style="list-style-type: none"> • Changes made/new survey being used
d) Establish a one-year benchmark for comparison in 2005.	Feb 2005		<ul style="list-style-type: none"> • Benchmark complete

Implications:

- Achievement of personal health and quality of life goals.
- Initiation of a measurable rating system for customer satisfaction.
- Improved two-way communication with customers.
- Improved customer service based on customer feedback.

Parks Facilities

Objective No. 6: To ensure safe public facilities.

Action	Completion Date	Primary Responsibility	Performance Measure
a) Embark on Phase II to upgrade playgrounds to C.S.A. standards	December, 2008	Parks Facilities Superintendent	<ul style="list-style-type: none"> • Safety Audits completed • Satisfactorily • Grant approvals

Implications:

- Enable the Recreation, Parks and Culture department to provide a safe play environment for children in compliance with City policy and to meet C.S.A. standards.
- Reduce the risk of injury to the public and reduce the risk of litigation brought against the City due to unsafe facilities with the result of possible increased financial impact.

- Dependent on grant applications, approvals and ongoing liaison with community groups, school groups and outside agencies in fundraising activities.

Objective No. 7: To ensure an orderly maintenance program and public safety.

Action	Completion Date	Primary Responsibility	Performance Measure
a) Continue to implement a measured program to overlay/repair Waskasoo Park trails.	Ongoing	Parks Facilities Superintendent	<ul style="list-style-type: none"> • Public satisfaction and • Lack of complaints. • Dependent on funding.

Implications:

- Enable the public to continue to enjoy the Waskasoo Park Trail System in a safe and enjoyable manner and to reduce the likelihood of litigation against the City due to unsafe public facilities.
- Reduce long-term maintenance costs by implementing a measured maintenance program for Waskasoo Park trails.
- Dependent of ongoing funding to allow for scheduled maintenance.

Objective No. 8: To ensure an orderly maintenance program and public safety on the Waskasoo Park Trails.

Action	Completion Date	Primary Responsibility	Performance Measure
a) Secure additional IMP funding to implement a measured maintenance program.	Ongoing	Parks Facilities Superintendent	<ul style="list-style-type: none"> • Public satisfaction and lack of complaints and injuries.

Implications:

- Enable the public to continue to enjoy the Waskasoo Park Trail System in a safe and enjoyable manner and to reduce the likelihood of litigation against the City due to unsafe and poorly maintained public facilities.
- Reduce long-term maintenance costs by implementing a measured maintenance program.

Objective No. 9: To secure funding to hire one fulltime Parks Labourer II to help in increased citywide facilities and to enable the partial restructuring of Parks Facilities section to meet changing and expanding workloads.

Action	Completion Date	Primary Responsibility	Performance Measure
a) Secure funding to hire Parks Labourer II	April 2004	Parks Facilities Superintendent	<ul style="list-style-type: none"> • Completion of hiring staff and restructure of section.

Implications:

- Enable Parks Facilities section to meet rapidly changing and expanding workload.
- Implement an orderly succession planning strategy.

- Reduce workload stress levels on existing staff.
- Enable section to meet the communication needs and expectations in completing construction projects in new subdivisions and existing and increasing maintenance programs.

Culture Services

Objective No. 10: To continue with the implementation of the Community Culture Master Plan.

Action	Completion Date	Primary Responsibility	Performance Measure
a) Work with Culture Link to implement the Community Culture Master Plan b) Explore the potential for developing a Culture policy for the City.	Ongoing over ten years	Culture Superintendent with Culture Link	<ul style="list-style-type: none"> • Development of a policy or a decision not to proceed.

Implications:

- The twelve projects identified for completion for March 2005 are 95% complete. CCCA funds are received.
- Possibility of the City of Red Deer having a Culture Master Plan determined.

Objective No. 11: Monitor the Culture Capital of Canada Award program and financial detail.

Action	Completion Date	Primary Responsibility	Performance Measure
a) Work closely with Culture Link on ensuring CCCA is completed according to the projects identifies and the contract signed with The City to implement the CCMP	March 2005	Culture Superintendent with Culture Link	<ul style="list-style-type: none"> • Manage accounting responsibility in consultation with Culture Link and RPC Accountant

Implications:

- Funds are accounted for and the Red Deer Community receives \$500,000 which is spent on culture.

Objective No. 12: Reorganize the workload of the Culture Services section so that more community consultation is accomplished.

Action	Completion Date	Primary Responsibility	Performance Measure
a) Look at all of the areas of high demand to see where our consultation services would be most effective.	Ongoing	Culture Services Centre staff	<ul style="list-style-type: none"> • Community organizations receive the confidence to do the work they do best and their volunteers are assisted to do their volunteer jobs better.

Implications:

- Culture moves towards a service delivery centered operation rather than a program delivery operation. Programs are provided for the community but in a different manner.

Parks Maintenance

Objective No. 13: To ensure the environmental objectives in the Strategic Plan (2002-2005) are met.

Action	Completion Date	Primary Responsibility	Performance Measure
<p>a) Develop and utilize the inventories and maps of the Ecological Management System (EMS) and prepare them for incorporation into a Geographical Information System (GIS). With this information, establish valuations of ecological assets and services. In addition, utilize Integrated Pest Management (IPM) methods to balance the use of chemical, biological and cultural controls. Carry out other environmental projects such as naturalization, restoration and community plantings.</p> <p>b) Produce city and district ecological profiles in conjunction with Parkland Community Planning Services, County of Red Deer, developers and private landowners to ensure ecological features are preserved in long-term land use planning for city expansion.</p> <p>c) Continue environmental education and awareness initiatives and maintain partnerships with industry, community groups, individuals and other departments and levels of governments.</p> <p>d) Devise and perform an internal environmental audit of the Parks Construction Maintenance section's operations.</p>	Ongoing	<p>Recreation, Parks & Culture Manager Parks Construction/ Maintenance Superintendent Biological Services Coordinator Urban Forester Parks Foreman</p>	<ul style="list-style-type: none"> • Completion of inventory maps for maintenance planning, schedules and budget • Integration of inventories into a Geographic Information System (GIS) • Integration and sharing of inventories and environmental information within the Parks Maintenance Section and with other City departments • Use inventories and other accepted valuation methods to more accurately assess the monetary value of ecological assets and services • Increase acceptance of ecological assets and services as 'green infrastructure' • Adherence to IPM manual (2002) guidelines • Decreased maintenance requirements and costs • Increase in fringe habitat and associated biodiversity

e) Submitting to and carrying out the objectives of the city's discussion paper for council on environmental issues.			<ul style="list-style-type: none"> • Safer park system • Fostering greater public well-being • Establishment of innovative methods for purchasing, swapping and/or leasing natural areas • Preservation of natural habitat (trees and wetlands) in new developments • Greater appreciation and understanding of parks programs and services by the public • More environmentally sustainable operations • Effective communications between departments regarding environmental issues and objectives
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Implications:

- **If funded:**
- Able to prevent loss of valuable and important natural areas over time.
- Environment standards expected by the public will be met.
- A sustainable approach to future city planning will be met.
- Would enable enhanced sharing of environmental information between City departments, the County, developers and planner.
- **If Not Funded:**
- The environmental objectives found in many City plans will not be fully addressed or met.
- Education and awareness of environmental issues will suffer.
- Inventories will not be fully prepared for incorporation into future GIS plans.

Objective #14: To undertake an ongoing Subdivision Enhancement Program

Action	Completion Date	Primary Responsibility	Performance Measure
a) Develop and implement a plan to provide enhanced landscaping in established neighborhoods to meet current standards and design guidelines	Ongoing	Recreation, Parks & Culture Manager; Parks Construction / Maintenance Superintendent	<ul style="list-style-type: none"> • Submit and complete a prioritized list of areas annually.

Implications:

- If not funded, further deteriorates the landscape infrastructure as plantings reach the end of their lifespan.
- Ensures consistency and balance between neighborhoods.

Recreation Development

Objective No. 15: With the assistance of the ITS department, implement the C.L.A.S.S. 5.0 Upgrade for the existing suite of C.L.A.S.S. Leisure Service programs now in service with the City of Red Deer Recreation, Parks & Culture Department.

Action	Completion Date	Primary Responsibility	Performance Measure
a) Install, test & implement	March 30, 2004	Recreation Development Superintendent	<ul style="list-style-type: none"> • Achieving the implementation date

Implications:

- Unable to keep pace with business program i.e. accounting, debit card transactions, major revenue tracking affected.
- Unable to accept debit cards for pre-authorized program registration and monthly withdrawal for Collicutt Card and Splash Pass.

Objective No. 16: To implement the C.L.A.S.S. E-Connect program for the existing suite of C.L.A.S.S. leisure service programs, making possible client online registration for programs. E-Connect will also make future online inquiry and facility booking possible.

Action	Completion Date	Primary Responsibility	Performance Measure
a) Install, test & implement	Within the third quarter of 2004	Recreation Development Superintendent. ITS staff	<ul style="list-style-type: none"> • Achieving the implementation date

Implications:

- The E-Connect program will provide a greater level of customer service by allowing online programs registration and facility bookings in the future.

Objective No. 17: Continue to develop a major citywide special event to complement Centre Fest in 2004.

Action	Completion Date	Primary Responsibility	Performance Measure
a) Develop and implement a citywide special event to compliment Centre Fest 2004.	Staged during the weekend of Centre Fest 2004.	Recreation, Parks & Culture Department program staff.	<ul style="list-style-type: none"> • Successful completion of the event.

Implications:

- This event will compliment the major "Centre Fest" event being planned by the Leadership Centre and the Downtown Business Association, focusing on activity in the city core. This event will show case Red Deer activities for residents and visitors alike.

Objective No. 18: Re-organize the Family & Community program Section to a Community Development Service Section, providing liaison and assistance to community groups from the Recreation, Parks & Culture Department.

Action	Completion Date	Primary Responsibility	Performance Measure
a) Reorganize the Family & Community Program unit to incorporate Community Development and support activity.	May 30, 2004	Recreation Development Superintendent, Family & Community Section staff	<ul style="list-style-type: none"> • Achieve the implementation date

Implications:

- If not funded reduces our ability to provide support liaison and training to community groups and organizations.
- Increases the viability of successful community associations.

Objective No. 19: To increase the Recreation, Parks & Culture General Clerk position to full time to allow the financial section of the department to keep pace with growth.

Action	Completion Date	Primary Responsibility	Performance Measure
a) Review and adopt job description	February 2004	Recreation Development Superintendent	<ul style="list-style-type: none"> • Complete revisions
b) Advertise, interview and hire a Recreation, Parks & Culture General Clerk.	March 2004	Recreation Development Superintendent, RP&C Systems & Accounting Coordinator.	<ul style="list-style-type: none"> • Compete competition and hire personnel

Implications of funding:

- Funding this position will allow for greater distribution of workload in the department's financial section. This position will allow dedicated focus on pass and membership payment processing, membership renewal and membership tracking. Currently these duties are being shared by other staff on a random basis. Growth of the C.L.A.S.S. Membership Module will no longer allow for this approach. Financial impact will be \$16,680 ongoing.

Implications of not funding:

- Implications of not funding this item are an inability to cope with daily financed record keeping and reconciliation causing a down loading to other employees who are at capacity work load at this time. Growth of memberships, and increases at a steady pace that demands daily processing.

Objective No. 20: To hire a Community Programmer to assist with the provision of support, information, training and program to community groups and organizations.

Action	Completion Date	Primary Responsibility	Performance Measure
a) Develop the job description for approval and posting.	February 2004	Recreation Development Superintendent	• Complete job description
b) Advertising, screening and hiring a Programmer I to fill the position	March 2004	Recreation Development Superintendent, Family & Community Programmer II	• Compete competition and hire personnel

Implications of funding:

- Funding this position will allow the department to support Community Associations and groups in providing a municipal liaison link to them and assisting them with organizational development. A requirement exists to assist Community Associations in developing stronger foundations and enhancing community interest and ability in community operation.

- Financial Impact:

2004 Budget \$26,450 (.5 FTE)

2005 Budget \$13,225 (.75 FTE)

2006 Budget \$13,225 (1.0 FTE)

Implications of not funding:

- Implications of not funding this item will be the reduction or loss of continuity and support to community groups and direct program offerings to them. This change is the result of a change in operational structure of the Department.

Recreation Facilities

Objective No. 21: To undertake renovations and upgrades to the Recreation Centre Complex.

Action	Completion Date	Primary Responsibility	Performance Measure
a) To complete detail design and engineering	April 2004		

b) To tender contract for the renovation	June 2004	Recreation and Culture Facilities Superintendent, Facilities Technical Services Coordinator, Facility Operator	• To complete renovations within budget and on schedule
c) To schedule construction and phasing of the project	October 2004		
d) To complete construction	2005		

Implications:

- When detailed design and construction schedules are complete we will have to plan for the operation of the facility, location of staff, and cashier operations to ensure that recreation services to the public are not disrupted.
- Will likely require additional funding to cover maintenance and utilities.

Objective No. 22: To undertake a study of the operation of Waskasoo Park Facilities (Bower Ponds Pavilion and Heritage Ranch) to consider the best uses for these facilities and make recommendations for future use and possible upgrading.

Action	Completion Date	Primary Responsibility	Performance Measure
a) To form a committee to work with a consultant to review the current and possible future uses for Bower Ponds Pavilion and Heritage Ranch, and look for new and innovative ways to utilize these facilities.	October 2004	Recreation and Culture Facilities Superintendent, Programmers, Contracted Partners	• Have a report prepared for consideration during the 2005 budget deliberations
b) To formalize a plan for the upgrading of these facilities based on the review and seek cost estimates for the changes			
c) Seek budget approval for upgrades and if approved re-model upon budget			

Implications:

- Long term operating and program plan for these recreation areas.
- Funding may be required for infrastructure renovations and/or for new infrastructure components.

Objective No. 23: To provide sufficient operational funds to community associations to operate community shelters/activity centres.

Action	Completion Date	Primary Responsibility	Performance Measure
a) To provide \$3,250 to fund two new community activity centres located at St. Francis of Assisi School and Mattie McCullough School.	February 2004	Recreation & Culture Facilities Superintendent	<ul style="list-style-type: none"> Operating agreement with community associations
b) To maintain two new community activity centres in cooperation with the two school authorities - \$1,000 per year for maintenance at each centre.	Ongoing 2004	Rec. & Culture Facilities Technical Services Coordinator	<ul style="list-style-type: none"> Maintain to same standard as all shelters in the city
c) Increase funding to community associations for the operation and maintenance of community shelter buildings throughout the city – 19 shelters to increase funding from \$3,250 per year to \$5,000 per year; 1 association from \$2,000 per year to \$2,500 per year.	February 2004	Recreation & Culture Facilities Superintendent	<ul style="list-style-type: none"> To have agreement with community associations to operate shelters

Implications:

If not Implemented:

- The two new activity centres could not be turned over to community associations to operate.
- We may have to reduce funding to all associations to distribute current funds to 19 facilities, instead of 17.
- We may be faced with community associations that do not wish to operate facilities and the responsibility would be turned back to The City.

If Implemented:

- The same level of service is provided in all neighbourhoods that have community shelters/activity centres.
- Increased support for the work of community associations to ensure their viability and ability to operate shelters/activity centres for the benefit of residents in all parts of the city.

Objective No. 24: To increase infrastructure funding for recreation and culture facilities in order to maintain facilities to an acceptable standard for public safety and enjoyment.

Action	Completion Date	Primary Responsibility	Performance Measure
a) To increase funding for facilities infrastructure from \$225,000 in 2003 to \$250,000 in 2004 and \$275,000 in 2005.	Upon approval of annual budget	Recreation & Culture Facilities Superintendent	<ul style="list-style-type: none"> Maintain facilities in a safe and operational state for public use.

b) To update the Ten-Year Capital Planning and Infrastructure Maintenance Plan on an annual basis to ensure critical maintenance items are funded.	August annually	Rec. & Culture Facilities Technical Services Coordinator	<ul style="list-style-type: none"> Complete plan for all Community Services facilities.
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Implications:**If not Implemented:**

- An increasing number of maintenance items will not be completed on our aging facilities.
- We will be susceptible to breakdown at our facilities and interruption of operation of the facilities during public use.

If Implemented:

- Additional preventative maintenance can be implemented to ensure safe, continual operation of public facilities is carried out.

Objective No. 25: To implement a marketing & promotions coordinator position for the department

Action	Completion Date	Primary Responsibility	Performance Measure
a) Provide a marketing/promotion plan that: <ul style="list-style-type: none"> provides strategies for a coordinated effort to marketing and promoting Recreation, Parks & Culture services; focuses of the practical application of promoting and marketing department services; is linked to the department business plan. 	March 2004	Recreation, Parks & Culture Manager	<ul style="list-style-type: none"> Council approval for this position

Implications:**If not Implemented:**

- Decentralization system of marketing/promoting department services would continue.
- Inability to market and promote all sections of the department equally.

In Implemented:

- Would enable a coordinated approach to fundraising seeking partnerships, disseminating educational and promotional materials.
- Would improve communications with the public as we do not have the human/financial resources at present.
- Would result in increased program and rental revenues.
- Would allow staff to focus on their regular duties.

PERFORMANCE MEASURES

[One measure from each objective plus 2-3 global dept measures]

Action	2002 Actual	2004 Target	Measurement
1. Collicutt Centre - Attendance:			
a. Soccer	122,909	126,000	Rental Contracts
b. Field House	60,687	62,000	Daily reports
c. Fitness/ Wellness	147,457	140,000	
d. Aquatics	193,019	200,000	
e. Arena	82,324	85,000	
f. Registered Program	236,260	238,000	
2. Collicutt Centre – Participation:			
a. Youth Programs	2,450	2,450	Satisfaction level ->4
b. Adult Programs	1,200	1,360	out of 5
3. Retain C.S.A. standards on playground inspections.	95.85%; 3710 inspections	98%; 4356 inspections	Playground inspection schedule
4. Increase instructional recreational programs	437	440	Achieving the number
5. Increase Recreation Programs (registered programs)	17,044	17,100	Achieving the number
6. Implementation of C.L.A.S.S. E-Connect Q3 2004	Demonstrated demand by public	Implement in 2004	Successful implementation of C.L.A.S.S. E-Connect
7. Upgrade – C.L.A.S.S. 5.0		Implement in Q1	Successful implementation of CLASS 5.0 Upgrade
8. Retain recovery rate % of operational costs:	(Budget)		Budget and year-end actuals.
a. Pools	38.8%	40.7%	
b. Arenas	50%	53.1%	
9. Increase pool use in 2004 - Recreation Centre & G.H. Dawe Centre	240,707	248,000	Rental Contracts Daily Reports
10. Retain C.S.A. standards on playground inspections.	95.85%; 3710 inspections	98%; 4356 inspections	Playground inspection schedule
11. Culture program offerings	n/a	n/a	Current number of programs and centre used to maximum capacity

12. Work with Culture Link to carry out City's responsibility under the Culture Capital of Canada awards program.	N/A	Monitor progress on a weekly basis.	Contract arrangements are being followed
13. Favourable response to public inquiries on parks maintenance	85 % favourable solutions	85% favourable solutions even though the number of calls are increasing	Daily log sheets

GROWTH COSTS

1. Continued growth of the Community will require additional program and services, which will translate into the need for both program and support staff.
2. As renovations and expansion are completed at Dawe Centre, there will be a need for dedicated program services at that centre. The need for Dawe based program and support staff will become a reality in 2005-2006.
3. As Dawe Centre expands its program and service base registration and cashier services will be required to expand creating the need for full time cashier services.
4. Continued growth and deteriorating health of community associations in the city is resulting in the need for greater support from the Department. Support by way of liaison, workshops and information sessions are required to develop a solid foundation for these groups.
5. Addition of a casual position to apply wristbands to facility users, verify active Collicutt cards and other duties as required.
6. Additional staffing of water slide to ensure safety of the slide users. During peak periods additional staffing is required for the water slide as the lifeguards are forced to cover peak times of slide use. This is costing the City \$6.43 more per hour.
7. Maintenance of new subdivisions such as tree and shrub maintenance, watering, pruning, weed control and litter pick up. Turf maintenance: 57 new acres including mowing, trimming, fertilizing, litter pick up, and weed control. The new areas include Davenport, Lonsdale, and Anders on the Lake, Devonshire, Aspen Ridge, Lancaster, Kentwood and arterial road easements.
8. The City's contribution to the Downtown Business Association Graffiti Coordinator Program. DBA expected to provide support funding.
9. Maintenance of the downtown park plaza to cover litter control, lighting repairs, utility costs, trail maintenance costs, furniture maintenance and maintenance of the water fountain.
10. Funding request to cover increased costs for the mobile equipment fleet to allow for inflation similar to increases for supplies and contracted services.
11. Funding for maintenance of outdoor rinks at Anders on the Lake, Lonsdale, Lancaster Green, and Davenport.
12. Maintenance of playgrounds, trails, ball diamonds, soccer fields, and provision of park furniture, signs and fencing at 11 new locations throughout the City.
13. Staff Programmer I required for the workload increases on total Culture Services operations.
14. Purchase of equipment for performing and visual arts classes.
15. Request for additional funding to offset increased charges for facility rental from the Catholic School Board and to cover promotions and advertising and partial contribution to activity guide.
16. Staff training for C.L.A.S.S. Leisure Program 5.0 upgrade. The department has used the C.L.A.S.S. program since the 1980's and has continued to expand with the growth of the City and

the department. Must be replaced in early 2004, as the supplier will not support the 4.1 series after September 30, 2004.

17. Staffing position for a .5 FTE to augment the need for financial support staff brought about by department expansion, community growth, and changing systems.
18. Contract services for Recreation, Parks & Culture program fees and charges methodology review. This study will compliment the Facility fees and charges completed in the year 2003.
19. Cashier services during the morning swim at the Recreation and Dawe Centre pools. Both pools have early morning swim times and now rely on lifeguards to collect swimming fees.
20. Funding for the operation and maintenance of two new activity centres located at St. Francis of Assissi School and Mattie McCullough School.
21. Increased infrastructure funding for Recreation and Culture Facilities as a result of inflation and of continued ageing of facilities. This is an extension of the 2003 budget request item.
22. Parks Facilities Labourer II to augment maintenance crews and support to the Superintendent.
23. Increased IMP funding for Parks Facilities and Parks Maintenance sections.
24. Shortfall in trail maintenance budget. Revenue source was from rental properties that have been demolished.
25. Marketing/Promotions Coordinator position to coordinate all marketing/promotions for the department.

SERVICE DEMAND COSTS

1. CLASS Leisure Service system 5.0 upgrade request for funding in-house consulting and staff training. This is a "must do" requirement for ongoing business support.
2. CLASS Leisure Service System E-Connect (online registration program) funding. This is a service that has been in great demand by customers for the past two years.
3. Funding request for "Care for Families" program to assist with Leisure service activity subsidy requests. This area has grown annually to a point where it out stretches available funding.
4. Funding request for "Care for Adults" adult assistance program. Currently known as the Adult Leisure Resource Program. This fund is requested on the average of 20 times per month and is unfunded.
5. Request for Centre Fest funding. Following an extremely successful Centre Fest 2003 and the one time funding that was attached, the department is requesting ongoing funding to continue our participation in the Centre Fest activities.
6. Modify gymnastics pit floor panels. Existing panels are too heavy and difficult to install and remove.
7. Automatic door openers to allow disabled persons into the change rooms.
8. Install security cameras in the vestibules to provide wide angle viewing of patrons entering the facility to enhance security measures.
9. Repair u track for curtains in the fieldhouse to maintain the safety and usability due to high volume of usage.
10. Install unit heaters in the vestibules to increase energy efficiency through increased heating and enclosed vestibule space.
11. Replace water park cannons with new toys due to danger to patrons because of high water pressure being released from existing cannons.
12. Funding to support the Urban Forest Wildfire Management Plan.
13. Subdivision enhancement program – funding is needed to provide enhanced landscape planting. This would include trees and shrubs in established neighbourhoods where landscaping was not previously provided or plantings that fail to reach the end of their lifespan and to provide enhancements requested by residents.

14. Security services (Bylaw Officer) for the Waskasoo and City Park systems and Recreation, Parks & Culture facilities.

SIGNIFICANT RISKS

It has been the practice of the City to front end community groups and organizations partnering with the City on various projects of mutual benefit. Front ending has been in the form of advancing funds and / or receiving donations to top up revenue sources. When decisions to form partnerships are undertaken they are done with the best intentions and information available at that time. Over the years, these outstanding receivables have been repaid or received as agreed. Nevertheless, there is a degree of risk associated with this business practice worth mentioning.

Waskasoo Park was developed in stages beginning in the early 1980's. Most of the park nodes fall into a range between 17 and 20 years of age, and are in varying states of repair. Since the provincial government withdrew operating and maintenance funding in the mid – 1990's, we have not been able to meet our maintenance standards. Other than natural aging, the massive infrastructure is, in some areas, deteriorating prematurely. Failure to address these maintenance issues now will result in greater and more costly repairs in the future.

In addition to Waskasoo Park, the Recreation, Parks & Culture Department is responsible for assets values at approximately 52 million dollars. Although we have been able to renovate many of the major buildings, we fall short of being able to effect regular, ongoing maintenance and repairs. For 2004, our Infrastructure Maintenance Program is underfunded by 1.4 million dollars.

Infrastructure Maintenance Program Funding

	Required Funding		Funded		Unfunded
Collicutt Centre					
Major Maintenance	\$	-	\$	-	\$ -
Minor Maintenance		93,200		93,200	0
Capital		172,000		0	172,000
Total	\$	265,200	\$	93,200	\$ 172,000

Parks Facilities					
Major Maintenance	\$	100,000	\$	100,000	\$ -
Minor Maintenance		184,000		26,500	157,500
Capital		250,000		0	250,000
Total	\$	534,000	\$	126,500	\$ 407,500

Parks Maintenance					
Major Maintenance	\$	-	\$	-	\$ -
Minor Maintenance		56,100		18,000	38,100
Capital		50,000		50,000	0
Total	\$	106,100	\$	68,000	\$ 38,100

Recreation Facilities					
Major Maintenance	\$	395,000	\$	111,000	\$ 284,000
Minor Maintenance		437,065		226,515	210,550
Capital		349,000		50,000	299,000
Total		1,181,065		387,515	793,550

Total All Areas	\$	2,086,365	\$	675,215	\$ 1,411,150
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Note: Does not include funding for renovations/upgrades to the Recreation Centre Complex.

THE CITY OF RED DEER 2004 BUDGETS
DEPARTMENT OPERATING BUDGET SUMMARY

PROGRAM: Recreation, Parks and Culture Department Summary

DEPARTMENT: Recreation, Parks and Culture

DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit -

The Recreation, Parks & Culture Department includes:

- | | |
|---|---------------------------------|
| -Community Support and Development | -Arenas |
| -Recreation and Culture Facilities Operations | -Park Landscape Maintenance |
| -Waskasoo Park Facilities | -Cemeteries |
| -Culture Programs and Development | -Weed and Pest Control |
| -Recreation Complexes | -Park Facilities and Structures |
| -Recreation Programs | -Collicutt Centre |
| -Swimming Pools | |

The mission statement of the department is to provide Recreation, Parks & Culture facilities and services that are fundamental to the quality of life in Red Deer.

CHANGES IN BUDGET -

2003 Submitted Budget	8,023,911
Add: 2003 Budget Additions Allocations	702,974
2003 Council Approved Budget	<u>8,726,885</u>
Add: 2003 Salary Adjustments	49,706
2003 Reallocated Budget	<u>8,776,591</u>
2003 One Time Funding Reductions:	
Centre Fest Festival Grant	(8,000)
Communities in Bloom	(4,000)
Demolition Meera Property	(15,000)
RPC Accountant Furnishings	(5,000)
Waskasoo Park Trails Study	(8,000)
Total One Time Funding Reductions	<u>(40,000)</u>
2004 Adjusted Base Budget	<u>8,736,591</u>
2004 Other Base Budget Allowances:	
2004 Salary Adjustments	24,148
Full Year Funding for Dept. Accountant	10,561
Debenture Debt Payment Changes	(26,596)
2004 Benefit Increase CUPEO-PFT	10,754
Culture Lease Expense Increase	1,600
Waskasoo Trails Overlays	20,000
Contracted Services CPI 2.8% Increase	57,086
Materials & Supplies CPI 2.8% Increase	21,105
Total Other Base Budget Allowances	<u>118,658</u>
2004 Base Budget Guidelines	<u><u>8,855,249</u></u>

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$7,766,175	\$8,197,607	\$8,304,297	1.3%
General & Contracted Services	1,541,624	2,117,564	2,391,853	13.0%
Materials, Supplies & Utilities	2,318,042	2,263,740	2,438,343	7.7%
Other	335,227	277,518	257,280	-7.3%
SUB-TOTAL	\$11,961,068	\$12,856,429	\$13,391,773	4.2%
Internal Charges & Transfers	1,043,034	925,563	952,504	2.9%
TOTAL EXPENDITURE	\$13,004,102	\$13,781,992	\$14,344,277	4.1%
REVENUE	(5,248,188)	(5,005,401)	(5,489,170)	9.7%
NET TAX LEVY	\$7,755,914	\$8,776,591	\$8,855,107	
Percent Change		13.2%	0.9%	
EQUIVALENT FULL TIME POSITIONS		167.8	169.1	0.8%

**THE CITY OF RED DEER 2004 BUDGETS
SECTION OPERATING BUDGET SUMMARY**

PROGRAM: Cultural Development Services
DEPARTMENT: Recreation, Parks and Culture
DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit - 600,601,602,603,604,605,606,607,608,609,610,611,682

- * Work with the NFP arts & culture communities to provide programs, services, facilities and consultation in an innovative, responsive and responsible manner.
- * Develop and enhance arts and culture services and programs opportunities for all citizens without prejudice.
- * Maintain a high level of knowledge and skill sets to support, deliver and meet section, culture community and Red Deer community needs.
- * Provide leadership, knowledge and expertise in community and organizations on matters pertaining to the arts disciplines and culture.
- * Work with community culture organizations, businesses and services organizations in providing assistance with volunteers, programs and services delivery, organization development and growth.
- * Work with Cultural Link Board to assist with implementation of the Community Culture Master Plan and monitor the proceeding of the Cultural Capital of Canada Award program.

CHANGES IN BUDGET -

2003 Coucil Approved Budget	278,547
Add: Cultural Capital of Canada Revenues	(400,000)
Add: Alberta CPI on Contracted Services	3,289
Add: Alberta CPI on Materials & Supplies	1,130
Add: Culture Lease Expense Increase	1,600
Deduct: Cultural Capital of Canada Expenditures	400,000
2004 Budget Guideline	284,566

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

- * Culture is experiencing tremendous growth over the last few years, showing an increase of close to 400% in program offerings and 350% in program participation.
- * Our facility is presently 2.5 years in operation and we are experiencing greater community awareness of who we are, where we are and what we are. Not only have programs increased but visitorship to the centre has increased.
- * Both the above comments translate into staff overtime, significant use of our facility and greater demand on limited Culture Services resources and staff.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

- * Staff shortage is a major issue for Culture Services. We have successfully employed from 1-2 full time employees over the last 2 years under a provincial government grant program. This program has shut down, leaving Culture with a significant loss.
- * Demand for programs is very high and we are struggling to accommodate this with limited staffing.
- * The Cultural Capital of Canada Award expenditures will occur mainly in 2004 up to a maximum of \$400,000.
- * The Culture Centre will be in its 4th year of operations (out of 5). It will be important to determine the future of Culture Services operations.
- * Advertising costs and costs to Culture Services in the activity guide.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHANGE
EXPENDITURE				
Personnel	\$251,655	\$227,351	\$237,007	4.2%
General & Contracted Services	154,728	117,447	489,444	316.7%
Materials, Supplies & Utilities	79,067	54,850	69,738	27.1%
Other	0	0	31,600	#DIV/0!
SUB-TOTAL	\$485,450	\$399,648	\$827,789	107.1%
Internal Charges & Transfers	(23,911)	(925)	(2,532)	173.7%
TOTAL EXPENDITURE	\$461,539	\$398,723	\$825,257	107.0%
REVENUE	(223,668)	(120,176)	(540,691)	349.9%
NET TAX LEVY	\$237,871	\$278,547	\$284,566	
Percent Change		17.1%	2.2%	
EQUIVALENT FULL TIME POSITIONS	2.5	2.8	3.0	9.1%

**THE CITY OF RED DEER 2004 BUDGETS
SECTION OPERATING BUDGET SUMMARY**

PROGRAM: Recreation Program Development Summary

DEPARTMENT: Recreation, Parks and Culture

DIVISION: Community Services

DESCRIPTION OF PROGRAM - Bus. Units: 502, 550, 650, 651, 670, 673, 700

- To provide administrative services to the department and community support services to community groups.
- Plan, initiate, organize and maintain a diverse range of aquatic, athletic and community based programs, and to foster the opportunity for groups, agencies and organizations offering related services.
- To maintain high quality recreation program services to the community, using direct partnership and facilitation services.
- To enhance community group support in an effort to encourage program and community development.
- Provide planning support to other department sections and the community.

CHANGES IN BUDGET -

2003 Council Approved Budget:	1,562,988
Less: One Time Funding Reversal - Centre Fest	(8,000)
Less: One Time Funding Reversal - RPC Accountant Furnishings	(5,000)
Add: Full Year Funding RPC Accountant:	10,561
Add: Salaries Adjustments for 2004	8,883
Add: 2004 Benefit Increase CUPEO-PFT	91
Add: Contracted Services CPI 2.8% Increase	8,132
Add: Materials and Supplies CPI 2.8% Increase	1,324
Less: Transfer to Business Unit 690	(363,995)
2004 Base Budget Guideline:	<u>1,214,984</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

- A request has been submitted for additional staff hours for a General Clerk (accounting) position .5 FTE growth issue.
- A request has been submitted for .5 FTE Youth Services Worker
- A request has been submitted for a .5 FTE Community Development Worker.
- Requests have been made for more funding for Care for Families and Care for Adults programs due to emerging need.
- A request has been made for funding for E-Connect Internet Registration System.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

- There is an ongoing requirement for additional staff to support continued growth and demands for front line support and second line support services.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,620,897	\$1,683,985	\$1,348,797	-19.9%
General & Contracted Services	167,006	298,422	275,806	-7.6%
Materials, Supplies & Utilities	75,735	52,292	61,455	17.5%
Other	25,061	16,470	15,470	-6.1%
SUB-TOTAL	\$1,888,699	\$2,051,169	\$1,701,528	-17.0%
Internal Charges & Transfers	114,299	100,044	87,771	-12.3%
TOTAL EXPENDITURE	\$2,002,998	\$2,151,213	\$1,789,299	-16.8%
REVENUE	(580,361)	(582,075)	(574,302)	-1.3%
NET TAX LEVY	\$1,422,637	\$1,569,138	\$1,214,997	
Percent Change		10.3%	-22.6%	
EQUIVALENT FULL TIME POSITIONS	31.1	32.5	27.9	-14.2%

**THE CITY OF RED DEER 2004 BUDGETS
SECTION OPERATING BUDGET SUMMARY**

PROGRAM: Recreation, Parks and Culture Administration Summary

DEPARTMENT: Recreation, Parks and Culture

DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit - 690

-To provide management and administrative support to all sections of the department:

- Recreation Development Section
- Recreation & Culture Facilities
- Cultural Services Section
- Collicutt Centre Section
- Parks Facilities Section
- Parks Maintenance Section

-To provide liaison to the Community Services Director.

CHANGES IN BUDGET -

-This is a new business unit. Previously, these costs were included in the Recreation Development budget (Business Unit 700).

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel		\$0	\$350,071	
General & Contracted Services		0	8,042	
Materials, Supplies & Utilities		0	9,041	
Other		0	0	
SUB-TOTAL	\$0	\$0	\$367,154	
Internal Charges & Transfers		0	0	
TOTAL EXPENDITURE	\$0	\$0	\$367,154	
REVENUE		0	0	
NET TAX LEVY	\$0	\$0	\$367,154	
Percent Change				
EQUIVALENT FULL TIME POSITIONS			5.0	

**THE CITY OF RED DEER 2004 BUDGETS
SECTION OPERATING BUDGET SUMMARY**

PROGRAM: Recreation Facilities Summary
DEPARTMENT: Recreation, Parks & Culture
DIVISION: Community Services

DESCRIPTION OF PROGRAM

To provide a diverse number of Recreation & Cultural Facilities that are safe and accessible to the citizens of Red Deer, visitors and surrounding residents.

Summary Sheet for Recreation Facilities which includes the following areas:

Facility Operations - Business Unit 702
 Recreation Centre & Dawe Pool & Mall - Business Units 703, 704, 705, 717
 Arenas - Business Units 709, 716, 717, 718, 719
 Waskasoo Park Facilities & Great Chief Park - Business Units 730, 733, 734, 736
 Community Shelters, Legion Track & Memorial Centre - Business Units 750, 751, 752, 753, 755

CHANGES IN BUDGET -

2003 Council Approved Budget	1,987,414
Less: Arena Debenture Paid	(26,596)
Add: 2004 FBA Adjustment	3,397
Add: Alberta CPI on Contracted Services	19,659
Add: Alberta CPI on Materials & Supplies	4,485
Add: CUPE-O Adjustment	2,570
2004 Budget Guideline	<u>1,990,929</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Renovations are planned for the Recreation Centre (2004) and the G.H. Dawe Centre (2005/2006). These renovations when finalized and scheduled could impact the operating revenues and expenditures for these facilities.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,519,310	\$1,632,325	\$1,684,420	3.2%
General & Contracted Services	478,934	701,752	602,461	-14.1%
Materials, Supplies & Utilities	872,411	917,214	1,023,410	11.6%
Other	191,364	212,619	187,035	-12.0%
SUB-TOTAL	\$3,062,019	\$3,463,910	\$3,497,326	1.0%
Internal Charges & Transfers	143,060	126,306	111,867	-11.4%
TOTAL EXPENDITURE	\$3,205,079	\$3,590,216	\$3,609,193	0.5%
REVENUE	(1,538,104)	(1,602,802)	(1,618,424)	1.0%
NET TAX LEVY	\$1,666,975	\$1,987,414	\$1,990,769	
Percent Change		19.2%	0.2%	
EQUIVALENT FULL TIME POSITIONS	31.0	31.0	31.4	1.3%

THE CITY OF RED DEER 2004 BUDGETS
SECTION OPERATING BUDGET SUMMARY

PROGRAM: Collicutt Centre Summary
DEPARTMENT: Recreation Parks & Culture
DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit - 720, 721, 722, 723, 724, 725, 726, 728

- To provide for a core level of administration services and support to all operational areas within the Centre.
- To provide for a first line of customer satisfaction and defence for quality customer care.
- To provide for direction and leadership in the operation of a state-of-the-art facility.
- To promote, market and coordinate the planned services, programs and events within the Centre.
- To develop and work with partners and offer programs to the community.
- To maintain programming relationships with the other sections within the department.

CHANGES IN BUDGET -

2003 Council Approved Budget	1,483,962
Add: Salaries Adjustment for 2004	17,077
Add: Contracted Services CPI 2.8% Increase	10,768
Add: Materials and Supplies CPI 2.8% Increase	7,509
2004 Base Budget Guideline:	<u>1,519,316</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

- | | |
|---|---|
| -Pass Cost Increase- unknown revenue impact | -User confidence - Locker break ins |
| -Renegotiation of CUPE agreement | -Increase in Rental Revenue Soccer/Arena |
| -Fluctuating utility rates | -Increase in Childminding and Pool Prog. Rev. |

- Possible drop in attendance/revenue due to fees charged being too high for market to bear.
- Expensive equipment failures due to humidity conditions in the Wave Pool Mechanical Room.
- Significant budget cost increases due to increased utilities costs (natural gas).
- Decrease in revenue due to potential partner, stakeholder or sponsor default on sponsorship/loans.
- Requests for parking lot island modifications (\$5000) and conversion of one set of entrance doors (\$7000) have been deferred to 2005; requests for portable bleachers (\$5000) and flooring treatment to better accommodate dance activities (\$4000) have been deferred to 2006.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$2,120,827	\$2,273,078	\$2,307,967	1.5%
General & Contracted Services	270,816	384,583	418,290	8.8%
Materials, Supplies & Utilities	871,161	979,514	993,755	1.5%
Other	17,732	14,679	22,600	54.0%
SUB-TOTAL	\$3,280,536	\$3,651,854	\$3,742,612	2.5%
Internal Charges & Transfers	100,270	103,850	106,150	2.2%
TOTAL EXPENDITURE	\$3,380,806	\$3,755,704	\$3,848,762	2.5%
REVENUE	(2,200,460)	(2,271,742)	(2,329,445)	2.5%
NET TAX LEVY	\$1,180,346	\$1,483,962	\$1,519,317	
Percent Change		25.7%	2.4%	
EQUIVALENT FULL TIME POSITIONS		55.7	56.1	0.7%

THE CITY OF RED DEER 2004 BUDGETS
SECTION OPERATING BUDGET SUMMARY

PROGRAM: Parks Facilities Summary
DEPARTMENT: Recreation, Parks & Culture
DIVISION: COMMUNITY SERVICES

DESCRIPTION OF PROGRAM - Business Unit(s) - 767, 769, 772, 783, 784, 785, 788, 791 & 794

To construct, maintain, monitor and inspect park facilities to ensure public safety and quality of life for a wide range of outdoor leisure opportunities. These facilities include:

- | | |
|---------------------------------|--|
| - 80 km of trails | - 164 sportsfields |
| - 22 bridges | - Backstops & goal posts |
| - 16 buildings | - Groom 39 shale ball diamonds |
| - 1300 pieces of park furniture | - 58 turf ball diamonds |
| - 1400 signs | - Sportsfield lining |
| - Bower Ponds ice maintenance | - 32 tennis courts |
| - 48 outdoor rinks | - Roads, parking lots & lighting (of park areas) |
| - 115 playgrounds | - Fencelines |

CHANGES IN BUDGET:

2003 Council Approved Budget	1,490,513
Deduct: One Time Funding - Meera Property Demolition	(15,000)
Deduct: One Time Funding - Waskasoo Trails Study	(8,000)
Add: Waskasoo Trails Overlay Funding	20,000
Add: 2004 Benefit Increase CUPEO-PFT	2,794
Add: Contracted Services 2.8% Increase	9,351
Add: Materials and Supplies 2.8% Increase	2,438
2004 Base Budget Guideline:	<u>1,502,096</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

- Reduced trail repairs by 22% (or \$20,000) due to loss of revenue provided by Waskasoo residences.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

- Rotary Park Playground - \$250,000.
- Maintenance of increased facilities - playgrounds (14); sportsfields (15); trails (2 km); park furniture signs; Bower Ponds fountain renewal (2) - \$28,000.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$840,109	\$908,590	\$909,091	0.0%
General & Contracted Services	285,546	356,965	340,907	-10.1%
Materials, Supplies & Utilities	196,800	96,277	112,155	11.8%
Other	500	12,500	12,500	0.0%
SUB-TOTAL	\$1,322,955	\$1,374,332	\$1,374,653	-1.8%
Internal Charges & Transfers	212,088	196,266	192,266	0.3%
TOTAL EXPENDITURE	\$1,535,043	\$1,570,598	\$1,566,919	-1.5%
REVENUE	(196,254)	(80,085)	(64,822)	-19.1%
NET TAX LEVY	\$1,338,789	\$1,490,513	\$1,502,097	
Percent Change		11.3%	-0.6%	
EQUIVALENT FULL TIME POSITIONS	16.2	17.5	17.5	0.0%

**THE CITY OF RED DEER 2004 BUDGETS
SECTION OPERATING BUDGET SUMMARY**

PROGRAM: Parks Landscape Maintenance Summary

DEPARTMENT: Recreation, Parks & Culture

DIVISION: Community Services

DESCRIPTION OF PROGRAM

Summary sheet for Parks Maintenance which includes the following areas

1. Parks Landscape Maintenance Business Units 774 to 782

2. Cemeteries Operations - Business Unit - 800

3. Weed and Pest Control - Business Unit 805 to 807

To provide:

- Maintenance of approximately 24,200 trees and 1,300 shrub beds in 1,239 hectares (3060 acres) designated as Public Open Space.
- Turf maintenance on 591 hectares (1460 acres), including mowing, contractor supervision, fertilization and sportsfield repairs.
- Trail clearance and mowing along 80 km of trails.
- Floral displays and park maintenance to City Hall Park and other ornamental parks.
- An Integrated Pest Management Program including Mosquito Control, emphasizing biological methods (minimal chemicals).
- Weed control as per the Provincial Weed Act, City bylaws and established Parks standards.
- Maintenance, operational and burial services at the two City cemeteries (Red Deer Cemetery and Alto Reste Cemetery) in accordance with the Cemetery Act and Cemetery Bylaw.
- Perpetual care on 10,450 graves, maintain 16 hectares (40 acres) of turf, 8,400 monuments and complete approximately 255 burials per year.
- To work cooperatively with funeral homes, memorial societies and monument companies for burial arrangements, funeral services and cemetery operations.

CHANGES IN BUDGET -

2003 Council Approved Budget	1,967,017
2003 One Time Funding Reductions:	
Communities in Bloom	(4,000)
2004 Other Base Budget Allowances:	
2004 Benefit Increase CUPEO-PFT	3,085
Contracted Services CPI 2.8% Increase	5,887
Materials and Supplies CPI 2.8% Increase	4,219
Total Other Base Budget Allowances	13,191
2004 Base Budget Guidelines	1,976,208

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Park areas in new subdivisions Aspen Ridge, Devonshire, Davenport, Kentwood, Anders-on-the-Lake, Johnstone Park and Inglewood, along with associated roadways, will be turned over to the City for maintenance. Maintenance and the associated costs will be phased in as subdivision development progresses. Ongoing drought conditions will affect plant health. Continued monitoring will provide assessments of turf and tree conditions, which may have future implications

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,413,377	\$1,472,278	\$1,466,945	-0.4%
General & Contracted Services	183,658	260,248	218,173	-16.2%
Materials, Supplies & Utilities	223,197	166,990	183,594	9.9%
Other	0	16,000	12,000	-25.0%
SUB-TOTAL	\$1,820,232	\$1,915,516	\$1,880,712	-1.8%
Internal Charges & Transfers	497,231	400,022	456,983	14.2%
TOTAL EXPENDITURE	\$2,317,463	\$2,315,538	\$2,337,695	1.0%
REVENUE	(509,341)	(348,521)	(361,486)	3.7%
NET TAX LEVY	\$1,808,122	\$1,967,017	\$1,976,209	
Percent Change		8.8%	0.5%	
EQUIVALENT FULL TIME POSITIONS	27.2	28.3	28.2	-0.4%

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Recreation Facilities Administration Summary

DEPARTMENT: Recreation, Parks & Culture

DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit - 702

To coordinate the construction, operation, maintenance and scheduling of all recreation and culture facilities.

To maintain the Infrastructure Maintenance Plan for all community service facilities.

Provide professional expertise in building maintenance to community agencies and community buildings. ie: Heritage Ranch, Transit, RCMP, Golden Circle, Red Deer Public Library, Red Deer & District Museum, Fort Normandeau, Kerry Wood Nature Centre, & Red Deer Child Care Society.

To manage and coordinate a variety of contracts for the provision of services. ie: Heritage Ranch, Lions Campground, Concessions, Advertising, and provision of various services by independent contractors.

CHANGES IN BUDGET -

Vacation relief for 5 Facility Operators budgeted in 2004 = \$24,909.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$235,778	\$250,366	\$278,739	11.3%
General & Contracted Services	23,149	26,599	32,534	22.3%
Materials, Supplies & Utilities	3,185	2,900	5,100	75.9%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$262,112	\$279,865	\$316,373	13.0%
Internal Charges & Transfers	22,664	11,788	11,174	-5.2%
TOTAL EXPENDITURE	\$284,776	\$291,653	\$327,547	12.3%
REVENUE	(57,937)	(74,234)	(81,113)	9.3%
NET TAX LEVY	\$226,839	\$217,419	\$246,434	
Percent Change		-4.2%	13.3%	
EQUIVALENT FULL TIME POSITIONS	4.0	4.0	4.4	10.0%

THE CITY OF RED DEER 2004 BUDGETS
SUB-SECTION OPERATING BUDGET SUMMARY

PROGRAM: Recreation Facilities - Pools Summary

DEPARTMENT: Recreation, Parks & Culture

DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit(s) - 703, 704, 705, 707

Recreation Centre:

To provide efficient and effective operation of the indoor and outdoor pools, whirlpool, meeting rooms, craft rooms, administration offices, tennis courts, paddling pool and Rotary Park, including the parking lot.

Dawe Centre:

To provide efficient and effective operation of the indoor pool, whirlpool, children's play pool, mall and concession area, including the information and facility booking service.

CHANGES IN BUDGET -

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Renovations to the Recreation Centre and G.H.Dawe Centre will effect revenues and expenditures during construction.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$540,861	\$606,961	\$620,035	2.2%
General & Contracted Services	122,446	217,540	135,736	-37.6%
Materials, Supplies & Utilities	306,387	398,590	429,030	7.6%
Other	32,702	31,418	32,610	3.8%
SUB-TOTAL	\$1,002,396	\$1,254,509	\$1,217,411	-3.0%
Internal Charges & Transfers	(16,564)	(26,334)	(29,936)	13.7%
TOTAL EXPENDITURE	\$985,832	\$1,228,175	\$1,187,475	-3.3%
REVENUE	(460,945)	(460,105)	(465,906)	1.3%
NET TAX LEVY	\$524,887	\$768,070	\$721,569	
Percent Change		46.3%	-6.1%	
EQUIVALENT FULL TIME POSITIONS	12.8	12.8	12.8	-0.2%

**THE CITY OF RED DEER 2004 BUDGETS
SUB-SECTION OPERATING BUDGET SUMMARY**

PROGRAM: Recreation Facilities Arenas Summary

DEPARTMENT: Recreation, Parks & Culture

DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit(s) - 709, 716, 717, 718, 719

To operate, maintain and schedule the use of the Red Deer Arena, Kinex Arena, Kinsmen Community Arenas and the Dawe Centre Arena. Schedule only the use of the Collicutt Centre Arena.

To maintain adjacent parking lots, and to provide food concession and skate sharpening services.

CHANGES IN BUDGET -

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Kinex roof leaks require \$150,000 to fix. Budgeted in Major Capital budget 2004.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$569,825	\$598,012	\$605,728	1.3%
General & Contracted Services	183,126	246,478	246,860	0.2%
Materials, Supplies & Utilities	442,496	384,940	395,840	2.8%
Other	120,858	120,651	93,875	-22.2%
SUB-TOTAL	\$1,316,305	\$1,350,081	\$1,342,303	-0.6%
Internal Charges & Transfers	86,793	69,454	60,722	-12.6%
TOTAL EXPENDITURE	\$1,403,098	\$1,419,535	\$1,403,025	-1.2%
REVENUE	(690,316)	(697,838)	(730,360)	4.7%
NET TAX LEVY	\$712,782	\$721,697	\$672,665	
Percent Change		1.3%	-6.8%	
EQUIVALENT FULL TIME POSITIONS	11.4	11.4	11.4	0.1%

THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: Collicutt Centre Operations Summary

DEPARTMENT: Recreation Parks & Culture

DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit - 720

- To provide for a core level of administration services and support to all operational areas within the Centre.
- To provide for a first line of customer satisfaction and defence for quality customer care.
- To provide for direction and leadership in the operation of a state-of-the-art facility.
- To promote, market and coordinate the planned services, programs and events within the Centre.

CHANGES IN BUDGET -

- Notable decrease in Drop in Revenue 42,467
- Notable increase in Pass Revenue (29,573)
- Eliminated revenue from New partnerships 25,000
- Additional cost for STAT pay of & status of staff 10,230
- Equipment Repair 10,150
- Credit Card Charges \$7770
- Const Materials \$7829

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

- We currently wristband all users to ensure all revenues are collected. A request has been made for ongoing funding to continue this program into the future.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

- Pass Cost Increase- unknown revenue impact
- Renegotiation of CUPE agreement
- Fluctuating utility rates
- Staff turnover
- User confidence - Locker break ins
- Partnership/ sponsorship defaulting on loans

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$919,754	\$999,610	\$1,011,225	1.2%
General & Contracted Services	211,771	302,927	312,834	3.3%
Materials, Supplies & Utilities	767,979	811,861	826,795	1.8%
Other	17,732	14,679	22,600	54.0%
SUB-TOTAL	\$1,917,236	\$2,129,077	\$2,173,454	2.1%
Internal Charges & Transfers	100,146	103,850	106,150	2.2%
TOTAL EXPENDITURE	\$2,017,382	\$2,232,927	\$2,279,604	2.1%
REVENUE	(1,654,325)	(1,694,253)	(1,656,421)	-2.2%
NET TAX LEVY	\$363,057	\$538,674	\$623,183	
Percent Change		48.4%	15.7%	
EQUIVALENT FULL TIME POSITIONS		22.8	22.8	0.2%

**THE CITY OF RED DEER 2004 BUDGETS
SUB-SECTION OPERATING BUDGET SUMMARY**

PROGRAM: Collicutt Centre Programming Summary

DEPARTMENT: Recreation Parks & Culture

DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit - 721, 722, 723, 724

- To coordinate the programming of sport, leisure, cultural and recreation services within the Collicutt Centre.
- To develop and implement increased special events and new program initiatives with a coordinated effort in all program areas.
- To develop and work with facility partners to program in the community.
- To maintain cooperative programming relationships with the other sections within the department.

CHANGES IN BUDGET -

- Decrease in Program Revenue - \$21,600 (Fitness / Dryland)
- Additional Staff for Childminding - (Revenue offset)

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

- Reduction of Fitness Classes and Services

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

- User confidence - Locker break ins
- Fitness Program Services Reduced - unknown impact
- Staff turnover due to lower wages at Collicutt Centre compared to other RPC Departments or City Staff.
- Decreased Fitness & Wellness revenue due to discontinuation of personal training programs.
- Decrease in user confidence and attendance due to significant increase in locker and vehicle theft and vandalism.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$476,326	\$534,319	\$540,048	1.1%
General & Contracted Services	21,131	37,311	45,581	22.2%
Materials, Supplies & Utilities	20,664	51,505	49,030	-4.8%
Other	0	0	0	
SUB-TOTAL	\$518,121	\$623,135	\$634,659	1.8%
Internal Charges & Transfers	(188)	0	0	
TOTAL EXPENDITURE	\$517,933	\$623,135	\$634,659	1.8%
REVENUE	(203,550)	(244,466)	(220,274)	-9.9%
NET TAX LEVY	\$314,383	\$378,669	\$414,385	
Percent Change		20.4%	9.4%	
EQUIVALENT FULL TIME POSITIONS		15.3	15.6	2.1%

**THE CITY OF RED DEER 2004 BUDGETS
SUB-SECTION OPERATING BUDGET SUMMARY**

PROGRAM: Collicutt Centre Facilities Operations Summary

DEPARTMENT: Recreation Parks & Culture

DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit - 725, 726, 728

-To support the programming of sport, leisure cultural recreation services within the soccer, waterpark and arena.

-To maintain a operational relationship with the other sections within the facility and department.

CHANGES IN BUDGET -

-Increase in Rental Revenue: (\$99,300)

-Additional cost for STAT pay of & status of staff: \$7,870

-Increase in Program Revenue: (\$20,400)

-Pool Equipment Repair and Contract Services increased Expense: \$16,675

-Additional Program Staffing \$12,089

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

-Rental Rates Increase- unknown revenue impact

-Renegotiation of CUPE agreement

-User confidence - Locker break ins

-Staff turnover

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$724,746	\$739,149	\$756,694	2.4%
General & Contracted Services	37,914	44,345	59,875	35.0%
Materials, Supplies & Utilities	82,518	116,148	117,930	1.5%
Other	0	0	0	
SUB-TOTAL	\$845,178	\$899,642	\$934,499	3.9%
Internal Charges & Transfers	311	0	0	
TOTAL EXPENDITURE	\$845,489	\$899,642	\$934,499	3.9%
REVENUE	(342,585)	(333,023)	(452,750)	36.0%
NET TAX LEVY	\$502,904	\$566,619	\$481,749	
Percent Change		12.7%	-15.0%	
EQUIVALENT FULL TIME POSITIONS		17.7	18.0	1.8%

**THE CITY OF RED DEER 2004 BUDGETS
SUB-SECTION OPERATING BUDGET SUMMARY**

PROGRAM: Recreation Facilities - Waskasoo Park Facilities Summary

DEPARTMENT: Recreation, Parks & Culture

DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit(s) - 730, 733, 734, 736

To operate and maintain Waskasoo Park facilities, including the Heritage Ranch Visitor Centre, Bower Ponds Pavilion, and Lions Campground to a high standard, serving the citizens of Red Deer and surrounding district; and promoting the facilities' attractions for tourists, conventioners, and other visitors.

To manage contracts for the provision of equestrian services and concession services and management of operations in these facilities

To operate, program, maintain, schedule the use of and supervise Red Deer's major athletic park (Great Chief Park) and picnic area, consisting of three fastball fields, one baseball field, one soccer/football field, a pitch & putt golf course, park and picnic facilities, workshop, fieldhouse and service building, and to provide a facility for concession services.

CHANGES IN BUDGET -

Capital projects have increased by \$58,150 from 2003

Campground revenues decreased \$30,000

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$172,136	\$176,871	\$177,488	0.3%
General & Contracted Services	124,859	179,235	150,531	-16.0%
Materials, Supplies & Utilities	116,535	123,964	184,580	48.9%
Other	3,553	3,300	3,300	0.0%
SUB-TOTAL	\$417,083	\$483,370	\$515,899	6.7%
Internal Charges & Transfers	10,979	56,226	54,270	-3.5%
TOTAL EXPENDITURE	\$428,062	\$539,596	\$570,169	5.7%
REVENUE	(318,547)	(359,825)	(330,245)	-8.2%
NET TAX LEVY	\$109,515	\$179,771	\$239,924	
Percent Change		64.2%	33.5%	
EQUIVALENT FULL TIME POSITIONS	2.8	2.8	2.8	0.0%

THE CITY OF RED DEER 2004 BUDGETS
SUB-SECTION OPERATING BUDGET SUMMARY

PROGRAM: Recreation Facilities - Community Activity Centres/Legion Track/Memorial Centre Summary
DEPARTMENT: Recreation, Parks & Culture
DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit(s) - 750, 751, 752, 753, 755

The community shelters are now operated by community associations who receive an annual grant of \$3,250 from the City. The community shelters infrastructure is part of the budget.

The Legion track and the football/soccer field are operated by the department.

To manage an agreement with Central Alberta Theatre who operate and maintain the Memorial Centre.

To manage an agreement with the Cultural Heritage Society to operate and maintain Festival Hall.

To provide funding for emergency and unforeseen structural issues that remain the responsibility of the City of Red Deer

CHANGES IN BUDGET -

Recreation Utility Person charged to community shelters	\$	2,315
Additional Contractual Service provided for community shelters		5,000

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Two additional community activity centres have been added in 2003. Business Plan funding requirement request for operational funds have been submitted.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Vandalism has increased significantly. The cost and time of staff to deal with vandalism has to increase in 2005.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$708	\$115	\$2,430	2013.0%
General & Contracted Services	25,353	31,900	36,800	15.4%
Materials, Supplies & Utilities	3,807	6,820	8,860	29.9%
Other	34,250	57,250	57,250	0.0%
SUB-TOTAL	\$64,118	\$96,085	\$105,340	9.6%
Internal Charges & Transfers	39,189	15,172	15,637	3.1%
TOTAL EXPENDITURE	\$103,307	\$111,257	\$120,977	8.7%
REVENUE	(10,360)	(10,800)	(10,800)	0.0%
NET TAX LEVY	\$92,947	\$100,457	\$110,177	
Percent Change		8.1%	9.7%	
EQUIVALENT FULL TIME POSITIONS	0.0	0.0	0.0	#DIV/0!

SOCIAL PLANNING DEPARTMENT BUSINESS PLAN 2004-2006

The Social Planning Department is committed to the Cornerstone Values, Vision, Purpose and Guiding Principles as set out in the *2002-2005 Strategic Plan for The City of Red Deer* and to the *Community Services Action Plan 2003-2006* and will act on the goals and strategies that are appropriate to the department's mandate.

The Social Planning Department also operates within federal, provincial and municipal legislation and agreements to deliver:

- Family & Community Support Services (FCSS Act and Regulations and funding agreements with agencies)
- Seniors' and Social Housing (Housing Act and the Homelessness Initiative 2003/2006, with funding agreements)
- Special Transportation (funding agreement)
- Landlord and Tenant Advisory Service (under the Residential Tenancies and the Mobile Homes Acts)

Mandate

The Social Planning Department assists human services organizations¹ that support and enhance the lives of individuals, families and the community,² by providing appropriate leadership³ and resources, including information, knowledge and support as well as ensuring the stewardship of the funding provided to organizations⁴.

Key responsibilities include:

Administration & Planning

Family & Community Support Services

- Adults and Families
- Children and Youth
- Community Development
- Seniors

Facilities Agreements

- Golden Circle
- Normandeau Day Care

Special Transportation

- Citizens' Action Bus

Housing

- Landlord & Tenant Services
- Seniors' & Social Housing
- Homelessness Initiative 2003-2006
- Affordable Housing (2002-2007)

Community Social Planning

- Demographics Profiles and Trends
- Social Impact Assessments

¹ The City of Red Deer 2002 – 2005 Strategic Plan – Strategy 3.3.1 and 3.3.6

² The City of Red Deer 2002 – 2005 Strategic Plan – Strategies 1.4.1 to 1.4.4

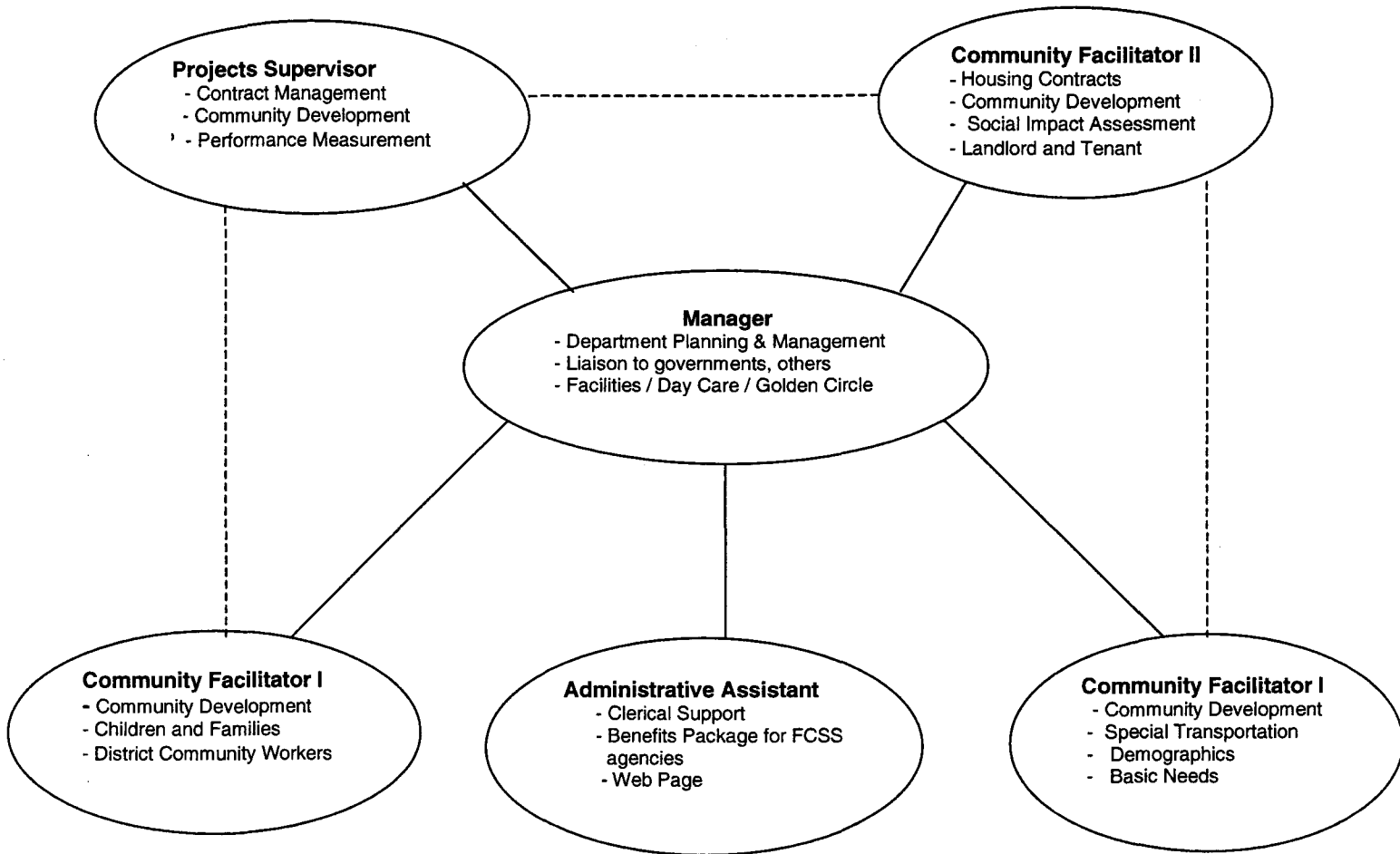
³ The City of Red Deer 2002 – 2005 Strategic Plan – Guiding Principle - Leadership

⁴ The City of Red Deer 2002 – 2005 Strategic Plan – Guiding Principle – Risk Management

ORGANIZATIONAL STRUCTURE

FCSS / COMMUNITY DEVELOPMENT

HOUSING / BASIC NEEDS /
COMMUNITY DEVELOPMENT



* Social Planning staff is composed of two exempt and 4 union staff positions. Each project that is funded from various sources has positions (full and part time) funded through the Social Planning Department. As mentioned elsewhere, the department manages 52 contracts with 34 agencies in the community.

Achievements and Challenges in 2003

Administration and Planning

The Social Planning Department is a small department with six staff, including administrative support. In 2003, the two exempt positions were unchanged, as were three of the four CUPE positions. The person who finished a secondment⁵ in 2002 left the department in early April for a position in Corporate Services.

We completed a slight reorganization to align the department under two major functions – FCSS and Housing - although the lines aren't as clear in practice. One Community Facilitator position was renamed Community Facilitator II and now has the responsibility for the contracts with housing projects, working with the Projects Supervisor. The funding for the .2 FTE added to the position is coming from the administration funding charged to the other orders of government. We were able to hire a skilled community professional to the vacated Community Facilitator I position.

The Social Planning Department was able to achieve several administrative milestones in 2003. The Projects Supervisor has, in cooperation with the Information Technology Department been working on a contract management system that will be based on data supplied by funded agencies and made available to all Social Planning staff. In addition, work is progressing on revisions to the online Common Application Form using an outcomes focus and working in collaboration with Canadian Outcomes Institute. All agencies have applied for funding on-line for 2004 (with assistance from Community Information and Referral⁶), and will be expected to revise their application using the new system prior to the new year.

The Social Planning Department now manages three (3) contracts with other orders of government and 52 contracts with 34 community agencies in the different aspects of the department responsibilities (FCSS, housing and homelessness, Citizens' Action Bus, Landlord & Tenant). The department also coordinates three short-term funds, Housing Solutions, Agency Capacity Building and Strategy Fund for Children and Families, and, in 2003, administered the one-time funding in the General Agency Supply Fund. Each of these funds requires applications, decision-making, payment and monitoring.

Family and Community Support Services

At the beginning of the 2002/2003 fiscal year for the Province of Alberta, the government announced funding to meet the commitments of the Funding Allocation Model for the Family and Community Support Services program, a funding model supported by Red Deer City Council. Because the funding came later in the year, the province, for one time only, allowed carry over of unspent funds to 2003. The FCSS Board recommended several one-time initiatives to use the funding of \$98 276. The one-time funding meant considerable staff time to initiate the projects proposed.

In the 2003/2004 provincial budget year, FCSS funding was increased slightly to Red Deer and District FCSS because of population growth in the region. The revised provincial funding for 2003 was \$1 786 898, with \$446 725 municipal matching for a

⁵ The City of Red Deer 2002 – 2005 Strategic Plan – Strategy 3.6.3.

⁶ The City of Red Deer 2002 – 2005 Strategic Plan - Goal 3.7.

total of \$2 233 623. The FCSS Board recommended that the funding be directed to salaries in existing funded projects. Agencies were asked to apply for the funding in the summer, with the FCSS Board reviewing the applications at the September meeting.

The FCSS Board now funds 38 projects with 29 agencies; the funding is wide-ranging, spread among the four categories used by the Ministry of Children's Services: Adults and Families, Children and Youth, Community Development and Seniors.

The cooperation between Central Alberta Child and Family Services Authority, Region 4 and Red Deer and District Family and Community Support Services has continued in 2003, especially at the staff level. The board of Region 4 was restructured in April to include the wider region, so were busy with orientation in the first half of the year. We have participated in discussion of issues that arise in the communities, in joint program planning, development and delivery, and in the review of funding applications.⁷

The Social Planning Department has begun a system of outcome measurement with FCSS funded projects, approved by the Family and Community Support Services Association of Alberta and the Ministry of Children's Services. Participation is voluntary for the first three years, but will become mandatory for projects in receipt of FCSS funding from the province. The outcome measurement, based on a logic model of program design, will give the department a new opportunity to discuss with each funded project the objectives of the program from the clients' point of view. This project will increase the work for the department and the agencies in the next year but we feel the results will be meaningful.

Our department, through the Projects Supervisor, has worked closely with Canadian Outcomes Institute and our Information Technology Department to design a system that will be user friendly to the agency with limited technological capacity but still be useful to the agency that will use the system to greater depth for their own monitoring and evaluation. As with similar projects, the timeline isn't as predictable as hoped, but we plan to begin collecting the data as of January 1, 2004. We are also working cooperatively with the Central Alberta Child and Family Services Authority, with whom we have projects in common.⁸ The training of the funded agencies and the troubleshooting as they begin to use the new system is a priority for 2004.

One of the projects carried out with one-time funding was the Rural Services Strategy. The Community Facilitator responsible for Children and Families recruited a team of interested service providers, with FCSS Board representation, to examine the ways that persons living in the areas of the region without service agencies could be better served. The strategy was prepared for presentation to the FCSS Board in December.

The format of the Red Deer and District Annual Report changed in 2003. When Council of the City of Red Deer decided that departments did not have to provide the traditional annual department report, the FCSS board and staff still wanted to report to the six participating municipalities on the previous year. The new report is short, snappy and easily read!

⁷ The City of Red Deer 2002 – 2005 Strategic Plan – Strategy 1.8.3

⁸ The City of Red Deer 2002 – 2005 Strategic Plan – Strategy 3.1.1

Day Care

The City Council decision of October 25, 1999 to phase out of a preschool day care subsidy was completed in 2003. The final year was made easier by the ability to carry the funds unused in the first two years of phase-out into years three and four. Parents were notified in mid-year that the supplementary subsidy would end on December 31, 2003.

When Council made the above-mentioned decision, the motion also contained the clause that: *the offsetting amount (be) reallocated to other social programs that benefit children and families*. In 2001, the first year that subsidy was diminished, the \$33,000 was assigned to special transportation (\$10,000) and FCSS (\$23,000).

In 2002, with \$25,348 of the funding, the department set up a Strategy Fund for Children and Families. This fund was modeled on the highly successful Housing Solutions fund, which has allowed The City and the department to address issues related to homelessness and affordable housing. The Strategy Fund for Children and Families is used in cooperation with the Family and Community Services funding, but allows for projects that could not be supported with the existing FCSS funding. The intention is to concentrate on short-term initiatives in order to be responsive to changing needs. The funding is used for evaluation, for research about potential problem areas, and for new initiatives that could be incorporated into existing programs in the future.⁹

In the 2002 budget, the department planned that the funding in the Strategy Fund for Children and Families would also be available for matching if the Province were to increase funding in April 2002. The revised 2002 FCSS Budget showed that the Strategy Fund was now cost shared with the provincial FCSS funds. In 2003, \$25 188 was assigned to the fund and used for research into the status of child care in the city (submitted to Council for information), to fund a futures plan for Red Deer Child Care Society, and to offer assistance for all licensed child care in the city to become accredited under a new federal initiative. The latter project will be completed in 2004. The fund was also used to partner with the Recreation, Parks and Culture Department to assess the needs for community involvement for families, children and individuals living in the downtown.

Facility Agreements – Day Care

The Red Deer Child Care Society had operated two day cares as well as a family day home program and a school age child care program. Red Deer Day Care (behind Lindsay Thurber High School) was constructed from renovated ATCO trailers in the late 1980s. The City of Red Deer carried the debenture for the project, now paid in full, and collected rents to match the debenture costs. The City of Red Deer was responsible for maintenance until the amount of the debenture had been collected, and the building was then turned over to the society (January 2000). The building had a limited life span so the society needed to plan for their facility needs when that building was no longer viable.¹⁰

⁹ The City of Red Deer 2002 – 2005 Strategic Plan – Strategy 3.3.6

¹⁰ The City of Red Deer 2002 – 2005 Strategic Plan – Strategy 4.3.3

The City of Red Deer owns Normandeau Day Care (attached to Normandeau School) and the Red Deer Child Care Society operates the day care and is paying rent to repay the debenture taken out by The City to build the facility in 1984. The City has finished the payment of the debenture, but the rent collection was adjusted in the mid 1990s to match similar rent in privately owned facilities at that time, and to allow the society payments that they could afford while operating the program. Rent collection will continue until 2008. The City of Red Deer provides maintenance for the building.

Red Deer Child Care Society, under a new Executive Director, spent much of 2002 and early 2003 thoroughly examining their entire operation in the wake of several years of decreasing funding from various orders of governments. In September 2003, the society made the difficult decision to close one of its facilities, Red Deer Day Care by the end of the year. The organization decided to concentrate its limited resources on its other programs, Normandeau Day Care, Family Day Homes and School Age Child Care. The financial situation for day cares, across the province and country, made building a new facility not feasible.

Special Transportation

In 2001, City Council provided for a ninth vehicle and subsequent operating costs for the Citizens' Action Bus service. The Transportation Advisory Board and Citizens' Action Bus strongly advised that the Social Planning Department apply to City Council for a tenth vehicle in 2002 and 2003. The Transportation Advisory Board, who considered the needs of persons who cannot use public transit with dignity, felt strongly that the number of handivans must continue to grow to meet the needs of a growing city. Accessible taxis provide much needed flexibility to the core service of the CAB, but the taxis cannot form the basis of the service.

On a recommendation from Senior Management Team, Council granted funding of \$10,500 for 2002 and \$10 000 for 2003 to allow the Citizens' Action Bus the opportunity to use three accessible taxis added by a local taxi company to its service in late 2001, rather than the adding a vehicle to the service at that time. They have been able to add 1630 more one way rides to the service in 2003.

Late in 2002, the Social Planning Department was advised by the Fleet Superintendent that the CAB vehicles were not being replaced as quickly as needed to prevent huge maintenance costs. Idling time in winter to keep the vehicles warm, as well as mileage of 200,000 kilometers on the vehicles, was resulting in repairs that were more than anticipated. In the 2002 Business Plan, we identified the replacement of only one vehicle of the nine in the fleet each year as an issue, but needed to see if the newer vehicles would live up to the billing of being more sturdy.

When the Senior Management Team was given the new information about replacing vehicles more quickly, they decided to recommend that adding a tenth vehicle to the fleet should be considered in the 2004 Budget and that two vehicles should be replaced in 2003. Council approved the two replacement vehicles and they arrived in July, much to the relief of those monitoring the maintenance costs. Council also approved the additional fleet costs.

In 2003, the department administered funding of \$536 726 to the Citizens' Action Bus. Fares paid by riders were budgeted to account for \$157 900, or approximately 23% of the total cost of the service.

Housing

In 2003, The City of Red Deer, through the Social Planning Department, the Red Deer Housing Committee, and the Housing Coordinator, worked to revise the *The Journey Home, A Community Housing Plan for Red Deer, Alberta, November 2000*¹¹, in preparation for Phase II of the Homelessness Initiative. Red Deer was the first mid-sized city in Alberta\Northwest Territories\Nunavut to complete the revised plan and the community was congratulated for the quality of the plan. The federal government informed the municipality of the funding available for Phase II of the initiative in mid-July 2003. The provincial government has not notified municipalities of their involvement in Phase II as of late September, 2003. Several local projects that require support services were kept alive by bridge funding provided by the federal government. Human Resources Development Canada allowed the early release of Phase II funds, with the understanding that, if other communities across Canada do not spend all of their Phase I funding (which is expected), communities that had bridged to Phase II could be reimbursed. An assessment of Phase I and an evaluation of the projects were also completed. The funding from all sources, managed by the department, for Phase I of the initiative was \$2 124 673.

Alberta signed the Federal\Provincial Affordable Rental Housing Agreement in June 2002. In mid-March 2003, the province committed a matching share from the provincial budget to the program (for Year One) and released the criteria for projects to be funded under this program. The municipality was asked to submit proposals for funding under the program. Red Deer had submitted three projects for affordable housing funds, on speculation, and one of these, P&S Investments in Riverside Meadows, was funded in the first round of approvals in late March, 2003. No further announcements have been made as of early fall. Alberta Seniors and Canada Mortgage and Housing Corporation will handle the agreements for the Affordable Rental Housing Program. The municipality's role is to facilitate the development of proposals in the community and to submit those to Council for recommendation to the province.

In 2003, the projects involved in the Homelessness Initiative continued much as the previous year. Some projects have operated with only monitoring and administration from the department; others have required more intensive assistance requiring significant staff time. Advocacy to the federal and provincial governments for affordable housing for persons now in transitional housing, or in sub-standard housing, or unable to pay market rent, continued to be important.¹² The department was active in advocating to the other orders of government for the continuation of the Homelessness Initiative for at least another three-year term while projects seek sustainable funding. Sustainability will depend, in part, on provincial and federal government departments that have clients in common with the homelessness projects redirecting funding to ensure that the clients' basic needs are met.

¹¹ The City of Red Deer 2002 – 2005 Strategic Plan – Strategy 3.2.3

¹² The City of Red Deer 2002 – 2005 Strategic Plan – Strategies 1.4.3, 1.4.4, 4.1.1 and 4.1.2

The Social Planning Department began preparing Social Impact Assessments in early 2003 as a result of the review of the Community Services Division Neighbourhood Standards and Guidelines, and the Parkland Community Planning Services Sustainable Communities project. The factors considered in public consultation, land use planning and neighbourhood development processes include safety, social inclusion, sense of community, housing mix, transportation, accessibility and others. The department's community facilitator responsible for housing took the lead role in the social impact assessment. We feel that the assessments can make more impact than they have to date and we will work to integrate the processes. The Social Planning Department was a co-sponsor for the series "Changes in the Neighbourhood - Development Processes That Work", booklets that help communities when redevelopment is contemplated.

Community Social Planning

In past years, the Social Planning Department has produced a demographics package based on municipal census and Statscan data. Other departments within The City had also produced various demographic packages. The Social Planning Department initiated a partnership with Parkland Community Planning Services, Land and Economic Development and Legislative and Administrative Services to assess what each department required and produce basic demographic data that would be posted on The City's website and be accessible for all.

After analyzing the specific information requested from the Social Planning Department's demographic package, the department decided to modify the production of the analysis. In late 2003, the department published a trends document based on 2001 Statscan and the 2003 municipal data. Two targeted documents analyzed the statistics related to children and families and those related to transportation, to coincide with information needed for projects underway.

Related to the demographics package, the Canadian Council on Social Development has developed a Community Social Data Strategy in collaboration with Statistics Canada and with financial support from Human Resources Development Canada. The Social Planning Department, through the community facilitator responsible for demographics, was able to secure the partnerships of the David Thompson Health Region and Central Alberta Child and Family Services Authority Region 4 (formerly Diamond Willow Child and Family Services Authority) to participate in the inaugural phase of the project. The project will use data from Statistics Canada to identify and understand the social and economic trends within our community. The costs of the project will be shared by the three partners, over the three years of the initial phase.

KEY INITIATIVES AND STRATEGIES FOR 2004 THAT ARE RELATED TO THE 2003 BUSINESS PLAN OR NEW TO 2004

Administration and Planning

We had predicted that an additional staff person might be needed in 2004 to meet the responsibilities of the department, particularly in the area of housing. The addition of a position in mid-2002 and the reorganization, and extra .2 FTE, as explained in Achievements and Challenges 2003, has allowed the workload to be at a more comfortable level. Five of the six positions have been stable and staff is working to their potential because of familiarity with the positions. The manager position in the department will change in 2004 due to a retirement so the reorganization has been planned with that in mind and as much information as possible is being shared with staff to ensure that projects and processes can proceed as normal.

The responsibility of the department for the Affordable Housing Program is now known and the contracts are not to be monitored by the department. We are entering Phase II of the Homelessness Initiative and will monitor the early stages to insure that the staffing is appropriate. We do have administration funding from that program to supplement staff time for specific projects related to the monitoring of the program. Therefore, we are recommending that another full time position not be added to the department in 2004. We feel that it would be prudent to project that the position will be needed in 2005, given the city's growth and the complexity of the issues to be addressed.

The aboriginal community in Red Deer has requested that the Social Planning Department provide liaison to their community to give assistance in developing initiatives. We are pleased that the aboriginal community has asked for our involvement and have assigned the responsibility to the new Community Facilitator for the 2004 year.

Family and Community Support Services

The Family and Community Support Services program will have the opportunity to add to the service level in 2004 because of the last quarter fiscal year of provincial funding; however the amount is fairly small (\$7,444 provincial with \$1,860 municipal matching). The total funding for FCSS in 2004, provincial and municipal, is \$2 242 928. The FCSS Board considered the impact the 2003 revised budget would have on the 2004 budget when reviewing applications for increased funding due to growth, in early September. The funding, which was used for salaries in funded agencies, was prorated for nine months of 2003 and all of 2004.

We will continue to work with funded and non-funded agencies that are experiencing rebuilding or undertaking new initiatives. Our plan is always to remain as advisory to the agency or project for only the time that is necessary to meet the objectives.

Facility Agreements – Golden Circle

The Board of the Golden Circle Seniors' Society has been considering the feasibility study for the expansion of the Golden Circle conducted in 2000 and presented to Council in June 2001. Council asked the Golden Circle to complete a Business Plan for the expansion and committed to the maintenance of an enlarged facility. The operating

costs would need to be found by seeking out potential partners who would share the resources and contribute to the rent and utilities of the building.

The centre has tremendous potential for consolidating services within one building but moving ahead involves some risk as human service agencies do not have long term funding and cannot make commitments in the three to five year range that would be necessary as the building is expanded. The Golden Circle Board is also cautious of the risk involved. Red Deer Meals on Wheels would be very interested in a partnership as they have made a commitment to David Thompson Health Region to move from Valley Park Manor by March 31, 2004 at the latest.

A business plan was completed in 2003 with the assistance of Agency Capacity Building funds. The information obtained from the business plan gave the Golden Circle Board excellent information to take to the Rotary Recreation Park Study that was approved for Community Services in 2003. This study is viewing the Golden Circle as one of the players in the future design of the park area and consultant recommendations will include the needs of the Golden Circle.¹³

Facility Agreement – Normandeau Day Care

Red Deer Child Care Society operates one day care in a City-owned facility, Normandeau Day Care, attached to Normandeau School. The City collects rent from the society to offset the costs of a debenture assumed by The City in 1984. The debenture was paid off by the City in 2002, but the rent agreement with the society had been renegotiated to allow the society a longer time period to repay the same amount. Because the facility is owned by The City, funding for maintenance is provided for the facility.

Special Transportation

In mid 2003, the Transit Study was begun and included a significant section on special transportation. As our population ages, and as more persons living with disabilities remain in the community, any plan considering transportation must include the elements that will allow every citizen to access as many of the services as possible in the community. Transportation is a service on which all others depend. The Community Facilitator responsible for special transportation is part of the steering committee that guides the study.¹⁴ We expect that the results of the study, due in June 2004, will have financial and other implications for the department.

The Transportation Advisory Board and the Citizens' Action Bus have recommended to Council, in 2002, 2003 and 2004, that a tenth vehicle be added to the Citizens' Action Bus fleet. Whatever the results of the study, the citizens of Red Deer will still need accessible vehicles if they have difficulty in using regular transit. We are recommending that one replacement vehicle and one new vehicle be added to the fleet in 2004. The latter will require the operating costs for five months in 2004 (\$17 200), and \$51 600 for the subsequent years.

¹³ The City of Red Deer 2002–2005 Strategic Plan – Strategy 3.2.6

¹⁴ The City of Red Deer 2002–2005 Strategic Plan – Strategy 1.6.2 and 3.2.2

Citizens' Action Bus and the Transportation Advisory Board have requested a 2.6% increase in driver wages, the same increase that was approved within the Social Planning base budget in 2003. The increase would be covered by revenue from increased rides. The fare for a one-way ride remains at \$3.00, significantly above the \$1.85 for a one-way ride on transit. The fleet superintendent has advised that the fleet costs to CAB should again be increased to meet rising operational costs, from \$1160 to \$1405 per vehicle per month. Insurance costs are a part of the increased operating costs, both for the society and the vehicles.

As the 2005 Budget is prepared, the department will need to consider the most appropriate schedule for the replacement of vehicles, and may need to recommend two replacements in that year, as was accomplished in 2003. CAB will be required to obtain the 25% matching from service clubs and other community groups for two vehicles in any one year. That has not been as difficult as in the late 1990s because CAB has expanded their requests to community groups other than just service clubs.

The department will administer \$ 538 431 for special transportation in 2004, with \$175 000 or (32.5%) expected from fares.

Housing

The Homelessness Initiative's Phase II began in earnest in the summer of 2003, as the Community Housing Advisory Committee called for proposals for funding. The intent of the federal government is to have communities "shift efforts from emergency needs to more proactive supports for homeless people, such as transitional housing and services to help homeless individuals move towards self-sufficiency." The first round of funding recommendations was received by Council in late September. Funding could be committed for the three years, but only spent annually.

The federal/ provincial Affordable Rental Housing Program will finish its second of five years in 2004. We hope to be recipients of more funding and will continue to work with the community to research other affordable housing options through Canada Mortgage and Housing and other programs.

The Red Deer Housing Committee has asked that the Social Planning Department conduct a comprehensive review to investigate the means of achieving a structure for managing housing initiatives in Red Deer. The department has been aware of movement in that direction in other municipalities and had planned to investigate best practices to see if any would meet Red Deer's situation. Until the results of the review are available, the Red Deer Housing Committee will continue to handle the administration and responsibilities of the committee. The department will contribute some funding for the extra work performed by the agency designated as the liaison. The committee will not rehire to the Housing Coordinator position at this time.

Through the funding made available from the termination of the Social Housing Agreement with the Province (\$122,000), support will continue to be given to ensure coordination in the implementation of the Community Plan and some further planning, facilitation, education and support to consumers with complex needs, as identified in the Community Plan. The following table details the allocation of the funding.

PROJECT	FUNDING
• Housing Coordination for Red Deer Housing Committee	\$ 15,000
• Implementation of initiatives identified in the Community Plan	\$ 58,000
• Landlord & Tenant Services	\$ 34,129
• Social Planning Community Facilitator responsible for housing (incorporated into the FCSS Budget as city share matching)	\$ 14,871

Community Social Planning

Earlier in the Business Plan (Achievements and Challenges in 2003) the new format for the demographics information was explained. The two of the four demographic profiles planned for 2004 will describe the Aboriginal Community and the downtown. As we assess information coming from the Community Social Data Strategy, we may modify the information that is prepared for the community.

Liaison with Governments and Others

Continued work at the local, provincial and federal levels is necessary through the:

- FCSS Association of Alberta and its Directors' Network
- Inter-City Forum on Social Policy
- Alberta Urban Municipalities Association's Housing and Social Development Task Force,
- Federation of Canadian Municipalities' National Housing Policy Options Team
- Seven Cities on Homelessness Committee (ad hoc)
- Central Alberta Child and Family Services Authority Region 4.
- David Thompson Health Region
- Canadian Council on Social Development and Statistics Canada

This work affords The City the opportunity for extensive input into new directions and partnerships and allows Red Deer to take a leadership role in *collectively lobbying ...for fair responses to our regional rural and urban needs*. (2002-2005 Strategic Plan, The City of Red Deer)¹⁵

Agencies that offer preventive social programming, including FCSS and housing,¹⁶ are dependent on volunteer boards and a small administrative structure. As individuals change, the agencies often need assistance with staffing, board recruitment and orientation, maintenance or writing of policies and procedures, funding, and all the areas that are important to agency effectiveness. The department staff person works with the agency to stabilize the situation and work towards the agency being self-sufficient.¹⁷

The trend toward collaboration and coalitions has also demanded staff time as agencies work out the responsibilities and liabilities of being part of a coalition or an umbrella organization. Any contribution to the stability of the service delivery improves the viability of the organization and the service to the client, and permits the arms-length

¹⁵ The City of Red Deer 2002–2005 Strategic Plan – Strategy 1.8.2

¹⁶ The City of Red Deer 2002–2005 Strategic Plan – Strategy 1.4.1

¹⁷ The City of Red Deer 2002–2005 Strategic Plan – Strategy 1.4.2 and 3.3.6

service delivery to which the City of Red Deer is committed. As the department administers more funding, the workload increases.

Objectives and Actions

1. Objective:

Manage the Social Planning Department in an effective and efficient manner, utilizing a team approach.¹⁸

Action	Completed	Primary Responsibility	Indicator(s) of Success
a) Employ a method of continual review to ensure that through appropriate administrative process - the objectives of the Business Plan are met, emerging issues are addressed and there is equitable work distribution amongst the Social Planning Department Staff. b) Continue to monitor work process and summarize results in an annual report.	Ongoing	Social Planning Manager	Staff feedback indicates that: <ul style="list-style-type: none"> • they were able to carry out responsibilities with the consultation available to discuss issues. • they felt that their ideas were respected and used and that they had input into the work of the department. • their workload was assessed to ensure that it was acceptable to both staff member and supervisor.

Implication(s)

- Will need to consider the need for an additional staff person in 2005, depending on the responsibilities and workload that come from increased funding, partnerships, contracts, inter-department or city-wide initiatives.

2. Objective:

Monitor the social climate in the community and facilitate broad planning and community development that will lead to the delivery of programs that meet the need in the most efficient and effective way possible, keeping in mind current fiscal realities and the various delivery mechanisms available.¹⁹

Action	Completed	Primary Responsibility	Indicator(s) of Success
a) Cooperate with other relevant departments to produce demographics profiles for the city that use the 2001 Statistics Canada and 2003 Municipal Census information.	2004	Community Facilitator responsible for demographics	<ul style="list-style-type: none"> • Four demographics profiles were completed that met the needs of the users, including the community, agencies, individuals and the department.

¹⁸ The City of Red Deer 2002–2005 Strategic Plan – Goal 3.4

¹⁹ The City of Red Deer 2002 – 2005 Strategic Plan – Strategies 3.1.1, 3.3.1 to 3.3.5

Action	Completed	Primary Responsibility	Indicator(s) of Success
b) Initiate a liaison with the Aboriginal Community in Red Deer to assist them in meeting their goals	2004 - 2006	Community Facilitator	<ul style="list-style-type: none"> The Aboriginal Community has reported that they have seen value in the assistance of the Social Planning Department
c) Partner with Child and Family Services and David Thompson Health Region in the Community Social Data Strategy project.	2003 - 2006	Community Facilitator responsible for demographics	<ul style="list-style-type: none"> The initial information about the Red Deer community has been analysed and used for planning by the partners in the project.
d) Continue to use demographic information, community input and data collected in reviews and reports to identify needs and establish priorities.	Ongoing	Each staff person, as they work with community groups, agencies, boards and committees.	<ul style="list-style-type: none"> Work on any departmental or community initiative was substantiated by adequate rationale.
e) Continue the social impact assessment of land use planning as outlined in the Sustainable Communities report and the Neighbourhood Guidelines and Standards.	Ongoing	Community Facilitator II responsible for housing.	<ul style="list-style-type: none"> Council will have an integrated assessment of the effects of proposed land uses on the community to assist in their decisions.
f) Provide information to the community on local social need and issues, capacity and the services provided, including - continued awareness of housing needs, issues of diversity in the community, the social impact of public decisions, rural services strategy, child care issues etc.	Ongoing, with specific issues addressed in 2004	Social Planning Department itself and in affiliation with Community Boards.	<ul style="list-style-type: none"> The general public has increased awareness of matters of social concern. The local media has reported the issues of social need as addressed by various aspects of the social community. Local politicians (MLA'S, MP'S) have been able to use social information provided to them.

Implications

- The role of the Social Planning Department will continue to be as facilitator for programming and funding provided by municipal, regional, provincial and federal sources.
- More partnerships could flow from the existing ones, which bring with them both opportunities and challenges, especially with resources
- Improved and enhanced social and economic data will be available to make vital decisions about planning, strategic forecasting and information delivery

3. Objective:

Support the design and delivery of preventive social programs, based on priorities and available funding, which promote well being and independence among individuals, families and communities.²⁰

Action	Completed	Primary Responsibility	Indicator(s) of Success
a) Provide administrative support and follow-up to three community boards: Family and Community Support Services, Transportation Advisory Board and the Community Housing Advisory Committee and six Councils; assist each board in developing a work plan.	For the FCSS Board and TAB, ongoing, for CHAC, until 2006, w/present knowledge.	Social Planning Manager, with the Projects Supervisor as back-up for FCSS, Community Facilitator II for CHAC and Community Facilitator for TAB	<ul style="list-style-type: none"> A work plan was prepared with the relevant committees. The community committees were well prepared to make decisions regarding the many agenda items, and the subsequent decisions were put into action.
b) Continue to consistently pursue regional, provincial, municipal, federal and community partnerships in the provision of preventive social programs.	Ongoing	Relevant community boards and committees and, where appropriate; City Council, with information and assistance from Social Planning staff.	<ul style="list-style-type: none"> Partnerships exist to support preventive social programs. City Council has considered proposals regarding new initiatives, which, if appropriate, will allow The City to be the facilitator of programming supported by other orders of government.
c) Continue to contract delivery of social programs to appropriate agents within the parameters of the departments funding responsibilities.	Ongoing	Social Planning Manager, Project Supervisor and Community Facilitator II	<ul style="list-style-type: none"> The Social Planning Department maintained contracts with appropriate agents, monitored those contracts and reported the success of the projects via the relevant report.
d) Continue to work with funded projects to institute a system of performance measurement.	System instituted by the end of 2004.	Social Planning Manager, the Projects Supervisor and Community Facilitator II	<ul style="list-style-type: none"> All funded projects utilize this system.
e) Respond to community requests for support as appropriate regardless of funding status	Ongoing	Social Planning Department	<ul style="list-style-type: none"> The community expresses satisfaction with the support provided to them by the Social Planning Department.

²⁰ The City of Red Deer 2002 – 2005 Strategic Plan – Goal 1.4

Action	Completed	Primary Responsibility	Indicator(s) of Success
f) Continue to provide the Strategy Fund for Children and Families.	Ongoing	Social Planning Manager, in co-operation with the FCSS Board and Community Facilitator responsible for children and families.	<ul style="list-style-type: none"> The Strategy Fund for Children and Families has been used appropriately to <ul style="list-style-type: none"> - research and provide information and - provide short term support for specific programs addressing issues facing children and families..

Implications

- Funding for FCSS is expected to increase slightly due to the Funding Allocation Model, which is primarily based on growth; however the need for matching will not be extensive
- New funding means increased contracts or contract size
- Increased population means increased complexity of issues facing citizens of Red Deer

4. Objective:

Manage the City's commitment to relevant facilities.

Action	Completed	Primary Responsibility	Indicator(s) of Success
a) Coordinate and monitor the maintenance in cooperation with facilities coordinator (RPC) and relevant administration, in accordance with the Community Services Ten-Year Capital Planning & Infrastructure Maintenance Plan.	Ongoing while City owns the facility	Social Planning Manager, in cooperation with Red Deer Child Care Society, Golden Circle and the Facilities Coordinator, (RPC)	<ul style="list-style-type: none"> Cooperative effort was reported as successful Facilities were maintained in a safe, efficient condition, and were attractive to the users.

Implications

- Each of the agencies offering programs from City-owned facilities is examining the future directions of their agencies and the appropriateness of the facilities to offer the services.
- The Rotary Recreation Park Study will affect the direction of the Golden Circle, but the implications are not known at this time. We would expect a financial implication in the next 3 to 5 years.
- The Social Planning Department has put a small amount of unused funds, assigned to the Golden Circle from the Infrastructure Maintenance Program, in reserve, with Council's permission, to use as matching for grants from other funders.

5. Objective:

Facilitate the appropriate delivery of transportation services to citizens of Red Deer who cannot use regular transportation with dignity because of a disability or physical need.²¹

Action	Completed	Primary Responsibility	Indicator(s) of Success
a) Evaluate and make recommendations regarding affordability for those on limited incomes.	Ongoing	Social Planning Manager, in co-operation with Transportation Advisory Board	<ul style="list-style-type: none"> • All relevant information is available to decision makers.
b) Participate in the Transit Study to ensure that special transportation and the needs of persons with disabilities are appropriately considered.	2003 - 2004	Community Facilitator responsible for Special Transportation	<ul style="list-style-type: none"> • The needs of persons who cannot use regular transit with dignity, and so require other transportation, have been incorporated into the Plan.
c) Assess and review implications of the Transit Study	Ongoing	Community Facilitator responsible for Special Transportation	<ul style="list-style-type: none"> • Analysis of implication presented to the Social Planning Manager and the Transportation Advisory Board • 2005 draft business plan and budget reflect these implications
d) Facilitate the review and replacement of accessible vehicles in a planned manner in co-operation with Citizens' Action Bus and Development Services Division	Ongoing	Social Planning Manager	<ul style="list-style-type: none"> • Vehicles were replaced in the Citizens' Action Bus fleet as and when required.

Implications

- The Transit Study, to be completed in mid-2004 is expected to have implications on the future direction of special transportation; the implications may include the need for increased financial commitments
- The costs of operating and maintaining vehicles is rising, as they are in other fleet vehicles
- Vehicles must be replaced within a timeframe that does not lead to expensive repairs
- The fleet size must increase as the city grows and the people who need special transportation increase.

²¹ The City of Red Deer 2002 – 2005 Strategic Plan – Strategy 1.6.3

6. Objective:

Support the provision of seniors' and affordable housing, based on community need, and determine The City's role.²²

Action	Completed	Primary Responsibility	Indicator(s) of Success
a) Liaison with the Piper Creek Foundation to encourage the organization to submit a balanced budget and be self-sustaining.	Ongoing	Social Planning Manager, in cooperation with the City Council representative, on the Piper Creek Board and the CEO of the foundation	<ul style="list-style-type: none"> The Social Planning Department is providing appropriate support to the Piper Creek Foundation to be assured that the foundation is submitting a defensible budget.
b) Utilize City funding that is designated for Housing Solutions to implement the revised Community Housing Plan (2003 - 2006) to meet identified community need; City funding will support the administration of the Red Deer Housing Committee and will support planning, facilitation, research, education and leveraging.	Ongoing	Social Planning Manager and the Community Facilitators responsible for housing.	<ul style="list-style-type: none"> Several projects have been funded which support housing initiatives in the community
c) Manage the contracts with private and not-for-profit groups who have received provincial and federal funding for the Homelessness Initiative and prepare a report on the successes of the program.	2003 - 2006	Social Planning Manager and Community Facilitator II	<ul style="list-style-type: none"> City Council and the Community Housing Advisory Committee received a report on the successes and learning's of the Homelessness Initiative.
d) Work co-operatively with other stakeholders to develop solutions for seniors and other identified groups who require assisted living or other housing options.	Ongoing	Community Facilitator responsible for housing.	<ul style="list-style-type: none"> Groups seeking specialized housing were assisted in meeting their goals.
e) Participate on the Red Deer Housing Committee with other stakeholders to continue to find appropriate housing solutions.	Ongoing	Community Facilitator II responsible for housing.	<ul style="list-style-type: none"> A project that examines the barriers to affordable housing was received by City Council and the community.
f) Undertake a comprehensive review to investigate the means of achieving permanent solutions for housing coordination in Red Deer	2003-2004	Community Facilitator II, responsible for housing	<ul style="list-style-type: none"> A plan for future direction will be available for Council'

²² The City of Red Deer 2002 – 2005 Strategic Plan – Strategy 1.4.4

Implications

- Phase II of the Homelessness Initiative means more funding in the community to meet housing needs, especially in the area of transitional housing and supports.
- Although the department has entered Phase II of the Homelessness Initiative, many of the responsibilities of Phase I remain. Until we know what projects will be funded and what capacities the agencies have, we cannot predict the responsibilities of the department.
- As we move to address specialized and low-cost housing, Council will be called on to consider the various issues related to land use planning and community growth.

7. Objective:

Liaise with the Landlord and Tenant Service to ensure, through the commitment of City support, that landlords and tenants are advised and supported on tenancy matters.

Action	Completed	Primary Responsibility	Indicator(s) of Success
Continue to support the Landlord & Tenant Advisory Service and the Tenant Support program to implement innovative initiatives, such as tenant advocacy, and public awareness that meet both landlord and tenant needs.	Ongoing	Community Facilitator II responsible for housing	<ul style="list-style-type: none"> • A method of performance measurement was instituted in 2004 to ensure that the funding supports the desired results. • A liaison with the Coordinated Outreach Team ensures that the services are complimentary.

8. Objective:

Participate in various corporate initiatives and complete the responsibilities that are assigned to the Social Planning Department from those initiatives.

Action	Completed	Primary Responsibility	Indicator(s) of Success
a) Complete the initiatives assigned to the Social Planning Department from the Greater Downtown Action Plan: <ul style="list-style-type: none"> • Investigate the need for community garden plots. • Explore child friendly downtown initiatives – incorporated with the diversity project. 	Mid 2004	For all initiatives, the Social Planning Manager and the Community Facilitator as assigned Community Facilitator responsible for basic needs	<ul style="list-style-type: none"> • A report on each initiative was submitted to the Greater Downtown Implementation Team via the Internal Implementation Committee. A pilot community garden plot yielded a harvest in 2004.
b) Seek out opportunities to work with the other departments in the division and/or the corporation to address new initiatives and issues with a holistic approach.	2004	All staff in the Social Planning Department	Social Planning staff have participated in at least two joint committees or ventures.

Action	Completed	Primary Responsibility	Indicator(s) of Success
c) Assume the lead role in a undertaking a survey of the volunteer positions in the division	2004	Community Facilitator for Children and Families	The Division will have a plan to appropriately support the volunteers involved in delivery of services.

Implication

- Each new initiative or venture or community plan means additional staff time to be devoted to it; staff have and will continue to need to prioritize responsibilities.

Implications of the Business Plan

The implications of the Business Plan have been integrated into each objective above.

Performance Measures

• FCSS –

The department has worked closely with funded agencies to use the performance measurement tool that was implemented in 1998. This tool, as noted below, is short and simple and is intended to collect outcome data. Almost all FCSS funded projects completed a comprehensive annual report for their funded projects that answered the following questions:

1. What has changed for you because of this program/service?
2. Were you satisfied with this program/service?
3. Would you recommend it (the service) to a friend in a similar situation?
4. What do you think would happen if you did not have this program/service?

Due to the manner in which the programs report responses to the questions above, consolidation of the information is extremely difficult. A very strong majority of programs report positive changes resulting from their services, high levels of satisfaction and strong recommendations and referrals. The following comments only begin to capture some of the sentiments felt by program participants:

"I want to thank you for the helping hand I have had from you through the year. It is a comforting feeling knowing I have a group like yours behind me in a time of need, plus also just being there for a person give a content and warm feeling – you are never alone. May Christmas be a real joyous one plus may the year 2003 be full of good health, wealth and happiness to each and everyone of you angels."
Dorothy (Golden Circle client)

From Teen Networks participants... "Working in groups at school has become easier due to my increased awareness of myself and others." And "The program has helped me become better at talking and communicating my feelings."

A quote from an Infant/Preschool Wellness Program family... "I don't know where I or where my kids would be without the outreach worker from IPWP".

"My children had never opened up to anyone about what had happened in our home before, so when they opened up to the Child Support Workers here I was very pleased. Thank you."
Client from Central Alberta Women's Emergency Shelter – Child Support Program

"Four years ago I found a pamphlet about the cooperative kitchens at the Food Bank. I had two teenaged boys and we were going to the Salvation Army, Sacred Heart and Loaves and Fishes most days. They were always hungry and I couldn't afford to fill them up. I joined the Cooperative Kitchen and R-Own Food Co-op and decreased my grocery bill by 2/3rds. My total food budget was reduced by 60% and my boys were finally getting enough to eat."

The present tool is being reviewed in light of the Making a Difference outcome measurement project for FCSS. The new system of evaluation will measure program outcomes established by the agency upon application for funding. Further, these outcomes will be applied to the FCSS outcomes determined by the FCSS Act and Regulations. The Social Planning Department intends to begin training on this new system early in 2004 with agencies starting to collect data in the same year. Full implementation is expected by 2005.

The 2002 FCSS Annual Report format was modified and contained to two pages. The report contains highlights from 2002, a listing of agencies and program supported by FCSS, information on funding distribution, volunteer hours contributed to FCSS programs, and a three year FCSS user analysis. The 2002 FCSS Annual Report was distributed to City Council in late 2003.

- **Housing**

Evaluations of the projects funded through the Homelessness Initiative are available from the Social Planning Department.

Growth Costs

Throughout the objectives of the 2004 Business Plan, the implications of a growing city are mentioned. Those costs are partially due to the increase in size of the city and the increased complexity of the issues that a larger city brings. The need for specialized and low-cost housing, the number of registered users with CAB that is slowly rising as the number of seniors and the number of persons living with disabilities in the community increases, the need to address the needs of children and families that come to Red Deer because the city offers services that are not attainable in smaller centres, all these will impact the budgets of the future.

Service Demand Costs

As we obtain more and better data from the Community Social Data Strategy, we will inform Council of the findings and the implications, both from a human and a financial perspective. Each of the citizens of Red Deer has expectations of what a city can provide in the way of preventive social services. We will need to balance the expectations with the competing needs and present to Council recommendations for the funding necessary to provide the services. We will need to assess that the current level of service is sustainable and inform Council when it becomes difficult to attain.

Risk Management

The Social Planning Department completes much of its work with arms-length agencies. In fact, the range of preventive social programming would not be possible without the existence of the agencies. The department has a signed funding agreement with the relevant agency, for each project funded. The agreement speaks to keeping proper accounts, making available financial records, providing statistics, maintaining insurance

that protects volunteers, staff and property, providing fee schedules and offering the service within the objectives of the funder. We also ask that the agencies list The City as additional named insured on their policies, in relation to the activities of the project funded through The City.

With Family and Community Support Services funding we instituted a 'Certificate of Compliance' in order to assure ourselves and the province that FCSS programs are offered within the FCSS mandate. The certificate is signed by the board chair and the executive director of the program.

We also have a wide network within the community and are often aware of potential issues that can be addressed before they become problems. Each of the department staff understand the complexity of risk management and work to minimize risks for the agency and for the City.

**CITY OF RED DEER 2002, 2003 AND 2004 BUDGETS
DEPARTMENT OPERATING BUDGET SUMMARY**

PROGRAM: Summary

DEPARTMENT: Social Planning

DIRECTORATE: Community Services

DESCRIPTION OF PROGRAM - Business Units - 850, 851, 860, 862, 863, 870, 875, 877, 878, 879 & 901

The Social Planning Department is committed to the Cornerstone Values, Vision, Purpose and Guiding Principles as set out in the 2002-2005 Strategic Plan for The City of Red Deer and will act on the Goals and Strategies that are appropriate to the department's mandate.

The Social Planning Department also operates within provincial and municipal legislation to deliver Family & Community Support Services (FCSS Act and Regulations and Funding Agreements), Seniors' and Social Housing (Housing Act and the Homelessness Initiative 2000/2006) and facilities maintenance agreements with Golden Circle and Normandeau Day Care. Special Transportation is administered with a funding agreement. The department also monitors Landlord and Tenant Advisory Services (under the Residential Tenancies and the Mobile Homes Acts).

The Social Planning Department presently manages 55 funding agreements with 34 different community agencies in the areas of FCSS, special transportation and community housing. Gross expenditures in these programs and services in 2004 are projected at almost \$7.35 M. These same community organizations account for over 104,000 hours of volunteer service in The City of Red Deer and surrounding FCSS district. The Social Planning Department budget represents only one component of the contributions made to the community by the funded agencies. Other contributions include fundraising, other funding programs, fees for service and gifts in kind.

CHANGES IN BUDGET -

2003 Council Approved Budget	\$ 1,274,350
Allocation of EXEMPT salary increases	\$ 5,606
2003 Reallocated Council Approved Budget	\$ 1,279,956
Allocation of EXEMPT salary increases	\$ 7,730
Contracted Service CPI% Increase	\$ 4,150
Materials & Supplies CPI% Increase	\$ 135
2004 BASE BUDGET	\$ 1,291,971

CHANGES IN LEVEL OF SERVICE

- * The Social Planning Department added 0.2 FTE to the department with the announcement of an extension to the National Homelessness Initiative. This additional time and salary increase for increased responsibilities is covered by administration costs charged to the housing program.
- * The Province of Alberta provided an increase in FCSS funding due to the funding formula. The additional municipal match has been absorbed by the Social Planning Department using funds previously allocated to the Preschool Day Care subsidy.
- * The preschool day care subsidy concluded December 31, 2003 and will not be extended in 2004.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$362,581	\$410,969	\$436,293	6.2%
General & Contracted Services	164,786	138,375	146,485	5.9%
Materials, Supplies & Utilities	10,121	3,000	3,250	8.3%
Other	3,139,509	2,778,926	3,027,342	
SUB-TOTAL	\$3,676,997	\$3,331,270	\$3,613,370	8.5%
Internal Charges & Transfers	(77,981)	(32,180)	0	-100.0%
TOTAL EXPENDITURE	\$3,599,016	\$3,299,090	\$3,613,370	9.5%
REVENUE	(2,440,116)	(2,019,134)	(2,321,399)	15.0%
NET TAX LEVY	\$1,158,900	\$1,279,956	\$1,291,971	
Percent Change		10.4%	0.9%	
EQUIVALENT FULL TIME POSITIONS	4.8	5.8	6.0	3.4%

RED DEER AND DISTRICT FCSS 2004 MUNICIPAL COST SHARE

COST SHARE PRINCIPLES

1. The Province of Alberta provides 80% funding for the Red Deer and District FCSS program. The partner municipalities cooperatively fund the minimum 20% municipal match.
2. Based on the new proposed cost share for partner municipalities within Red Deer and District FCSS, the 20% municipal match will be calculated based on the following guidelines:
 - a. Each municipality will contribute to the Planning and Administration expenses based on population.
 - b. Rural FCSS Programs (those programs operating directly out of the County, Bowden, Delburne, Elnora and Penhold) will cost share the 20% without the City of Red Deer in accordance with the following guidelines:
 - * Rural program operating in an undetermined number of municipalities - Red Deer County 100%
 - * Local program operating exclusively in one community (no County residents served) - Specific municipality 100%
 - * Rural program generally serving the residents of that Town - Town 80% and Red Deer County 20%
 - * Rural program generally serving the residents of that Village - Village 60% and Red Deer County 40%
 - * Specific programs may be negotiated upon acceptance by the FCSS Board based on extenuating circumstances
 - c. City FCSS Programs will generally be cost shared between Red Deer County (7%) and the City of Red Deer (93%) except where the program serves only City residents.
3. All programs and services funded through the Red Deer and District FCSS Board are available to all residents within the region.

RED DEER AND DISTRICT FAMILY AND COMMUNITY SUPPORT SERVICES MUNICIPAL COST SHARE ANALYSIS

	NET COSTS	PROVINCIAL SHARE (80%)	CITY OF RED DEER	RED DEER COUNTY	TOWN OF BOWDEN	VILLAGE OF DELBURNE	VILLAGE OF ELNORA	TOWN OF PENHOLD	TOTAL MUNICIPAL
Planning and Administration	134,653	107,722	20,560	5,272	332	203	74	489	26,931
City FCSS Programs	1,998,693	1,563,035	425,739	30,119					455,858
Rural FCSS Programs	157,581	126,065		16,068	3,723	3,060	1,632	7,154	31,637
Totals	2,290,927	1,796,822	446,299	51,459	4,055	3,264	1,706	7,643	514,426

**RED DEER AND DISTRICT FCSS
2004 MUNICIPAL COST SHARE**

PROJECT	NET COSTS	PROVINCIAL SHARE (80%)	CITY OF RED DEER	RED DEER COUNTY
ADULT/FAMILY				
CAHS - Outreach	See CMHA Coordinated Outreach			
CARE - Immigrant Family Program	56,169	44,935	10,447	786
CASAC - Administration	See CRISIS CENTRE			
CRISIS CENTRE - Education and Administration	115,643	92,515	21,510	1,619
CAWOS - Cooperative Kitchens	15,800	12,640	2,939	221
CMHA - Bereavement Support Program	45,990	36,792	8,554	644
CMHA - Education Program	32,764	26,211	6,094	459
CMHA - Coordinated Outreach	81,500	65,200	15,159	1,141
Loan Circle of Central Alberta	35,000	28,000	6,510	490
RDFS - Education & Counselling	279,041	223,233	51,902	3,907
CHILDREN & YOUTH				
CARE - Immigrant Youth Program	9,900	7,920	1,841	139
CAWES - Child Support Program	19,970	15,976	3,714	280
Fairview Elementary - Bright Beginnings	18,523	14,818	3,445	259
Family School Wellness Program - Red Deer	26,200	20,960	4,873	367
Infant/Preschool Wellness	76,040	60,832	14,143	1,065
Parkland Youth Homes - Walk In Clinic	20,000	16,000	3,720	280
Red Deer Child Care - School Age Prog	178,512	142,810	34,988	714
YVC - 49th Street Youth Shelter	21,627	17,301	4,023	303
YVC - Big Brother/Big Sisters	66,160	52,928	12,306	926
YVC - Boys and Girls Club	97,181	77,745	18,076	1,361
YVC - Teen Networks	45,153	36,122	3,070	5,960
COMMUNITY DEVELOPMENT				
Aboriginal Community Council	38,439	30,751	7,150	538
Agency Capacity Building	39,833	23,947	15,467	419
Arts A La Carte	10,000	0	10,000	0
CIRS - Community Information & Referral	120,270	96,216	22,370	1,684
Community Workers *	165,964	132,772	30,869	2,324
Performance Measurement	10,000	8,000	1,860	140
Strategy Fund for Children and Families	25,000	0	25,000	0
SENIORS				
Golden Circle	187,219	149,775	55,023	2,621
Meals on Wheels - Red Deer	55,495	44,396	11,099	0
RDFS - Home Support	105,300	84,240	19,586	1,474
TOTAL FCSS PROJECTS	1,998,693	1,563,035	425,739	30,119

**RED DEER AND DISTRICT FCSS
2004 MUNICIPAL COST SHARE**

PROJECT	NET COSTS	PROVINCIAL SHARE (80%)	TOWN OF BOWDEN	RED DEER COUNTY
ADULT/FAMILY				
CHILDREN & YOUTH				
Playschools - Bowden (80%)	4,325	3,460	692	173
Chinook's Edge - Bowden FWW	15,000	12,000	1,200	1,800
COMMUNITY DEVELOPMENT				
Community Worker - Bowden (80%)	11,442	9,154	1,831	458
SENIORS				
TOTAL FCSS PROJECTS	30,767	24,614	3,723	2,431

PROJECT	NET COSTS	PROVINCIAL SHARE (80%)	TOWN OF PENHOLD	RED DEER COUNTY
ADULT/FAMILY				
CHILDREN & YOUTH				
Big Brothers/Sisters - In School Mentoring (40%)	21,000	16,800	1,680	2,520
Chinook's Edge - Penhold FWW	16,200	12,960	2,785	696
COMMUNITY DEVELOPMENT				
Community Worker - Penhold (80%)	17,408	13,927	2,689	672
SENIORS				
TOTAL FCSS PROJECTS	54,608	43,687	7,154	3,889

PROJECT	NET COSTS	PROVINCIAL SHARE (80%)	VILLAGE OF DELBURN	RED DEER COUNTY
ADULT/FAMILY				
CHILDREN & YOUTH				
Chinook's Edge - Delburne/Elnora FWW (25%)	12,465	4,986	312	935
Playschools - Delburne (60%)	2,620	2,096	314	210
COMMUNITY DEVELOPMENT				
Community Worker - Delburne (60%)	13,518	10,814	1,622	1,081
SENIORS				
Meals on Wheels - Delburne (100%)	4,061	3,249	812	-
TOTAL FCSS PROJECTS	32,864	21,145	3,060	2,226

PROJECT	NET COSTS	PROVINCIAL SHARE (80%)	RED DEER COUNTY
ADULT/FAMILY			
CAWOS - Rural Cooperative Kitchens (100%)	7,700	6,160	1,540
CHILDREN & YOUTH			
Chinook's Edge - Spruceview FWW (100%)	9,900	7,920	1,980
YVC - Teen Networks (see City cost share)			
COMMUNITY DEVELOPMENT			
Community Worker - West County (100%)	10,333	8,266	2,067
SENIORS			
TOTAL FCSS PROJECTS	27,933	22,346	5,587

PROJECT	NET COSTS	PROVINCIAL SHARE (80%)	VILLAGE OF ELMORA	RED DEER COUNTY
ADULT/FAMILY				
CHILDREN & YOUTH				
Chinook's Edge - Delburne/Elnora FWW (15%)	12,465	4,986	187	1,060
Playschools - Elnora (60%)	1,890	1,512	227	151
Elnora Youth Projects (60%)	1,000	800	120	80
COMMUNITY DEVELOPMENT				
Community Worker - Elnora (60%)	8,069	6,455	968	646
SENIORS				
Meals on Wheels - Elnora (100%)	650	520	130	0
TOTAL FCSS PROJECTS	24,074	14,273	1,632	1,936

**THE CITY OF RED DEER 2004 BUDGET
SECTION OPERATING BUDGET SUMMARY**

**PROGRAM: FAMILY AND COMMUNITY SUPPORT SERVICES
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES**

DESCRIPTION OF PROJECT - FCSS Summary

BUSINESS UNIT # - 851, 860, 861, 862, 863

Ensures preventive programs are designed and delivered which promote wellbeing among individuals, family and community, emphasizing local autonomy and appropriate use of volunteers. Cooperation and coordination are encouraged, with a view to minimizing duplication. Funding is provided in partnership with the Province, with the Province contributing 80% and the municipalities matching with 20%. The Red Deer and District FCSS has existed as a multi-municipality agreement since 1973 in partnership with the County of Red Deer, the villages of Delburne and Elnora, the towns of Penhold and Bowden, and The City of Red Deer.

For each program funded by FCSS, the attached summary sheets highlight program descriptions, changes in budget and levels of service.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET
Volunteer Hours	74,958	106,211	106,211

CHANGES IN BUDGET -

City Share

2003 Original FCSS Budget	(City Council approval in January 2003)	\$425,737
2003 Additional FCSS Budget	(City Council approval in June 2003)	7,444
Changes to specific program cost share with partner municipalities (2004)		(18,443)
City Share of FCSS for 2004		\$414,738

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

The programs and services funded by FCSS remain status quo for the 2004 budget. New provincial FCSS funds were allocated to salaries and wages for employees within existing funded agencies.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

The existing funding levels for FCSS meet the provincial funding formula supported by Red Deer and District FCSS and The City of Red Deer through resolution at FCSSAA and AUMA conventions in the past. At this point, there is no reason to anticipate significant budget changes over the next few years with the exception of population growth increases.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$156,630	\$189,729	\$206,512	8.8%
General & Contracted Services	46,799	33,800	24,900	-26.3%
Materials, Supplies & Utilities	6,158	0	0	#DIV/0!
Other	6,000	1,943,532	1,990,310	2.4%
SUB-TOTAL	\$215,587	\$2,167,061	\$2,221,722	2.5%
Internal Charges & Transfers	(21,783)	(18,689)	(45,248)	142.1%
TOTAL EXPENDITURE	\$193,804	\$2,148,372	\$2,176,474	1.3%
REVENUE	(161,038)	(1,738,160)	(1,750,737)	0.7%
NET TAX LEVY	\$32,766	\$410,212	\$425,737	
Percent Change		1151.9%	3.8%	
EQUIVALENT FULL TIME POSITIONS				

THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: SUMMARY**DEPARTMENT: SOCIAL PLANNING****DIVISION: COMMUNITY SERVICES****DESCRIPTION OF PROJECT - Administration and Planning****BUSINESS UNIT # - 850**

Maintain administrative responsibility for: Family and Community Support Services, Day care facility, Special Transportation, Social and Seniors Housing, Landlord and Tenant Services, Emergency Social Services Plan, aspects of City planning of social concern.

1. Ensure budget remains within acceptable variance, responding to changing provincial and federal funding.
2. Continue to provide strong leadership provincially in social programming.
3. Work with the FCSS Board, Transportation Advisory Board, CHAC, and other community boards to support and enhance individual, family and community life by assessing needs and facilitating the delivery of programs that address social concerns.
4. Continue work with the community, the Red Deer Housing Committee and all levels of government to administer long range plans for housing in the city of Red Deer. Serve as Community Entity to administer Federal and Provincial Homelessness Funds in conjunction with the Community Housing Advisory Committee. Administration of homelessness funding continues until March, 2006.

CHANGES IN BUDGET -

	<u>2003</u>	<u>2004</u>
Regular Salaries *	215,634	229,781

* Additional weeks have been added to the Social Planning Manager salaries to cover transitional period while current SPM concludes holidays accrued and new SPM assumes role. Adjustments have been made to account for movement of SPM and Projects Supervisor on the grid.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

The department will strive to maintain high quality service in 2004. The current budget year will experience some changes due to the retirement of the Social Planning Manager in March 2004.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$205,950	\$221,240	\$229,781	6.6%
General & Contracted Services	26,634	22,975	22,725	-1.1%
Materials, Supplies & Utilities	3,269	3,000	3,250	8.3%
Other				#DIV/0!
SUB-TOTAL	\$235,853	\$241,609	\$255,756	5.9%
Internal Charges & Transfers		11,247	13,549	0.0%
TOTAL EXPENDITURE	\$235,853	\$255,158	\$269,305	5.5%
REVENUE	110,404	107,264	114,093	6.4%
NET TAX LEVY	\$125,449	\$147,894	\$155,212	
Percent Change		17.9%	4.9%	
EQUIVALENT FULL TIME POSITIONS	3.0	3.2	3.2	0.0%

**THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY**

**PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES**

**DESCRIPTION OF PROJECT - Community Facilitators - Red Deer
BUSINESS UNIT # - 851**

In 2002, Red Deer Community Worker position descriptions were updated and subsequently re-named Community Facilitators. The changes made are consistent with the work carried out by the incumbents in providing professional program and organizational consultation to community based social agencies and coalitions and in mobilizing groups to assess and respond to identified community needs. Additionally, Community Facilitators gather, analyse and prepare demographic data, historical information and legislative implications using a variety of means and for a wide range of social issues. They conduct research and prepare reports and correspondence related to community based issues and respond to information requests by individuals, groups, agencies, media and others. Community Facilitators also provide direction and support to District Community Workers in Bowden, Delburne, Elnora, Penhold and West Red Deer County.

CHANGES IN BUDGET -

The Social Planning Department added one position in 2002 bringing the staff complement to a total of six in the department. With the announcement of a second phase for the housing and homelessness initiative, one Community Facilitator position was reclassified and given additional responsibilities. The CF II position was also elevated from 0.8 FTE to 1.0 FTE. The additional expense for this reclassification and additional hours is supported through housing administration funds. As well, 0.2 FTE for one Community Facilitator is charged to administration and planning.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no further changes to the level of service anticipated in 2004.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues anticipated.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$156,630	\$189,729	\$206,512	8.8%
General & Contracted Services	46,799	4,700	4,700	0.0%
Materials, Supplies & Utilities	6,158			#DIV/0!
Other	6,000			#DIV/0!
SUB-TOTAL	\$215,587	\$194,429	\$211,212	8.6%
Internal Charges & Transfers	(21,783)	(11,247)	(45,248)	302.3%
TOTAL EXPENDITURE	\$193,804	\$183,182	\$165,964	-9.4%
REVENUE	161,038	149,111	135,099	-9.4%
NET TAX LEVY	\$32,766	\$34,071	\$30,865	
Percent Change		4.0%	-9.4%	
EQUIVALENT FULL TIME POSITIONS	1.8	1.8	2.6	44.4%

THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs.
SALARIES: Pgs.

MIN. CAP.: Pgs.
MAJ. CAP.: Pgs.

DESCRIPTION OF PROJECT - RDFS Education & Counseling
BUSINESS UNIT # - 860.2043 W

The Red Deer Family Services mission is to assist individuals and families to maintain dignity, enhance autonomy and strengthen relationships. Our vision is to provide human services that are accessible, efficient and effective to promote a healthy community for all citizens.

Education and Counselling programs are offered to anyone in the Red Deer and District FCSS region. A wide range of counselling services are offered, including: individual, couple, family, group, and play therapies. The counselling is designed to be short term, focussed on solutions. Education programs are designed to teach families and individuals effective skills in order to better manage personal and family challenges. The programs are varied and serve a wide age range of clients.

The Education and Counselling program helps individuals and families develop effective communication and problem solving skills. Parenting and personal skills are increased, support networks are formed, and confidence is increased. These factors all contribute to prevention of smaller family problems becoming big ones.

CHANGES IN BUDGET -

The FCSS Board has recommended additional funding in the amount of \$7085 for increased Salaries and Wages three positions. While these positions serve more than the Education/Counselling program, the sum total has been included with this budget.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no anticipated changes in the level of service for 2004.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues anticipated.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	279,956	277,367	279,041	0.6%
	SUB-TOTAL	\$279,956	\$277,367	\$279,041	0.6%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$279,956	\$277,367	\$279,041	0.6%
REVENUE		227,884	225,777	227,140	0.6%
NET TAX LEVY		\$52,072	\$51,590	\$51,902	
	Percent Change		-0.9%	0.6%	
UIVALENT FULL TIME POSITIONS				15 FTE + 80 PT	

**THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs. **MIN. CAP.: Pgs.**
SALARIES: Pgs. **MAJ. CAP.: Pgs.**

DESCRIPTION OF PROJECT - CARE Immigrant Family Program
BUSINESS UNIT # - 860.62453 W

To support the efforts of immigrants and refugees to overcome barriers and to participate fully in Canadian life as valued members of the Central Alberta community by providing coordinated services and by encouraging a welcoming environment.

To support and assist newcomer immigrant/refugee families to integrate socially, economically, and culturally (life skills) into mainstream Canadian society.

Program services include individual and family services, such as counseling, information services, referral, and bridging to the community. Also, outreach services are provided for those who cannot access the agency, (eg. elderly shut-ins, those in hospital). As well, a weekly support/life skills group is offered, to reduce isolation, and offer an environments where skills and personal experiences can be shared.

CHANGES IN BUDGET -

The 2004 budget includes \$1775 in cost of living increases across the program as well as \$3169 for Salaries and Wages as recommended by the FCSS Board.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

The 2004 budget does not increase service levels.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

No significant budget issues anticipated.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	45,810	53,663	56,169	4.7%
	SUB-TOTAL	\$45,810	\$53,663	\$56,169	4.7%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$45,810	\$53,663	\$56,169	4.7%
REVENUE		37,289	43,681	45,722	4.7%
NET TAX LEVY		\$8,521	\$9,981	\$10,447	
	Percent Change		17.1%	4.7%	
EQUIVALENT FULL TIME POSITIONS				4 FTE + 12 PT.	

**THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs.
SALARIES: Pgs.

MIN. CAP.: Pgs.
MAJ. CAP.: Pgs.

DESCRIPTION OF PROJECT - CRISIS CENTRE Education and Administration
BUSINESS UNIT # - 860.62455 W & 860.62454 W

This agency has officially changed its name from CASAC (Central Alberta Sexual Assault Centre) to The Crisis Centre

Financial support from FCSS provides the agency with an administrative assistant and covers 1/3 of the Executive Director's salary.

The Education program provides information, education and support in the area of sexual assault with a primary focus on preventative efforts. Services are available to community groups, human service organizations, schools and individuals in the form of literature, resources and verbal/visual presentations. This program attempts to raise awareness and instill a sense of community responsibility for personal safety.

CHANGES IN BUDGET -

The 2004 budget reflects a combination of the administration and education budgets that had previously appeared separately. Additional funding has been recommended by the FCSS Board for Salaries and Wages.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no changes in the service levels proposed for 2004.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

No significant budget issues anticipated.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	85,836	114,880	115,643	0.7%
	SUB-TOTAL	\$85,836	\$114,880	\$115,643	0.7%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$85,836	\$114,880	\$115,643	0.7%
REVENUE		69,871	93,512	94,134	0.7%
NET TAX LEVY		\$15,965	\$21,368	\$21,510	
	Percent Change		33.8%	0.7%	
EQUIVALENT FULL TIME POSITIONS		5 FT & 1 PT			#DIV/0!

**THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs.
SALARIES: Pgs.

MIN. CAP.: Pgs.
MAJ. CAP.: Pgs.

DESCRIPTION OF PROJECT - CAWOS Cooperative Kitchens
BUSINESS UNIT # - 860.62456 W

The Central Alberta Women's Outreach Society is committed to providing programs and services that support families to meet their basic needs. Our priorities are women and families affected by poverty and/or abuse.

The Cooperative Kitchen groups plan, cook and store low-cost meals under the supervision of a staff member while childcare is provided. Participants gather once a month to plan and prepare 4 to 5 meals for their families.

The groups allow members to stretch their food budgets, learn nutrition and cooking skills, and form a peer network. The member's participation in the kitchen is effective in improving nutrition and reducing emergency demand on the Food Bank.

There are no funds from FCSS used to support food costs.

CHANGES IN BUDGET -

There are no significant budget changes, however, in shifting expenses between accounts the net impact is a request for \$200 in additional funding.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no changes in the level of service proposed for 2004.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

No significant budget issues anticipated.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	15,000	15,600	15,800	1.3%
	SUB-TOTAL	\$15,000	\$15,600	\$15,800	1.3%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$15,000	\$15,600	\$15,800	1.3%
REVENUE		12,210	12,698	12,861	1.3%
NET TAX LEVY		\$2,790	\$2,902	\$2,939	
	Percent Change		4.0%	1.3%	
EQUIVALENT FULL TIME POSITIONS		4 FT & 8 PT			#DIV/0!

**THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs.
SALARIES: Pgs.

MIN. CAP.: Pgs.
MAJ. CAP.: Pgs.

DESCRIPTION OF PROJECT - CAWOS Rural Cooperative Kitchens
BUSINESS UNIT # - 860.62457 W

The Central Alberta Women's Outreach Society is committed to providing programs and services that support families to meet their basic needs. Our priorities are women and families affected by poverty and/or abuse.

The Cooperative Kitchen groups plan, cook and store low-cost meals under the supervision of a staff member while childcare is provided. Participants gather two days a month to plan and prepare 4 to 5 meals for their families.

The groups allow members to stretch their food budgets, learn nutrition and cooking skills, and form a peer network. The member's participation in the kitchen is effective in improving nutrition and reducing demand on emergency services---where they exist. Rural residents and service providers have asked CAWOS to extend the Co-op Kitchen program to rural areas. We started a kitchen in Penhold in the fall of 2002 and we plan to add another kitchen in Delburne. Few rural communities have organized resources such as Red Deer's Food Bank and R-Own Food Co-op for rural residents in need. Yet transportation is a huge barrier to the use of Red Deer resources by rural families. In addition, the closest source of groceries for many rural residents in need is a neighborhood store which does not offer the same bargains as larger centres can offer. Some residents with limited transportation must use convenience stores. By expanding to the rural areas we help meet our client's basic need for nutritious low-cost meals in an atmosphere that encourages building support networks and reduces isolation.

CHANGES IN BUDGET -

There are no changes in the budget proposed for 2004.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

CAWOS anticipates operating two kitchens/month in 2003-2004. One in Penhold and 1-2 in other FCSS communities.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

While there are no significant budget issues anticipated, there is a possibility that continued expansion of the Rural Cooperative Kitchens program could occur. If the agency were consistently operating successful kitchens in a number of Red Deer and District FCSS communities, additional funding may be necessary to meet the demand.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	3,116	7,692	7,700	0.1%
	SUB-TOTAL	\$3,116	\$7,692	\$7,700	0.1%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$3,116	\$7,692	\$7,700	0.1%
REVENUE		3,116	7,692	7,700	0.1%
NET TAX LEVY		\$0	\$0	\$0	
	Percent Change		#DIV/0!	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS				4 FT + 8 PT	

THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs. **MIN. CAP.: Pgs.**
SALARIES: Pgs. **MAJ. CAP.: Pgs.**

DESCRIPTION OF PROJECT - CMHA Bereavement
BUSINESS UNIT # - 860.62461 W

The Canadian Mental Health Association, Central Alberta Region, is a non-profit volunteer organization that strives to ensure the best possible care, treatment and quality of life for individuals with mental illness and seeks to promote mental health for all people.

The purpose of the Bereavement program is to prevent the occurrence of significant problems that can be associated with loss through death. Program objectives include:

1. Provide support and education on a one-to-one basis to approximately 175 individuals
2. Provide five Bereavement Support Groups to approximately 40 individuals. Volunteers will facilitate three groups.
3. Provide ten community consultations regarding major bereavement issues and six educational presentations
4. Provide training (Bereavement Facilitators Training) for thirty individuals to provide bereavement support and lead grief recovery groups.
5. Investigate possible partnerships with School Wellness, Healthy Families, and Red Deer Family Services concerning children and bereavement.

CHANGES IN BUDGET -

There are no changes to the 2004 budget from 2003.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no anticipated changes in the level of service.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues anticipated.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	45,990	45,990	45,990	0.0%
	SUB-TOTAL	\$45,990	\$45,990	\$45,990	0.0%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$45,990	\$45,990	\$45,990	0.0%
REVENUE		37,436	37,436	37,436	0.0%
NET TAX LEVY		\$8,554	\$8,554	\$8,554	
	Percent Change		0.0%	0.0%	
EQUIVALENT FULL TIME POSITIONS				9 FT + 4 PT	

**THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs.
SALARIES: Pgs.

MIN. CAP.: Pgs.
MAJ. CAP.: Pgs.

DESCRIPTION OF PROJECT - CMHA Education
BUSINESS UNIT # - 860.62474 W

The Canadian Mental Health Association, Central Alberta Region, is a non-profit volunteer organization that strives to ensure the best possible care, treatment and quality of life for individuals with mental illness and seeks to promote mental health for all people.

The purpose of the Education program is to provide support and education to individuals, family members and the general community on mental illness, mental disorders and major mental health difficulties to prevent the occurrence of significant problems associated with these conditions.

1. To provide education and support to 200 individuals and/or family members on mental illness, mental disorders or the mental health system.
2. To provide general educational sessions to approximately 800 individuals on mental illness and mental disorders.
3. To coordinate ten sessions on Mental Health (Mental Health Matters) for Red Deer and area and agency staff members
4. To promote and distribute the "Best Defence Mental Illness" video and discussion guide.
5. To facilitate two eight week training sessions for self help group leaders.

CHANGES IN BUDGET -

There are no changes to the 2004 budget from 2003.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no anticipated changes in the level of service.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues anticipated.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	32,760	32,764	32,764	0.0%
	SUB-TOTAL	\$32,760	\$32,764	\$32,764	0.0%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$32,760	\$32,764	\$32,764	0.0%
REVENUE		26,667	26,670	26,670	0.0%
NET TAX LEVY		\$6,093	\$6,094	\$6,094	
	Percent Change		0.0%	0.0%	
EQUIVALENT FULL TIME POSITIONS				9 FT + 4 PT	

THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs. **MIN. CAP.: Pgs.**
SALARIES: Pgs. **MAJ. CAP.: Pgs.**

DESCRIPTION OF PROJECT - CMHA Coordinated Outreach
BUSINESS UNIT # - 860.62475 W & 860.62452 W

The Coordinated Community Outreach Team has been in existence since February, 2001. It is operated by the Central Alberta Women's Outreach Society, the Red Deer Native Friendship Society, the Central Alberta Housing Society and the Canadian Mental Health Association, Central Alberta Region.

Purpose of the program:

1. To provide practical support to individuals and families who are homeless, experiencing a housing crisis, or impacted by issues related to living in poverty. The support will be provided in a timely, flexible and person-centered manner and focus on reducing and preventing homelessness.
2. To coordinate outreach services within the Red Deer community and ensure all organizations providing outreach services have up-to-date information on programs and services, initiatives related to homelessness and emergency assistance. Further, to support an outreach team concept by sharing training opportunities, reporting mechanisms and creative problem solving techniques while working towards a "seamless" system of service delivery.

CHANGES IN BUDGET -

The most significant change to this budget is the consolidation of the CAHS Outreach and CMHA Outreach budgets into one program. The application also included funding for a supervisory position to work with the 7 FTE Outreach workers. The FCSS Board and CHAC were unable to recommend this additional funding.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There is no significant change in the level of service anticipated.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues anticipated.

		2002	2003	2004	%
		ACTUAL	BUDGET	BUDGET	CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	60,504	81,500	81,500	0.0%
	SUB-TOTAL	\$60,504	\$81,500	\$81,500	0.0%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$60,504	\$81,500	\$81,500	0.0%
REVENUE		49,250	66,341	66,341	0.0%
NET TAX LEVY		\$11,254	\$15,159	\$15,159	
	Percent Change		34.7%	0.0%	
EQUIVALENT FULL TIME POSITIONS				9 FT + 4 PT	

**THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs.
SALARIES: Pgs.

MIN. CAP.: Pgs.
MAJ. CAP.: Pgs.

DESCRIPTION OF PROJECT - Loan Circle (Community Capital)
BUSINESS UNIT # - 860.62476 W

Community Capital exists to break the cycle of individual and family poverty through any or all of the following: character based micro loans, participant self help, loan circle support, fiscal training and self-employment counseling, building and using community resources and networks.

Our focus as an agency is to assist our community with poverty issues and individual and family deficits in financial life skills. We believe that parents need the opportunity and skills to be able to create and maintain stability in order to move out of the cycle of poverty. Education with a practical application in a friendly, non-judgmental and safe environment is our approach in assisting people to move forward in their lives. Life skills can be learned. Our programs focus on information and education that build individual and community capacity. The purpose of the Information/Referral/Counseling service is to provide appropriate and timely information and short term counseling to the public when they are seeking assistance with their financial problems.

CHANGES IN BUDGET -

There are no changes in the 2004 budget totals from 2003 although the agency has made significant changes to the method of providing services.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There should be no significant changes in the level of service in 2004. A number of changes occurred in 2003 that have set the stage for ongoing programs in 2004.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Community Capital has not expressed concern over budget issues with regard to FCSS funded programs and services. Other aspects of the organization may be impacted by term-certain funding and corporate support.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	33,714	35,000	35,000	0.0%
	SUB-TOTAL	\$33,714	\$35,000	\$35,000	0.0%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$33,714	\$35,000	\$35,000	0.0%
REVENUE		27,443	28,490	28,490	0.0%
NET TAX LEVY		\$6,271	\$6,510	\$6,510	
	Percent Change		3.8%	0.0%	
EQUIVALENT FULL TIME POSITIONS				0 FT + 5 PT	

THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs.
SALARIES: Pgs.

MIN. CAP.: Pgs.
MAJ. CAP.: Pgs.

DESCRIPTION OF PROJECT - Chinooks Edge FWW Program (consolidated)
BUSINESS UNIT # - 861.60777 W & 861.62480 W & 861.62481 W & 861.62482 W

The Family School Wellness Program is a partnership between Chinook's Edge School Division No. 73, Central Alberta Child and Family Services Authority - Region 4, and the Family and Community Support Services for Mountain View County, Red Deer County and the Towns of Sundre, Olds, Innisfail, Sylvan Lake, Bowden, Delburne, Elnora, and Penhold. The Family School Wellness Program addresses the needs and supports for families and children (0 to 18 years of age). It coordinates, strengthen and enhance services within each community. Families, youth and children are referred by community agencies, the schools and voluntary requests.

Family Wellness Workers are available to all children and families who are experiencing difficulties. Difficulties can include but are not limited to children experiencing relationship difficulties (peer, family, authority, community), low self-esteem, delinquent and inappropriate behaviour, family relationships, substance abuse, depression or suicidal behaviours, violent or abusive behaviours, developmental or medical issues, academic achievement, changes in individual and family life cycles, chronic illness issues, financial stresses, and separation or divorce. The Family School Wellness Program is a prevention, early intervention service available to all families and children experiencing difficulties.

Red Deer and District FCSS provides funding to the FWW programs in Delburne, Elnora, Spruceview, Penhold and Bowden.

CHANGES IN BUDGET -

Due to changes in program delivery in the community of Bowden, Chinook's Edge School Division has requested funding to incorporate the Bowden FWW program into the larger regional system. This move had been anticipated by the community and the FCSS Board and therefore, funding had been set aside in both the 2003 and 2004 budgets.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

The creation of a consolidated Family Wellness Worker program through Chinook's Edge School Division provides equality and consistency of service across the Red Deer County region. The program now includes Bowden.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues anticipated.

		2002	2003	2004	%
		ACTUAL	BUDGET	BUDGET	CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	27,415	38,565	53,565	38.9%
	SUB-TOTAL	\$27,415	\$38,565	\$53,565	38.9%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$27,415	\$38,565	\$53,565	38.9%
REVENUE		27,415	38,565	53,565	38.9%
NET TAX LEVY		\$0	\$0	\$0	
	Percent Change		#DIV/0!	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS				5 PT	

THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs.
SALARIES: Pgs.

MIN. CAP.: Pgs.
MAJ. CAP.: Pgs.

DESCRIPTION OF PROJECT - Penhold/Spruceview In-School Mentoring
BUSINESS UNIT # - 861.62477 W

The Penhold/Spruceview In-School Mentoring program is operated by Big Brothers & Big Sisters of Innisfail.

The organization creates positive mentor relationships between reliable adult volunteers and children in need of additional attention and role models. A mentor is an adult, who, along with parents, provides young people with support, counsel, friendship, reinforcement, and constructive example. Mentors are good listeners, people who care, people who want to help young people bring out strengths that are already there. Over the past 16 years, Big Brothers and Big Sisters has developed a range of programs, both individual and group-based, to encourage the development of these mentoring relationships.

Each mentor meets with one child at the school for one hour at a scheduled weekly time over a period of several months. Most matches are made with children in Grades 2 to 4, as this is the optimum time for relationship building between adults and children. Prior to being matched, all children and volunteers attend training sessions in the concepts, principles and practices of personal safety (sexual abuse prevention). Children are given information and tools to recognize unsafe situations and strategies for responding to increase their own safety and get help when abuse has occurred. Volunteers are taught relationship building skills, recognition of the signs of abuse and self-esteem building in children as preventive tools for personal safety. Parents are offered the opportunity to attend sessions as well, to be able to recognize early signs of abuse in their children and reinforce with their children the concepts, principles and practices of child safety.

CHANGES IN BUDGET -

There are no significant changes in the 2004 budget over 2003.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no anticipated changes in the level of service for 2004.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues anticipated.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	10,200	21,000	21,000	0.0%
	SUB-TOTAL	\$10,200	\$21,000	\$21,000	0.0%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$10,200	\$21,000	\$21,000	0.0%
REVENUE		10,200	21,000	21,000	0.0%
NET TAX LEVY		\$0	\$0	\$0	
	Percent Change		#DIV/0!	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS				2 FTE + 3 PT	

THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs.
SALARIES: Pgs.

MIN. CAP.: Pgs.
MAJ. CAP.: Pgs.

DESCRIPTION OF PROJECT - CARE - Immigrant Youth Program
BUSINESS UNIT # - 861.62478 W

CARE supports the efforts of immigrants and refugees to overcome barriers and to participate fully in Canadian life as valued members of the Central Alberta community by providing coordinated services and by encouraging a welcoming environment.

The Immigrant Youth Program assists immigrant youth in adapting to Canadian society through group activities and social events, information sessions, non-therapeutic counseling, and referral.

The program assists newly arrived immigrant/refugee Youth to integrate socially, economically and culturally into mainstream Canadian Society. The immigrant/refugee youth are helped to develop their self-esteem and positive self-identity, and successfully meet the challenges of adaptation to new life in Canada.

Through involvement in recreational, cultural, social and educational activities, immigrant/refugee youth develop life skills to progress toward a sense of being integrated into the community. This program is preventative in nature. Through group activities, youth learn skill as - anti bullying, discipline vs abuse, social skills, peer mediation, and peaceful resolution to issues surrounding racial tension.

CHANGES IN BUDGET -

The 2004 budget shows a slight increase in the salary and office supplies line items in the amount of \$125. This amount has been recommended by the FCSS Board.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no changes in the level of service anticipated.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues anticipated.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	9,000	9,775	9,900	1.3%
	SUB-TOTAL	\$9,000	\$9,775	\$9,900	1.3%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$9,000	\$9,775	\$9,900	1.3%
REVENUE		7,326	7,957	8,059	1.3%
NET TAX LEVY		\$1,674	\$1,818	\$1,841	
	Percent Change		8.6%	1.3%	
EQUIVALENT FULL TIME POSITIONS				4 FTE + 12 PT	

**THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs.
SALARIES: Pgs.

MIN. CAP.: Pgs.
MAJ. CAP.: Pgs.

DESCRIPTION OF PROJECT - CAWES - Child Care
BUSINESS UNIT # - 861.62479 W

To provide safe, short term refuge, support, crisis intervention, education and referrals to battered women with or without children, emotionally or psychologically abused women with or without children, and women in crisis with or without children.

- * To provide a safe, nurturing atmosphere that will allow children to share their distress and pain
- * To provide daily programming for children that is consistent with their developmental level and age
- * To provide mothers with information and support that will increase their ability to recognize and validate their children's distress and anger
- * To empower women to take charge of their lives and the lives of their children in such a manner that will allow freedom of choice while keeping them safe
- * To encourage mothers to choose environments that are free of violence
- * To provide a strong role model regarding interaction and intervention with children
- * To provide weekly support groups to mothers and children that will foster knowledge and awareness regarding appropriate and positive parenting skills, coping with anger in a non-destructive and healthy manner, learning good decision making and conflict resolution skills.

CHANGES IN BUDGET -

CAWES had submitted a request for an additional 0.5 FTE Child Support Worker due to the expanded shelter and increased demands on the Child Support program for 2003. The FCSS Board recommended that any additional funding for this program be put on hold until the completion of an agency review by the agency funders. Resources in the amount of \$15,000 exist within the 2004 budget once the review has been finalized.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

The level of service may increase in 2003 as a result of the additional new beds added to the shelter. The additional beds may require additional services for children staying at the shelter.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

No significant budget issues are anticipated over the next two budget years.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	19,970	19,970	19,970	0.0%
	SUB-TOTAL	\$19,970	\$19,970	\$19,970	0.0%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$19,970	\$19,970	\$19,970	0.0%
REVENUE		16,256	16,256	16,256	0.0%
NET TAX LEVY		\$3,714	\$3,714	\$3,714	
	Percent Change		0.0%	0.0%	
EQUIVALENT FULL TIME POSITIONS				13 FTE + 8 PT	

THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs.
SALARIES: Pgs.

MIN. CAP.: Pgs.
MAJ. CAP.: Pgs.

DESCRIPTION OF PROJECT - Fairview Elementary School - Bright Beginnings
BUSINESS UNIT # - 861.62483 W

Fairview Elementary School is an educational institution that strives to serve its community. Fairview is a child-centered school that promotes positive attitudes towards learning and respect for self and others. Life long learning for children and adults is supported in a safe and caring environment. Community programs at the school are provided with the intent of helping families and young children develop positive relationships with the school, enhancing early literacy and supporting the families of all children who attend the school.

Bright Beginnings Preschool Program is a free playschool for children 3 1/2 and 4 1/2 years of age who have been identified by community agencies as needing this kind of experience but whose families are not able to afford it. These children benefit from the language experiences, social interactions and hands on activities an enriched preschool program provides. Another purpose of the project is to provide support to parents in the development of parenting skills and positive attitudes toward school. Approximately one third of the children in the program have been identified as having special needs. These children are supported by Program Unit Funding from Alberta Learning.

CHANGES IN BUDGET -

The FCSS Board has recommended an increase for Salaries and Wages in the amount of \$1659.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no changes in the level of service anticipated.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues anticipated.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	15,389	18,140	18,523	2.1%
	SUB-TOTAL	\$15,389	\$18,140	\$18,523	2.1%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$15,389	\$18,140	\$18,523	2.1%
REVENUE		12,526	14,766	15,078	2.1%
NET TAX LEVY		\$2,863	\$3,374	\$3,445	
	Percent Change		17.8%	2.1%	
EQUIVALENT FULL TIME POSITIONS				25 FTE + 2 PT	

**THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs. **MIN. CAP.: Pgs.**
SALARIES: Pgs. **MAJ. CAP.: Pgs.**

DESCRIPTION OF PROJECT - Family School Wellness Program
BUSINESS UNIT # - 861.62484 W

The Family School Wellness Program recognises the importance of mental health for healthy individual, family and community functioning. This program further recognises that many community agencies positively influence and contribute to mental wellness. A collaborative effort between these groups is seen as essential in order to facilitate healthy individual and family development. As such, this program advocates a family focused, proactive approach in the prevention of mental health dysfunction that would limit an individual's ability to participate in his/her community.

The Family School Wellness Program has been providing services to children 0 –18 years of age and their families since 1992. The program is an early intervention / prevention service for children identified as being "at risk" or vulnerable to problems (E.g. mental, social, emotional). These children would be demonstrating behaviours at home, school or in the community that need special attention.

The purpose of the Family School Wellness Program is to expand and co-ordinate services to "at risk" children and their families through the provision of services by the Family Wellness Worker role.

CHANGES IN BUDGET -

The 2004 budget reflects the total budget for the Family School Wellness program and demonstrates how FCSS funds impact the overall financial picture. The actual request has not changed since 2003.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

FCSS funding provides stability to the operation of the Family School Wellness Program. There are no changes in the level of service anticipated.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues anticipated.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	14,430	26,200	26,200	0.0%
	SUB-TOTAL	\$14,430	\$26,200	\$26,200	0.0%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$14,430	\$26,200	\$26,200	0.0%
REVENUE		11,746	21,327	21,327	0.0%
NET TAX LEVY		\$2,684	\$4,873	\$4,873	
	Percent Change		81.6%	0.0%	
EQUIVALENT FULL TIME POSITIONS				6 FTE + 2 PT	

THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs. **MIN. CAP.: Pgs.**
SALARIES: Pgs. **MAJ. CAP.: Pgs.**

DESCRIPTION OF PROJECT - Infant/Preschool Wellness
BUSINESS UNIT # - 861.62485 W

The Red Deer Family Services mission is to assist individuals and families to maintain dignity, enhance autonomy and strengthen relationships. Our vision is to provide human services that are accessible, efficient and effective to promote a healthy community for all citizens.

The Infant Preschool Wellness Program is an early intervention and prevention program specifically designed for Red Deer families who have children from birth to 6 years of age. Parents experiencing little support, isolation, frustration, and dissatisfaction with parenting, or difficulty with their child's behaviour are given individual support in their homes. Outreach workers assist parents to identify their concerns, decide what could help, and then assist them to take action. Outreach services help in the early identification of at-risk families. Group facilitators offer parenting programs to licensed daycares in Red Deer, pregnant teens, teen parents, and families identified as being at risk.

CHANGES IN BUDGET -

There are no significant changes to the 2004 budget from 2003.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no changes in the level of service for 2004.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues anticipated.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	34,680	76,040	76,040	0.0%
	SUB-TOTAL	\$34,680	\$76,040	\$76,040	0.0%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$34,680	\$76,040	\$76,040	0.0%
REVENUE		28,230	61,897	61,897	0.0%
NET TAX LEVY		\$6,450	\$14,143	\$14,143	
	Percent Change		119.3%	0.0%	
EQUIVALENT FULL TIME POSITIONS				15 FTE + 80 PT	

THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs. **MIN. CAP.: Pgs.**
SALARIES: Pgs. **MAJ. CAP.: Pgs.**

DESCRIPTION OF PROJECT - Parkland Youth Homes
BUSINESS UNIT # - 861.62486 W

The values of Parkland Youth Homes spring from our sixteen year history in Red Deer and Central Alberta along with our association with Wood's Homes and their eighty year history of caring for children and families. As such, our core values include a commitment to consistency and perseverance of service. Our clientele are particularly troubled and troubling to others and demand extra special attention and patience. It is our firm belief that all young people deserve respect and courtesy regardless of how mysterious and disturbing their behaviour can be. We also commit ourselves to responding to others in need with speed, a listening ear and humanity.

The Walk-in clinic provides single-session therapy to clients (individual, couple, family) who are seeking accessible professional service intervention. The overall aim of this service is to provide clients with an outcome that they can "point to" by the end of their single session. The outcome is not limited to assessment or referral and is designed to assist clients in developing a new view of their problem or a plan to implement new solutions. Single session therapy does not restrict clients from returning to the Walk-in at a later time. Individuals requesting further ongoing scheduled therapy can be referred to other agencies within the community such as Alberta Mental Health, Red Deer Family Services, or graduate students at Parkland Family Centre.

CHANGES IN BUDGET -

There are no significant budget changes in 2004.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Continued operation of a Walk-in Clinic at the expanded level of ten hours/week.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

No significant budget issues anticipated.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	10,000	20,000	20,000	0.0%
	SUB-TOTAL	\$10,000	\$20,000	\$20,000	0.0%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$10,000	\$20,000	\$20,000	0.0%
REVENUE		8,140	16,280	16,280	0.0%
NET TAX LEVY		\$1,860	\$3,720	\$3,720	
	Percent Change		100.0%	0.0%	
EQUIVALENT FULL TIME POSITIONS				25 FT + 20 PT	

THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs.
SALARIES: Pgs.

MIN. CAP.: Pgs.
MAJ. CAP.: Pgs.

DESCRIPTION OF PROJECT - Playschools - Bowden
BUSINESS UNIT # - 861.62489 W

Children in more rural communities need opportunities for social interaction and learning before they begin school. Their parents also benefit from being volunteers with the service and getting to know the parents of their children's friends.

The playschool will operate for 2 hours each day twice a week for four year olds and once per week for three year olds. Our program offers activities and equipment which develop children's gross and fine motor skills. FCSS funding for the Bowden Play and Learn Society helps to stabilize the program due to fluctuating numbers enrolling in the program from year to year.

CHANGES IN BUDGET -

The FCSS Board has recommended an additional \$1800 for Salaries and Wages to increase the weekly hours available for the Playschool Teacher.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

The Bowden Play and Learn Society will be operating under the direction of a new playschool teacher in 2003/2004. There are no changes in the level of service anticipated.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

The Bowden Play and Learn Society is currently working with two other child serving agencies in the community to seek out opportunities for cooperation and collaboration. This effort may result in some restructuring of FCSS funds to the playschool program.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	677	3,200	4,325	35.2%
	SUB-TOTAL	\$677	\$3,200	\$4,325	35.2%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$677	\$3,200	\$4,325	35.2%
REVENUE		677	3,200	4,325	35.2%
NET TAX LEVY		\$0	\$0	\$0	
	Percent Change		#DIV/0!	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS				1 PT	

**THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs.
SALARIES: Pgs.

MIN. CAP.: Pgs.
MAJ. CAP.: Pgs.

DESCRIPTION OF PROJECT - Playschools - Delburne
BUSINESS UNIT # - 861.62490 W

Children in more rural communities need opportunities for social interaction and learning before they begin school. Their parents also benefit from being volunteers with the service.

Program Objectives:

1. Provide opportunity for children to interact socially with peers, adults and members of the community.
2. Help children develop the basic skills necessary for further learning (colors, numbers, shapes, ABC's, social skills, etc)
3. Increase interaction with families in the community in order to strengthen family and community life.
4. Give parents an opportunity to work with/on a volunteer board and gain new skills.
5. Make available information for parents on parenting; on assessments for special needs children.

Our Playschool operates with 1 teacher 2.5 hours per day/225 hours per year. Parents provide snacks and volunteer to work in the classroom. We allocate 1 hour per day for teacher preparation time.

CHANGES IN BUDGET -

The Playschool has shown an increase in fundraising, however, they have also shown offsetting expenses. This method of accounting is to indicated that the Board is interested in fundraising for a specific purpose as opposed to fundraising for operational costs. In addition, the application also shows anticipated lost revenue as an expense for uncollectable parent fees.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no changes in in the level of service anticipated.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

The Board has not indicated any issues of significance over the next two years.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	1,855	2,620	2,620	0.0%
	SUB-TOTAL	\$1,855	\$2,620	\$2,620	0.0%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$1,855	\$2,620	\$2,620	0.0%
REVENUE		1,855	2,620	2,620	0.0%
NET TAX LEVY		\$0	\$0	\$0	
	Percent Change		#DIV/0!	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS				1 PT	

**THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs. **MIN. CAP.: Pgs.**
SALARIES: Pgs. **MAJ. CAP.: Pgs.**

DESCRIPTION OF PROJECT - Playschools - Elnora
BUSINESS UNIT # - 861.62491 W

The Elnora Playschool wishes to provide a safe and learning atmosphere for the children who attend our school. Learn to do by doing!

Playtime: The children learn to share and work together during this time. *Clean up:* every one learns that we all work together to get the job done *Craft time:* learn to cut, color, draw, etc. *Snack time:* we learn about the different food groups and try new foods. *Outside time:* Play different activities, work on hand and eye coordination.

CHANGES IN BUDGET -

The Elnora Playschool has hit a rough spot and have only 3 registrations for the 2003/2004 season. There is no application from the organization and therefore administration has prepared the following summary and detail sheet to hold their funding and enable them to advertise for registrations.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There may be significant changes to the level of service for this program.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues anticipated.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	1,686	1,890	1,890	0.0%
	SUB-TOTAL	\$1,686	\$1,890	\$1,890	0.0%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$1,686	\$1,890	\$1,890	0.0%
REVENUE		1,686	1,890	1,890	0.0%
NET TAX LEVY		\$0	\$0	\$0	
	Percent Change		#DIV/0!	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS				1 PT	

THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs.
SALARIES: Pgs.

MIN. CAP.: Pgs.
MAJ. CAP.: Pgs.

DESCRIPTION OF PROJECT - RDCCS - School Age Child Care
BUSINESS UNIT # - 861.62492 W

The Red Deer Child Care Society is a community based non-profit agency which has been in operation for over 30 years. They provide professional child care options that support families and meet the maturation needs of individual children. They believe that children must have opportunity to develop skills in order to become positive, productive individuals. The development of the children immediately affects families and ultimately, impacts society at large

The Red Deer Child Care Society School Age program provides care for children before school to allow their parents to go to work or school before school starts and after school until their parents return from work or school. They provide a valuable service in that the care is fun for children in a safe, supervised environment and their parents can be confident that care is consistently available during their work days. RDCCS believes that all children regardless of race, gender, family background or ability levels deserve equal opportunity to receive quality, nurturing before and after school care. They believe that all families, regardless of family structure or income level should have the choice of whether to work, go to school, or make other life choices without having to worry about care for their children.

The purpose is to provide before and after school care for children aged 6 - 12 in a safe environment in order to accommodate working parents whose hours do not coincide with elementary school hours. FCSS funding helps to subsidize low income families.

CHANGES IN BUDGET -

Significant changes have occurred in the understanding of the organization's financial position and preparation of their 2004 budget for School Age Child Care. The FCSS Board has recommended additional funding for Salaries and Wages in the amount of \$9426 for three management positions.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no significant changes in the level of service.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

The School Age Program may consistently be challenged by budget issues as they strive to provide a top quality program while keeping the costs to parents reasonable. The budget issues are typically addressed by cutting back on field trips and other program expenses.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	173,590	176,310	178,512	1.2%
	SUB-TOTAL	\$173,590	\$176,310	\$178,512	1.2%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$173,590	\$176,310	\$178,512	1.2%
REVENUE		139,566	141,753	143,524	1.2%
NET TAX LEVY		\$34,024	\$34,557	\$34,988	
	Percent Change		1.6%	1.2%	
EQUIVALENT FULL TIME POSITIONS				13 FT + 54 PT	

**THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs.
SALARIES: Pgs.

MIN. CAP.: Pgs.
MAJ. CAP.: Pgs.

DESCRIPTION OF PROJECT - YVC - 49th Street Youth Shelter
BUSINESS UNIT # - 861.62493 W

The Youth and Volunteer Centre of Red Deer is a volunteer-based organization that exists primarily for the children and youth of Red Deer with a special concern for those facing social and economic challenges. In conjunction with families and other support systems, the organization offers children and youth opportunities and an environment in which to acquire the skills, knowledge and values to become fulfilled individuals.

Our Purpose:

- To provide a short term safe and easily accessible environment for youth between the ages of 12-17 years who are experiencing crisis and have no alternative safe/appropriate place at which to reside
- To assist families in reunification, where possible, by utilizing a part time Family Support Worker to work with the youth and family in their home
- To assist youth (16 & 17 years) to live independently in the community when returning home is not an option, by teaching basic life skills and offering follow up through a part time Supported Independent Living (SIL) Worker and Volunteers
- To provide a placement for youth with Child Welfare Status to "stabilize" prior to following through with more permanent plans for residency

CHANGES IN BUDGET -

The FCSS Board has recommended additional funding for Salaries and Wages in the amount of \$6727 for shelter management and 1/4 of the Volunteer Coordinator.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no significant changes in the level of service for 2004.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

YVC has a number of three year funding agreements that will expire in 2004 and 2005. The agency is working diligently to seek out replacement funding for these sources and will keep their funders informed as to their progress.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	14,896	20,074	21,627	7.7%
	SUB-TOTAL	\$14,896	\$20,074	\$21,627	7.7%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$14,896	\$20,074	\$21,627	7.7%
REVENUE		12,126	16,341	17,604	7.7%
NET TAX LEVY		\$2,770	\$3,734	\$4,023	
	Percent Change		34.8%	7.7%	
EQUIVALENT FULL TIME POSITIONS				18 FTE +2 PT	

THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs.
SALARIES: Pgs.

MIN. CAP.: Pgs.
MAJ. CAP.: Pgs.

DESCRIPTION OF PROJECT - YVC - Big Brothers and Big Sisters
BUSINESS UNIT # - 861.62494 W

Big Brothers and Big Sisters of Red Deer and District (BBBS) operates in partnership with the Youth and Volunteer Centre of Red Deer whose mission is "a volunteer based organization that exists primarily for the children and youth of Red Deer with a special concern for those facing social and economic challenges. In conjunction with families and other support systems, the organization offers children and youth opportunities and an environment in which to acquire the skills, knowledge and values to become fulfilled individuals."

Men and women (age 18 or older) give their time to become a mentor to a youngster who can greatly benefit from having an adult role model to look up to. FCSS funding is used to fund salary and administration to employ one BBBS Program Manager, one full-time and one half-time Traditional Match Case workers. In addition, the agency has applied to the City of Red Deer's Strategy Fund for Children and Families to engage in a one-year project that would restructure their InSchool Mentoring program.

CHANGES IN BUDGET -

Not reflected in the attached budget is a request to the City of Red Deer's Strategy Fund for Children and Families for \$25,500 to employ a half-time InSchool Mentoring Coordinator to restructure that program. A significant increase appears in the 2004 budget to cover additional insurance costs faced by the agency. The FCSS Board is recommending an additional \$4024 for insurance costs and has also recommended \$1136 for Salaries and Wages to fund 1/4 of the Volunteer Coordinator increase.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no significant changes in the level of service planned for the traditional matching program in 2004. Changes may occur in the InSchool Mentoring aspect of the program.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

YVC has a number of three year funding agreements that will expire in 2004 and 2005. The agency is working diligently to seek out replacement funding for these sources and will keep their funders informed as to their progress.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	20,262	61,874	66,160	6.9%
	SUB-TOTAL	\$20,262	\$61,874	\$66,160	6.9%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$20,262	\$61,874	\$66,160	6.9%
REVENUE		16,494	50,365	53,854	6.9%
NET TAX LEVY		\$3,768	\$11,508	\$12,306	
	Percent Change		205.4%	6.9%	
EQUIVALENT FULL TIME POSITIONS		BBBS Program only 3 FT + 2 PT			

THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs.
SALARIES: Pgs.

MIN. CAP.: Pgs.
MAJ. CAP.: Pgs.

DESCRIPTION OF PROJECT - YVC - Boys and Girls Club
BUSINESS UNIT # - 861.62495 W

The club shares a similar mission statement with Boys and Girls Clubs of Canada, which is "with the support of volunteers and community, offer children and youth opportunities to develop skills, knowledge, experiences and values they seek to become fulfilled individuals". It seeks to facilitate this by increasing access to programs and services by removing or limiting financial, cultural and social barriers. The primary purpose of the Boys and Girls Club of Red Deer is to provide support and services to children and families, with a special consideration for those clients with social and economic barriers.

Programs and Services:

Zap (7 to 9 years) Zap meetings consist of arts and crafts and recreational activities such as tobogganing, skating, etc. Focus: socialization and interaction skills.

Torch (10 to 12 years) Similar activities to Zap but more challenging. The group has its own executive committee; they plan their own activities and do their own fundraising. Focus: introduction of leadership and community service.

Keystone (13 to 17 years) The Keystone Club takes leadership skills and community service another step. The Club has an executive committee and several other committees that co-ordinate the activities of the club. The Club offers a variety of activities including rock climbing, downhill skiing, backpacking, canoeing, etc. Focus: goal setting and further develop their sense of self.

North Hill Club This satellite program operates as a drop-in out of the Normandeau Community shelter. Children ages 6 – 12 years are welcome to drop in weekdays from 3:30 – 6:00 p.m. to play games, do crafts and other special events. Evening programs for the older youth are also offered as well as family events.

CHANGES IN BUDGET -

A major funder of the Boys and Girls Club program will conclude their funding in June, 2004. In addition to the withdrawal of funding, the 2004 portion from the funder is reduced by \$6,000. YVC will strive to identify a new funding source to replace this funding loss. The FCSS Board has recommended \$1136 in Salaries and Wages to represent 1/4 of the increase to the Volunteer Coordinator position.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Significant changes to the level of service may occur after June, 2004 if YVC is unable to identify an alternative funding source. The agency will strive to identify a new funding source and maintain the current programming levels.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

The agency receives funding from a number of term certain funding sources. The agency will continue to be challenged with issues of stable program funding - their reputation for high quality programming and efficient operations will certainly be a benefit to the organization as they seek out these alternative funding sources.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	83,545	96,919	97,181	0.3%
	SUB-TOTAL	\$83,545	\$96,919	\$97,181	0.3%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$83,545	\$96,919	\$97,181	0.3%
REVENUE		68,006	78,892	79,105	0.3%
NET TAX LEVY		\$15,539	\$18,027	\$18,076	
	Percent Change		16.0%	0.3%	
EQUIVALENT FULL TIME POSITIONS				18 FTE + 4 PT	

**THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs.
SALARIES: Pgs.

MIN. CAP.: Pgs.
MAJ. CAP.: Pgs.

DESCRIPTION OF PROJECT - YVC - Teen Networks
BUSINESS UNIT # - 861.62496 W

We believe that a child's smile is created by trust, leadership and opportunity. It is our hope for the future. Our vision: opportunities and support for children and their families. We value: unconditional trust, respect, acceptance and belonging; empowering individuals; the worth and dignity of every individual; equality; individual differences; non-judgmental environment; fostering positive character through volunteerism; learning by doing with a purpose; working as a team.

"Helping people to help themselves." The program seeks to maximize personal strengths and minimize weaknesses. It utilizes a competency approach based on the self-help model (i.e. each person is considered to have value including a set of life skills and strengths that allow them to effectively navigate within the world). The program works from the inside out, working on personal growth that can then be applied to their relationships and experiences, participants will be encouraged to look within to enhance their personal potentials rather than seeking to change someone else. Beliefs: people learn by doing, reflecting and adjusting their own behaviour. Sense of belonging and development of trust will be enhanced by group activities. Peer mentors are used as a means of educating and supporting participants. Individual differences will be recognized and respected. Interaction between teens and parents will occur in fun, safe environments.

CHANGES IN BUDGET -

The FCSS Finance Committee recommends additional funding for insurance/building costs in the amount of \$2217 and the 2004 budget reflects an additional \$1136 in Salaries and Wages representing 1/4 of the increase for the Volunteer Coordinator position. Cost sharing for Teen Networks is calculated as follows:
County of Red Deer - 66% of municipal match
City of Red Deer - 34% of municipal match

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no significant changes in the level of service for 2004. The program will continue to be offered in each of the participating municipalities on a rotating basis.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues anticipated.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	41,802	42,674	45,153	5.8%
	SUB-TOTAL	\$41,802	\$42,674	\$45,153	5.8%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$41,802	\$42,674	\$45,153	5.8%
REVENUE		38,960	39,772	42,082	5.8%
NET TAX LEVY		\$2,842	\$2,902	\$3,070	
	Percent Change		2.1%	5.8%	
EQUIVALENT FULL TIME POSITIONS				18 FTE + 2 PT	

THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS**DEPARTMENT: SOCIAL PLANNING****DIVISION: COMMUNITY SERVICES****SALARIES: Pgs.****MIN. CAP.: Pgs.****MAJ. CAP.: Pgs.****DESCRIPTION OF PROJECT - Elnora Youth Projects****BUSINESS UNIT # - 861.63106 W****BUSINESS UNIT # - 861.63106**

In Elnora, the needs of youth in the community surfaced as a need in the community. Elnora youth have difficulty participating in youth activities in other larger centres and therefore formed a group known as Teens 2000.

The purpose of the Teens 2000 program will be to coordinate the gathering of resources for fundraising techniques, to increase the number of youth in the area participating in the program, to present ideas for activities (to be decided on by the youth) encompassing social and leadership skills, asset building, and volunteering practices.

CHANGES IN BUDGET -

In 2003, the Village of Elnora requested an amount higher than recommended by the FCSS Finance Committee. Due to some difficulties associated with the municipal matching contribution, the Finance Committee recommended an amount of \$1,000 to help support the social and leadership initiatives of the Teens 2000 group as opposed to funding a paid coordinator position. The Village has once again requested funding for the coordinator position and been declined by the FCSS Board.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There is no change in the level of service for 2004.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

This project will be monitored by the FCSS Board over the next few years to determine increased need, program effectiveness, etc. There may be increased needs over the next two years.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other		1,000	1,000	0.0%
	SUB-TOTAL	\$0	\$1,000	\$1,000	0.0%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$0	\$1,000	\$1,000	0.0%
REVENUE			1,000	1,000	0.0%
NET TAX LEVY		\$0	\$0	\$0	
	Percent Change		#DIV/0!	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS				0.0	#DIV/0!

**THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: FCSS

DEPARTMENT: SOCIAL PLANNING

DIVISION: COMMUNITY SERVICES

SALARIES: Pgs.

MIN. CAP.: Pgs.

MAJ. CAP.: Pgs.

DESCRIPTION OF PROJECT - Strategy Fund for Children and Families
BUSINESS UNIT # - 862.54132 W

The City of Red Deer completed its commitment to a supplementary preschool daycare subsidy program as of December 31, 2003. The Strategy Fund for Children and Families was established in 2002 to conduct research and assist with special projects that would be of particular benefit to children and families.

Modeled after the extremely successful Housing Solutions Fund, the Strategy Fund for Children and Families has endeavored to address emerging social issues impacting children and families in Red Deer. The Strategy Fund has been allocated by the Social Planning Department to assist with the following major projects since the funds inception:

- **General Child Care Study** - examined the status of licensed and unlicensed child care in the city of Red Deer to help determine future trends and identify community needs in the area of child care.
- **Red Deer Child Care Feasibility Study** - used the information from the General Child Care Study and analysed the future facility needs and business practices for the Society in light of their term certain future for Red Deer Day Care.
- **Support to Federal Daycare Accreditation Process** - working in cooperation with Central Alberta Child and Family Services Authority - Region 4 and community child care providers, the Social Planning Department will support a process to aid local agencies to prepare for and ultimately achieve accreditation standards.
- **Child Friendly Downtown** - in cooperation with the Recreation, Parks and Culture Department, the Strategy Fund will enable The City to achieve another objective identified in the Greater Downtown Action Plan.

CHANGES IN BUDGET -

Funding for this program is a result of reductions in day care subsidy and in accordance with direction provided by City Council in 1999. The actual budget amount is determined by Social Planning in anticipation of the research and community projects anticipated in the coming year.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no changes in the level of service anticipated.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues anticipated.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	11,000	25,188	25,000	-0.7%
	SUB-TOTAL	\$11,000	\$25,188	\$25,000	-0.7%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$11,000	\$25,188	\$25,000	-0.7%
REVENUE		8,800	0	0	#DIV/0!
NET TAX LEVY		\$2,200	\$25,188	\$25,000	
	Percent Change		1044.9%	-0.7%	
EQUIVALENT FULL TIME POSITIONS		Funding is administered by SP Department			

THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs. **MIN. CAP.: Pgs.**
SALARIES: Pgs. **MAJ. CAP.: Pgs.**

DESCRIPTION OF PROJECT - Agency Capacity Building
BUSINESS UNIT # - 862.54133 W

In 2001, the FCSS Board approved a program known as Agency Capacity Building to help community organizations deal with issues facing the operation of their programs and services. Funding sources typically available to community organizations would be specific to client directed needs and fail to address issues of sustainability and organizational health. By providing short-term grants specific to addressing the capacity needs of organizations, the Agency Capacity Building fund enables the Social Planning staff to quickly respond to emerging needs or address issues before they present larger problems for the agencies.

Some of the successful Agency Capacity Building projects in 2003 include:

- Support to the Red Deer and District Community Foundation to host a receipting workshop and educate community organizations on the proper use of their charitable status
- A group of Executive Directors from community organizations (originally brought together at a retreat funded through Agency Capacity Building) continue their education by hosting a series of workshops (legal and financial - 2003)
- Community Information and Referral Society hosts web information for over 55 community organizations. The Agency Capacity Building program allowed CIRS to purchase a new server to ensure efficient and reliable service
- The Schizophrenia Society has hired a consultant to lead the organization through a process of charting a new sustainable direction to best serve the needs of the community and those clients and families living with the effects of Schizophrenia

CHANGES IN BUDGET -

The FCSS Finance Committee recommended a budget figure that included resources to fund two programs identified as a priority. Prior to presentation of the 2004 budget to the FCSS Board, one of those programs was able to realize an application. For this reason, the Agency Capacity Building budget has been reduced by \$15,000 and reallocated to the Bowden FWW program. The other program has \$15,000 reserved pending the results of a current evaluation.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Each year the Agency Capacity Building fund will address the important capacity issues as they emerge.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

It is anticipated that \$15,000 will be removed from the 2004 budget in 2005 and used for ongoing support to an FCSS funded agency.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	40,943	45,286	39,833	-12.0%
	SUB-TOTAL	\$40,943	\$45,286	\$39,833	-12.0%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$40,943	\$45,286	\$39,833	-12.0%
REVENUE		33,328	36,863	24,366	-33.9%
NET TAX LEVY		\$7,615	\$8,423	\$15,467	
	Percent Change		10.6%	83.6%	
EQUIVALENT FULL TIME POSITIONS		Administered by Social Planning staff			

THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs. **MIN. CAP.: Pgs.**
SALARIES: Pgs. **MAJ. CAP.: Pgs.**

DESCRIPTION OF PROJECT - Performance Measurement
BUSINESS UNIT # - 862.54134 W

Over the next three years, the "Making A Difference" Outcome Evaluation model will be implemented across Alberta by FCSS programs that chose to participate. This implementation follows two years of planning, development and piloting the outcome evaluation model developed by a provincial team of FCSS representatives.

The Red Deer and District FCSS program is looking to take a progressive approach to the implementation of this program by:

1. Completing the technical components of the online application and reporting system with Canadian Outcomes Institute
2. Ensuring that all FCSS and Housing/Homelessness funded contracts have been appropriately trained to use the new online systems and receive adequate support to develop program logic models for their funded projects.
3. Fully implementing the Contract Management System developed by the City of Red Deer Information Technology Department to assist the Social Planning Department in the management of agency contracts.
4. Building capacity within the non-profit sector to support full implementation and integration of performance measurement systems in their ongoing operations.

CHANGES IN BUDGET -

The Performance Measurement budget is in place to support orientation, training and development of a community performance measurement process. Funding is in place to contract trainers and consultants to work in cooperation with the Social Planning Department on this process.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

The Performance Measurement process will be an evolving project over a period of approximately three years (2002 - 2005)

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

The Performance Measurement program will appear as a project until full implementation projected for 2005.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	0	10,000	10,000	0.0%
	SUB-TOTAL	\$0	\$10,000	\$10,000	0.0%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$0	\$10,000	\$10,000	0.0%
REVENUE		0	8,140	8,140	0.0%
NET TAX LEVY		\$0	\$1,860	\$1,860	
	Percent Change		#DIV/0!	0.0%	
EQUIVALENT FULL TIME POSITIONS		Project coordinated by Social Planning staff.			

**THE CITY OF RED DEER 2003, 2004 AND 2005 BUDGETS
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs.
SALARIES: Pgs.

MIN. CAP.: Pgs.
MAJ. CAP.: Pgs.

DESCRIPTION OF PROJECT - Aboriginal Community Council
BUSINESS UNIT # - 862.62497 W

The Red Deer Aboriginal Community Council Society will be a vehicle through which all Aboriginal people can develop and access services that will successfully meet their needs. With expertise and compassion, we will guide individuals by assisting in finding solutions. We will be a strong, vibrant voice for the Aboriginal Community and create strength and trust within the community of Red Deer.

The purpose of the Aboriginal Community Council/Neighbourhood Place is to be a single point of access and to ensure that the support and guidance is given so that all members of the Aboriginal Community can make the appropriate connection(s) to the resources they require to assist them to successfully fill their needs.

To provide an open forum to ensure that the voices of all aboriginal community members are heard. Through these forums we will gain considerable insight from the community as to the planning, evaluation and provision of services to the aboriginal community, by understanding what is and what is not working and making the appropriate changes that are required.

CHANGES IN BUDGET -

The FCSS Board has recommended an increase in Salaries and Wages in the amount of \$4659

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no changes in the level of service anticipated.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues anticipated.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	16,890	37,364	38,439	2.9%
	SUB-TOTAL	\$16,890	\$37,364	\$38,439	2.9%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$16,890	\$37,364	\$38,439	2.9%
REVENUE		13,748	30,414	31,290	2.9%
NET TAX LEVY		\$3,142	\$6,950	\$7,150	
	Percent Change		121.2%	2.9%	
EQUIVALENT FULL TIME POSITIONS				2 FTE	

THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs.
SALARIES: Pgs.

MIN. CAP.: Pgs.
MAJ. CAP.: Pgs.

DESCRIPTION OF PROJECT - CIRS - Community Information & Referral
BUSINESS UNIT # - 862.62498 W

The Community Information and Referral Society strives...

1. To provide the public with information about programs and services of community based organizations and some government programs if demand is warranted, within the parameters of the act and regulations governing the Family and Community Support Services Program.
2. To provide a single point of entry for members of the public who want to volunteer and conversely, support voluntary organizations in the recruitment of volunteers and provide information about current volunteer management models.
3. To provide information to landlords and tenants about issues that revolve around the Residential Tenancies Act.
4. To support, through the provision of information and administrative assistance, the development of new social supports to the community.
5. To enhance the community's ability to access information through the advancement of Electronic and Hard-copy aides. To support with Technical, educational and consultative support the IT needs of the non-profit sector.
6. To provide support through volunteer coordination during emergency situations when called upon by the City of Red Deer or surrounding district.
7. To provide advocacy and support to children and families.
8. To provide support to agencies, associations and individuals so that they can have the opportunity to explore their ideas and issues. We will facilitate a process whereby opportunities for community development will exist and that collaboration and cooperation are valued.

CHANGES IN BUDGET -

There are no significant changes in this budget for 2004 from 2003.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no changes anticipated in the level of service for 2004.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues anticipated.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE					
	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	105,627	120,270	120,270	0.0%
	SUB-TOTAL	\$105,627	\$120,270	\$120,270	0.0%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$105,627	\$120,270	\$120,270	0.0%
REVENUE		85,981	97,900	97,900	0.0%
NET TAX LEVY		\$19,646	\$22,370	\$22,370	
Percent Change			13.9%	0.0%	
EQUIVALENT FULL TIME POSITIONS				8 FTE + 4 PT	

THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs. **MIN. CAP.: Pgs.**
SALARIES: Pgs. **MAJ. CAP.: Pgs.**

DESCRIPTION OF PROJECT - District Community Worker - Bowden
BUSINESS UNIT #862.62499 W

FCSS must: - promote volunteerism - be preventative - provide citizens with information about its operation - provide services on the basis of clearly identified needs and effective planning - encourage cooperation and coordination with other agencies

The Bowden FCSS program will continue in the coming year to operate on 15 hours per week. At present, there will only be one worker in the office although the program is striving to employ a volunteer to one day per week to enable the Community Worker to be out meeting with community members. The Bowden FCSS program will continue to operate from the Neighbourhood Place office.

CHANGES IN BUDGET -

The FCSS Board has recommended a minor increase in the amount of \$927 to better support development of new programs and services in the community.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no significant changes in the level of service proposed for 2004.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues anticipated.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	8,708	10,515	11,442	8.8%
	SUB-TOTAL	\$8,708	\$10,515	\$11,442	8.8%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$8,708	\$10,515	\$11,442	8.8%
REVENUE		8,708	10,515	11,442	8.8%
NET TAX LEVY		\$0	\$0	\$0	
	Percent Change		#DIV/0!	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS				1 PT - 15 hrs/week	

**THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs.
SALARIES: Pgs.

MIN. CAP.: Pgs.
MAJ. CAP.: Pgs.

DESCRIPTION OF PROJECT - District Community Worker - Delburne
BUSINESS UNIT # - 862.62502 W

The Delburne Community Worker is actively involved in the requests of services for the residents of Delburne by providing services to families and individuals, and by being resourceful and providing information when requested. This program is needed to enhance the quality of life for many members and families in our community.

CHANGES IN BUDGET -

The FCSS Board has recommended a small increase in the amount of \$832 in Salaries and Wages for the District Community worker.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no anticipated changes in the level of service for 2004.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues anticipated.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	10,139	13,211	13,518	2.3%
	SUB-TOTAL	\$10,139	\$13,211	\$13,518	2.3%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$10,139	\$13,211	\$13,518	2.3%
REVENUE		10,139	13,211	13,518	2.3%
NET TAX LEVY		\$0	\$0	\$0	
	Percent Change		#DIV/0!	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS				1 PT - 16 hrs/week	

THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs.
SALARIES: Pgs.

MIN. CAP.: Pgs.
MAJ. CAP.: Pgs.

DESCRIPTION OF PROJECT - District Community Worker - Elnora
BUSINESS UNIT # - 862.62504 W

Elnora FCSS is a community based program that provides support, information and referral to individuals, families and community. FCSS works closely with other community organizations and services to identify community needs and facilitates partnerships to respond to these needs. FCSS maintains local and regional links to services to ensure that community needs are met at all levels and residents are kept informed of new opportunities.

Feedback from families as well as community members and service providers will assist in evaluating the success of the program. Elnora FCSS reports quarterly to a community advisory board and meets with other Red Deer & District FCSS Community Workers every 6 weeks. The Community Worker is legally accountable to the municipality of Elnora and reports to the Council quarterly. An Annual Project Report that highlights FCSS activities and reports statistics on users of services and volunteers is submitted to Red Deer Social Planning Department

CHANGES IN BUDGET -

There are no changes to the 2004 budget from 2003.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no significant changes in level of service.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues anticipated.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	8,212	8,069	8,069	0.0%
	SUB-TOTAL	\$8,212	\$8,069	\$8,069	0.0%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$8,212	\$8,069	\$8,069	0.0%
REVENUE		8,212	8,069	8,069	0.0%
NET TAX LEVY		\$0	\$0	\$0	
	Percent Change		#DIV/0!	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS				1PT - 10 hrs/week	

THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs.
SALARIES: Pgs.

MIN. CAP.: Pgs.
MAJ. CAP.: Pgs.

DESCRIPTION OF PROJECT - District Community Worker - Penhold
BUSINESS UNIT # - 862.62505 W

Our central philosophy is to assist local people to foster prevention, encourage self-help, and volunteerism in our community. The strength of FCSS is community development.

Some of our ongoing services to the community include:

- | | |
|---|--|
| - Information and referral | - Co-op Kitchens |
| - Advertising to various community events | - Block Parents |
| - Baby literacy kits | - Babysitting courses and community registry |
| - Child identification | - Christmas and emergency hampers |
| - Mother Goose | - Welcome packages and directories |
| - Volunteer appreciation | - DARE |
| - Senior wellness fair and flu shots | - Tools For Schools |
| - Christmas shoeboxes | |

CHANGES IN BUDGET -

The FCSS Board has recommended additional funding in the amount of \$603 for Salaries and Wages, however, they did not support the community's request for an additional 5 hours/week for the District Community worker.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no changes in service levels for 2004.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues anticipated.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	14,412	17,269	17,408	0.8%
	SUB-TOTAL	\$14,412	\$17,269	\$17,408	0.8%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$14,412	\$17,269	\$17,408	0.8%
REVENUE		14,412	17,269	17,408	0.8%
NET TAX LEVY		\$0	\$0	\$0	
	Percent Change		#DIV/0!	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS				1 PT - 20 hrs/week	

**THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs.
SALARIES: Pgs.

MIN. CAP.: Pgs.
MAJ. CAP.: Pgs.

DESCRIPTION OF PROJECT - District Community Worker - West County
BUSINESS UNIT # - 862.62506 W

Red Deer County Community Services provides community resource information and enables, coordinates and supports recreation, culture and community services both financially and administratively. We support the preventative programming of FCSS as a way to enhance the lives of our community members, and ensure their ongoing health. We encourage our citizens to strengthen coping skills and be more resisitant to crisis, be more aware of their social needs, develop interpersonal skills, assume responsibility for decisions and actions which affect them, and to be active participants in their community.

The West Red Deer County FCSS program will:

1. Maintain regular, visible office hours in the community to be available to discuss community needs, provide referrals, and facilitate the development of preventative social programs.
2. Provide information and referral on community services via annual update of community directory, regular column in the County News, school newsletters, posters, community bulletin board, etc.
3. Promote social development of children, youth and families through programs like "Mothers and Others Time Out", Mother Goose, Summer Youth.
4. Connect with seniors and semi-retired to meet their social needs.
5. Recruit, match and appreciate volunteers and donations in the community. These goals will assist the target population by creating a stronger, healthier community to live in.

CHANGES IN BUDGET -

The FCSS Board has recommended an increase of \$2450 to support development of new programs and services in the West County region.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no changes in the level of service anticipated.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues anticipated.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	6,444	7,883	10,333	31.1%
	SUB-TOTAL	\$6,444	\$7,883	\$10,333	31.1%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$6,444	\$7,883	\$10,333	31.1%
REVENUE		6,444	7,883	10,333	31.1%
NET TAX LEVY		\$0	\$0	\$0	
	Percent Change		#DIV/0!	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS				1 PT - 10 hrs/week	

**THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs.
SALARIES: Pgs.

MIN. CAP.: Pgs.
MAJ. CAP.: Pgs.

DESCRIPTION OF PROJECT - Arts A La Carte
BUSINESS UNIT # - 862.72441 W

Arts a la Carte will focus on building the capacity of social service and arts organizations to use the arts where appropriate to serve clients who may respond best to this approach. The arts contribute to wellness by helping individuals to develop self-esteem and coping skills; clarify goals and dreams; enhance self-expression and active living; and deal effectively with stress. For many Red Deer citizens, there are significant barriers to the arts, including transportation, cost, priorities, attitudes, information, and child care needs.

Objectives:

1. *Build the capacity of social services organizations to use arts-oriented programming and services to meet their mandates with their clients.*
2. *Offer staff development and information sessions to help staff and volunteers to develop their skills in facilitating and/or organizing arts-oriented programming and services.*
3. *Assist arts organizations to identify how they can make their programs and services as accessible as possible to all members of the community, including exploration of new outreach possibilities.*
4. *Facilitate appropriate partnerships between arts and social services organizations.*
5. *Work with the aboriginal community to design and pilot a staff development workshop and/or design other initiatives for organizations. This program will use the arts (movies, music, art, and/or literature) to enhance awareness of aboriginal issues.*

CHANGES IN BUDGET -

This is a new funded project for 2004.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

This is a new service for 2004.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

The Social Planning Department anticipates that this program will be funded for 2004 only.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	0	0	10,000	#DIV/0!
	SUB-TOTAL	\$0	\$0	\$10,000	#DIV/0!
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$0	\$0	\$10,000	#DIV/0!
REVENUE		0	0	0	#DIV/0!
NET TAX LEVY		\$0	\$0	\$10,000	
	Percent Change		#DIV/0!	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS		Administered by Social Planning staff			

THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs.
SALARIES: Pgs.

MIN. CAP.: Pgs.
MAJ. CAP.: Pgs.

DESCRIPTION OF PROJECT - RDFS - Home Support Program
BUSINESS UNIT # - 863.2045 W

The Red Deer Family Services mission is to assist individuals and families to maintain dignity, enhance autonomy and strengthen relationships. Our vision is to provide human services that are accessible, efficient and effective to promote a healthy community for all citizens.

The Home Support Program assists people to maintain their own safety, dignity, good health, and quality of life by providing home support services to those who need assistance in the home.

The program assists individuals and families facing disability, illness, or recovery with the goal of helping them remain in their homes and to maintain a reasonable quality of life.

Red Deer Family Services continues to be the only non-profit agency in our district that offers Home Support Service at accessible fees starting at \$6.60 hour. As our "baby boomer" population ages and as health care continues the trend of more community-based care, our client load increases. The dramatic increase of requests for services over the past three years also demonstrates need.

CHANGES IN BUDGET -

There are no significant changes to the 2004 budget from 2003.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

The level of service shall be maintained from the new level established in 2002.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

No significant budget issues anticipated.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	100,300	105,300	105,300	0.0%
	SUB-TOTAL	\$100,300	\$105,300	\$105,300	0.0%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$100,300	\$105,300	\$105,300	0.0%
REVENUE		81,644	85,714	85,714	0.0%
NET TAX LEVY		\$18,656	\$19,586	\$19,586	
	Percent Change		5.0%	0.0%	
EQUIVALENT FULL TIME POSITIONS				15 FT + 80 PT	

THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs.
SALARIES: Pgs.

MIN. CAP.: Pgs.
MAJ. CAP.: Pgs.

DESCRIPTION OF PROJECT - Golden Circle
BUSINESS UNIT # - 863.62507 W

The mission of the Golden Circle Resource Centre is to ensure accessibility through a visible centre for the older adult to enhance their quality of life. The broad mandate is to enable the older adult to remain in their own home of choice and be involved in the community for as long as possible

We believe in the "uniqueness" of the older adult. The growing and ever changing older adult population will be accommodated with respect and dignity; seniors will have their independence to make their own choices. Our vision is to provide resources which enrich the lifestyles of older adults and their families. We strive to assist seniors and their families to meet their unmet needs (physical, social and psychological). Seniors will have independence to make their own choices. We believe in a single access point for seniors and their families to access services and programs. We see a comprehensive approach for seniors with the inclusion of agencies working together to provide programs and services. The Golden Circle will provide an accessible centre that is friendly and supportive to seniors and their families

CHANGES IN BUDGET -

The FCSS Board has recommended additional funding for Salaries and Wages in the amount of \$6669 and support for rising utility costs in the amount of \$3950.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no changes in the level of service anticipated.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

The Golden Circle is investigating the feasibility of a major expansion and/or renovation to their facility. The financial implications of this expansion will be addressed in a study being conducted on the Rotary Recreation Park which will be presented to City of Red Deer Council in late 2003.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services	15,487	29,100	20,200	-30.6%
	Materials, Supplies & Utilities				#DIV/0!
	Other	174,024	181,730	187,219	3.0%
	SUB-TOTAL	\$189,511	\$210,830	\$207,419	-1.6%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$189,511	\$210,830	\$207,419	-1.6%
REVENUE		140,027	147,928	152,396	3.0%
NET TAX LEVY		\$49,484	\$62,902	\$55,023	
	Percent Change		27.1%	-12.5%	
EQUIVALENT FULL TIME POSITIONS				7 FT + 1 PT	

THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs. **MIN. CAP.: Pgs.**
SALARIES: Pgs. **MAJ. CAP.: Pgs.**

DESCRIPTION OF PROJECT - Meals on Wheels - Delburne
BUSINESS UNIT # - 863.62508 W

The Delburne Meals on Wheels program delivers nutritious meals to people who may not be able to prepare their own, thereby enabling them to remain in their own home and to maintain a certain amount of independence. Volunteers are also able to make personal contact with clients and may make note of any obvious problems clients might be experiencing, providing referrals to other agencies if necessary.

The program provides 3 meals per week to persons who may not be able to prepare their own meals. Volunteers provide personal contact with clients, ensuring that clients are not experiencing any obvious problems.

CHANGES IN BUDGET -

The Village of Delburne has requested less funding from FCSS in 2004 based on useage patterns over the past number of years. The program has also been modified in that a local business has been contracted to provide the meals.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no changes in level of service anticipated.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues anticipated.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	5,310	5,620	4,061	-27.7%
	SUB-TOTAL	\$5,310	\$5,620	\$4,061	-27.7%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$5,310	\$5,620	\$4,061	-27.7%
REVENUE		5,310	5,620	4,061	-27.7%
NET TAX LEVY		\$0	\$0	\$0	
	Percent Change		#DIV/0!	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS				2 PT	

**THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs. **MIN. CAP.: Pgs.**
SALARIES: Pgs. **MAJ. CAP.: Pgs.**

DESCRIPTION OF PROJECT - Meals on Wheels - Elnora
BUSINESS UNIT # - 863.62509 W

The Meals on Wheels program enables those living in their own homes some assistance by providing nutritious hot meals at times when they are unable to prepare such meals on their own. Meals on Wheels can prevent those experiencing disability and/or illness from being institutionalized.

The local hospital and long term stay beds closed in 1995. Although the program is very small, the rural nature of Elnora makes it important to be able to offer the service. Health Care Professionals and community members refer to the service.

Meals are prepared by contract persons and delivered by the contractor to clients on weekdays. The clients pay \$5.00 per meal. FCSS funds are used for coordination and supplies.

CHANGES IN BUDGET -

The program has witnessed declining need over the past few years. While there still exists a need in the community, the Village expressed its desire to permit FCSS funds to be reallocated to programs with growing need.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

The program will continue to operate on a "by request" basis. There are no regular users of the program at this time.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues anticipated.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	0	650	650	0.0%
	SUB-TOTAL	\$0	\$650	\$650	0.0%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$0	\$650	\$650	0.0%
REVENUE		0	650	650	0.0%
NET TAX LEVY		\$0	\$0	\$0	
	Percent Change		#DIV/0!	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS				1 PT	

THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs. **MIN. CAP.: Pgs.**
SALARIES: Pgs. **MAJ. CAP.: Pgs.**

DESCRIPTION OF PROJECT - Meals on Wheels - Red Deer
BUSINESS UNIT # - 863.62510 W

Meals on Wheels provides home delivered meals for any person in Red Deer who may benefit. This would include the ill, disabled, elderly persons and others whose physical, mental, emotional or social conditions make it impossible for them to obtain or prepare adequate meals. The service would be provided regardless of age of the client or inability to pay for the service.

Meals on Wheels contributes to the health of the recipients by providing meals that are palatable and nutritious. We receive feedback from our volunteers concerning the general circumstances under which recipients are living, in case other assistance is required.

CHANGES IN BUDGET -

The FCSS Board has recommended an additional \$1025 to support rising costs in the operation of the Red Deer Meals on Wheels program.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no significant changes in the level of service anticipated despite the increase in contracted service costs.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Red Deer Meals on Wheels will be facing a number of changes over the next few years including the need to relocate their operation and change meal providers. Social Planning will continue to work closely with Red Deer Meals on Wheels to help make these transitions smooth.

		2002	2003	2004	%
		ACTUAL	BUDGET	BUDGET	CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	44,387	54,470	55,495	1.9%
	SUB-TOTAL	\$44,387	\$54,470	\$55,495	1.9%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$44,387	\$54,470	\$55,495	1.9%
REVENUE		35,509	43,576	44,396	1.9%
NET TAX LEVY		\$8,878	\$10,894	\$11,099	
	Percent Change		22.7%	1.9%	
EQUIVALENT FULL TIME POSITIONS				1 FT + 1 PT	

THE CITY OF RED DEER 2004 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: DAY CARE
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DESCRIPTION OF PROJECT - Red Deer Day Care

BUSINESS UNIT # - 870.2232 W

Debenture payments on Red Deer Day Care ended in 2003. The 2004 budget detail demonstrates the end of this program and therefore this budget detail will not appear in the 2005 budget.

DESCRIPTION OF PROJECT - Normandeau Day Care

BUSINESS UNIT # - 870.2239 W

Red Deer Child Care Society operates Normandeau Day Care in a City-owned facility. Funding for maintenance is provided for the facility. The City was paying off a debenture on this facility until 2003 and collecting rent from Red Deer Child Care Society. Rent will continue to be collected until 2008.

DESCRIPTION OF PROJECT - Low Income Day Care Subsidy

BUSINESS UNIT # - 870.35680 W

A consolidated subsidy program began in January 2000 with the City providing funds for families with low income who were using licensed day care. The program was being offered through Red Deer Family Services, an impartial agency. The subsidy program declined in value annually until its conclusion in December, 2003. Council approved the use of the former subsidy funds for continued support to children and families through programs such as the Strategy Fund for Children and Families. This budget detail will not appear in the 2005 budget.

CHANGES IN BUDGET -

Debenture payments on Normandeau Day Care and Red Deer Day Care ended in 2003 as did the Low Income Day Care Subsidy. As the City owns Normandeau Day Care, the only item that remains in this business unit is the annual maintenance on the Normandeau facility.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

The Low Income Subsidy Program no longer exists as it was phased out in December 2003. There are no changes in the level of service at the day cares.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Red Deer Child Care Society is closely examining their options for day care provision in the future. The organization will present their findings to The City before the end of 2003.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel				#DIV/0!
General & Contracted Services	6,549	8,600	17,500	103.5%
Materials, Supplies & Utilities				#DIV/0!
Other	149,984	57,943	0	-100.0%
SUB-TOTAL	\$156,533	\$66,543	\$17,500	-73.7%
Internal Charges & Transfers	(33,984)	(24,738)	0	-100.0%
TOTAL EXPENDITURE	\$122,549	\$41,805	\$17,500	-58.1%
REVENUE	42,450	205	0	-100.0%
NET TAX LEVY	\$80,099	\$41,600	\$17,500	
Percent Change		-48.1%	-57.9%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

**THE CITY OF RED DEER 2003, 2004 AND 2005 BUDGETS
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: LANDLORD AND TENANT SERVICES
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs.
SALARIES: Pgs.

MIN. CAP.: Pgs.
MAJ. CAP.: Pgs.

DESCRIPTION OF PROJECT - Landlord and Tenant Services
BUSINESS UNIT # - 876.26203 W

The Landlord and Tenant Services address the issue of safe, affordable, comfortable and effective housing from the perspective of educating people about their rights and responsibilities. The program is preventive in nature as we seek to keep people out of crisis housing situations. To meet our program objectives, we...

1. Provide information to landlords and tenants on the Residential Tenancies Act.
2. Provide assistance to landlords and tenants toward conflict resolution.
3. Maintain the necessary forms and literature that will assist tenants and landlords in order to conduct their relationship effectively.
4. Provide an effective resource and information bank to Landlords and Tenants as they deal with the Residential Tenancies Act.
5. Provide landlords and tenants with a non-judicial avenue to address concerns over move in/move out inspection reports, conflicts arising from security deposits and negotiations of tenancy agreements.
6. Provide a support worker to address issues of concern between landlords and tenants to educate and mediate between the parties and uphold the rights and responsibilities of the Residential Tenancies Act.
7. Maintain an information and early dispute mechanism for landlords and tenants.

CHANGES IN BUDGET -

The 2004 budget more clearly outlines the funding sources for the Landlord and Tenant Services. This program has always received funding from the Housing Solutions Program, however, the 2003 budget did not clearly outline this association. There are no other significant changes in the budget for this program.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no significant changes in the level of service for this program for 2004.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues anticipated over the next two years.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	61,520	67,220	75,170	11.8%
	SUB-TOTAL	\$61,520	\$67,220	\$75,170	11.8%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$61,520	\$67,220	\$75,170	11.8%
REVENUE			0	42,079	#DIV/0!
NET TAX LEVY		\$61,520	\$67,220	\$33,091	
	Percent Change		9.3%	-50.8%	
EQUIVALENT FULL TIME POSITIONS		2.1	2.1	2.0	-4.8%

THE CITY OF RED DEER 2003, 2004 AND 2005 BUDGETS
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: SOCIAL AND SENIORS HOUSING
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DETAIL: Pgs.
SALARIES: Pgs.

MIN. CAP.: Pgs.
MAJ. CAP.: Pgs.

DESCRIPTION OF PROJECT:	Piper Creek Foundation	Public Housing	Community Housing
BUSINESS UNIT #:	877	878	879

877 - Piper Creek Foundation

By Provincial legislation, The City may need to provide funding to Piper Creek Foundation via requisition made by the Foundation for the operating deficit of three lodges which house seniors. The annual budget amount shown represents the projected deficit that the Foundation would anticipate for the given year. The actual deficit amount for a given year would then be shown on the City's tax levy as a separate item. For example, the actual deficit on the 2003 projected amount of \$54,000 would appear on the 2004 municipal tax bills.

878 - Public Housing

In 1972 The City of Red Deer entered into an agreement with the Province of Alberta to fund the construction of a number of public housing residential rental units. The City borrowed approximately \$300,000 from CMHC, payable over 50 years, with the final payment due January 1, 2022. Annual payments are \$26,925. The Red Deer Housing Authority (RDHA) administers the 24 housing units on behalf of The City and returns 10% of any surplus, after operating and maintenance costs to The City. The Province of Alberta also provides funding equal to 90% of a deficit that is calculated by subtracting depreciation expense from the RDHA operating surplus. The City's risk is that if the RDHA experienced higher vacancy rates or unusually high maintenance costs, The City could be faced with having to pay RDHA for 10% of any deficit.

879 - Community Housing

Community Housing includes two major components: the Housing Solutions Program and the CHAC Homelessness Initiatives. The Housing Solutions Program is comprised of the funds resulting from The City's former involvement with the provincial Social Housing Agreement. The Community Housing Advisory Committee (CHAC) was established in December 2000 to advise Council on the funds provided through Federal and Provincial Homelessness initiatives. The CHAC also advises spending decisions for Urban Aboriginal Strategies funding. The Government of Canada announced an extension to the National Homelessness Initiative (Phase Two) in 2003 that will provide resources until 2006.

CHANGES IN BUDGET -

Phase Two of the National Homelessness Initiative is shown using resources allocated for the fiscal year 2004-2005. These resources are balanced between revenues and expenditures leaving only the City's commitment to Housing Solutions. The Housing Solutions Program had always been \$122,000, however, in past budgets the following items had not been clearly identified as resources from the program:

Housing Solutions (2003)	\$	73,000
Landlord Tenant Services	\$	34,129
Community Facilitator II	\$	14,871
Housing Solutions (2004)	\$	122,000

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

The 2004 budget reflects a change initiated by the Social Planning Department upon announcement of the second phase of federal homelessness funding - to elevate a current Community Facilitator position to manage the housing contracts and recover the costs through administration charged to the federal program for the duration of the second phase.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

The second phase of the National Homelessness Initiative will extend until March 2006. The Community Facilitator II position will remain in place until such time as the program is concluded and be evaluated at that time given the City's role in community housing and homelessness.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	835,921	318,782	656,001	105.8%
	SUB-TOTAL	\$835,921	\$318,782	\$656,001	105.8%
	Internal Charges & Transfers	7,519			#DIV/0!
	TOTAL EXPENDITURE	\$843,440	\$318,782	\$656,001	105.8%
REVENUE		772,264	245,782	534,001	117.3%
NET TAX LEVY		\$71,176	\$73,000	\$122,000	
	Percent Change		2.6%	67.1%	
EQUIVALENT FULL TIME POSITIONS				0.2	#DIV/0!

THE CITY OF RED DEER 2004 BUDGETS
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: SPECIAL TRANSPORTATION
DEPARTMENT: SOCIAL PLANNING
DIVISION: COMMUNITY SERVICES

DESCRIPTION OF PROJECT - Special Transportation - Citizen Action Bus
BUSINESS UNIT # - 875/901

Provide transportation services via the Red Deer Action Group for the Physically Disabled (Citizen Action Bus) to citizens of Red Deer who cannot use regular transportation with dignity because of a disability or physical need. Customers include adults and children with disabilities and seniors. Transportation is a fundamental service on which most other services depend. The program shall strive to fulfill this mandate by:

1. Accommodating as many trip requests as possible and reducing the number of turn downs through group trips, scheduling, maximum vehicle use in peak times, and taxi subsidies with private taxi operators.
2. Offering efficient and effective transportation service to persons needing accessible transportation.

	2002 Actual	2003 Budget	2004 Budget
Units of Service	39301	43000	46000
Volunteer Hours	1000	1000	1000

CHANGES IN BUDGET -

The 2004 Budget includes the following changes:

- Full driver complement throughout summer months
- Increased PT Dispatch from 20 to 32 hrs/week
- Wage increase of 2.6%
- Increased building rental to Golden Circle
- Significant increase of \$5,200 in insurance rates
- Increase of \$140/unit/month in fleet expenses
- Minor adjustments to equipment repair, printing/binding and licences

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

In the past, the service has been reduced by one bus during the summer months. The 2004 budget includes full service for all nine buses during the summer. As well, the 2004 budget includes increased hours for the PT Dispatcher (from 20 hours to 32 hours/week). These changes are offset in part by the increased revenue from users.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Budget and other implications may result from the Transit Study being conducted in 2003/2004.

		2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE	Personnel				#DIV/0!
	General & Contracted Services				#DIV/0!
	Materials, Supplies & Utilities				#DIV/0!
	Other	515,361	536,726	538,431	0.3%
	SUB-TOTAL	\$515,361	\$536,726	\$538,431	0.3%
	Internal Charges & Transfers				#DIV/0!
	TOTAL EXPENDITURE	\$515,361	\$536,726	\$538,431	0.3%
REVENUE			0	0	#DIV/0!
NET TAX LEVY		\$515,361	\$536,726	\$538,431	
	Percent Change		4.1%	0.3%	
EQUIVALENT FULL TIME POSITIONS		12.5	12.8		-100.0%

TRANSIT DEPARTMENT BUSINESS PLAN 2004 – 2006

MISSION

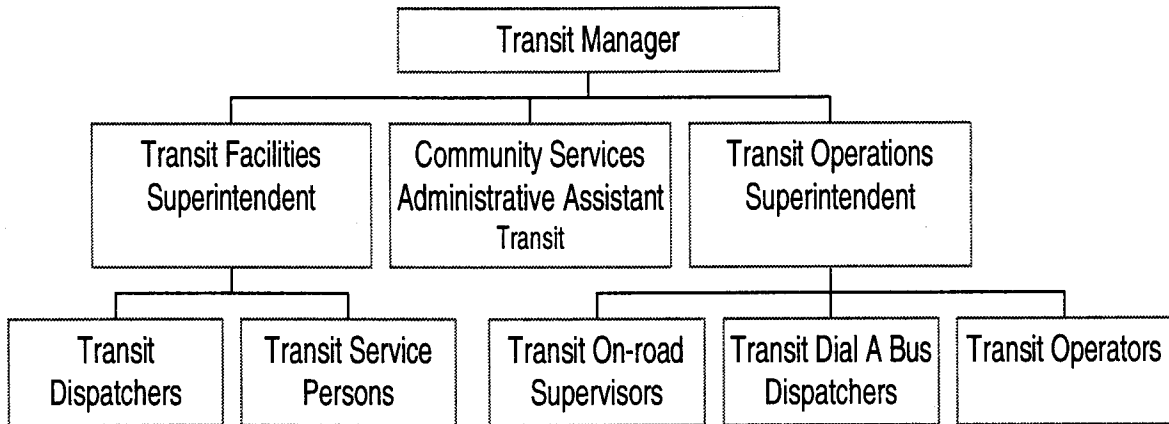
“To provide an effective and efficient transit service, serving all sectors of the community.”

(Community Services Master Plan 1996)

MANDATE

To provide public transit service within the Municipality boundaries of Red Deer.

ORGANIZATIONAL STRUCTURE



Department FTEs (Exempt) Union	<u>2000</u>		<u>2001</u>		<u>2002</u>		<u>2003</u>		<u>2004</u>		<u>2005</u>		<u>2006</u>	
Department Total	(3)	44	(3)	45	(3)	46	(3)	47	(3)	57	(3)	57	(3)	57

INTRODUCTION

Achievements:

Objectives achieved as outlined in the 2003 Business Plan:

- Five year agreement established with School Districts for student transportation service which included adjusted school start and end times to improve transit efficiency
- Completed system routing and schedule evaluation
 - Service extended to Oriole Park West during peak hours Monday through Friday with completion of the roadway turnaround.
- Spring and Fall passenger count surveys completed
- Conducted infrastructure maintenance evaluations preparing budget funding to manage repairs and needs at the storage facility and other transit infrastructure.
- AMA Driver Evaluation program conducted with all staff members.
- Provided specialized upgraded computer training for Dispatchers.
- Marketing Strategies: Newspaper and Print Media for all system events and changes; advertisements in Red Deer College Students' Association Book, Canadian Paraplegic Association, Community Services Activity Guide, City Web Page; Ride Guides distributed to Welcome Wagon, Visitor Information Center, Greyhound Bus Center, local motels and hotels and Carnival Cinemas, transit sales outlets; other general information on bus stop Info-Posts, posters on each bus for general system announcements and advertising
- Fares increased by \$.05 in response to inflationary expense increases
- Peak morning and afternoon service to Johnstone Park and Kentwood West in conjunction with the Edgar Industrial Route, with the completion of the Taylor Drive Overpass and the main Johnstone Collector Road
- Four transit zones upgraded to meet accessible service standards

CHALLENGES

Objectives not yet achieved as outlined in the Year 2003 Business Plan:

- ♦ Additional trial Industrial service was not considered, as funding was not requested or approved; this is also subject to the results of the Transit Study in 2003/2004.
- ♦ Detailed onboard passenger counts to determine bus stop usage; maximum route capacity factors; riding patterns; and passenger counts was not completed because of time constraints and not being able to find temporary staff to complete this limited time project. This will be managed within the Transit Study.
- ♦ Service to the Westerner area and the adjacent commercial area was not addressed pending the proposed 2003/2004 Transit Study.

- ◆ A petition outlining concerns regarding the lack of service (walking distance) to the Montfort Heights area was not addressed pending the proposed 2003/2004 Transit Study.
- ◆ No specialized administrative training was undertaken because of time constraints.
- ◆ No activity in regards to Environmental Advocacy or review of new fuel type and process technology because of limited time, although industry strategies are being monitored.
- ◆ No Transit Ambassador training carried out because of inadequate administrative staff resource time.

CONTINUED KEY STRATEGIES & INITIATIVES

- ◆ Consistently evaluate routes and schedules on an annual basis making necessary changes for growth and scheduling needs, implementing changes during August/September of each year.
- ◆ Fares to be increased in line with inflation each year.
- ◆ Marketing Strategies: printed system Ride Guides; Newspaper and Print Media for all system events and changes; advertisements in Red Deer College Students' Association Book, Canadian Paraplegic Association, Community Services Activity Guide, City Web Page; Ride Guides distributed to Welcome Wagon, Royal LePage Relocation Service (Calgary), local motels and hotels and Carnival Cinemas, transit sales outlets; other general information on bus stop Info-Posts, posters on each bus for general system announcements and advertising.
- ◆ Continue to play a part on the Neighborhood Development Committee ensuring transit sensitive design in neighborhood development.
- ◆ Bike Racks included on all delivered new and refurbished buses.
- ◆ Provincial Capital Funding for bus purchases and bus refurbishment will be used to fund or offset 75% of annual bus depreciation expenses.
- ◆ Correspond with all Area Developers to evaluate the Growth Process and timing for the different area developments.
- ◆ All new bus purchases will be low floor accessible units.
- ◆ Refurbish older buses to reduce capital expenditures, including the positive effect on the environment, and to efficiently manage passenger demand on Overload Services.
- ◆ Provide a small amount (\$2,500) of financial support jointly with other Canadian Transit Systems to educate the Nation regarding public transportation (VIP: Visibility; Image; and Positioning).

NEW STRATEGIES, INITIATIVES, AND CHALLENGES

- ◆ Respond to community growth where 80% occupancy levels are projected, or where substantial occupancy has been achieved, with full levels of transit service and/or reduced levels of service during evening; Saturday morning; Sunday/Holidays – Oriole Park West; Johnstone Park; Kentwood West; Anders on the Lake; Inglewood; Aspen Ridge; south and east Lancaster; east Deer Park.

- ◆ Finalize the major Transit Study to evaluate growth; current demographics; land use; passenger riding trends; to develop a five-year service plan and re-check long term strategic direction for public transit service, referencing the 1989 Transit Study. Special transportation service will also be included. Service application and revisions to be considered in the 2005 Budget.
- ◆ Identify inadequacies in transit zone accessibility and establish a balanced upgrade program with budget requirement over a 5 to 10 year period.
- ◆ Adapt transit service hours on Sundays and Holidays to coincide with major Mall shopping hours providing effective service for staff and shoppers.
- ◆ Consider the affordability of transit service for persons earning low incomes including persons receiving AISH Benefits as part of the Transit Study and identifying associated revenue impacts.

KEY CHALLENGES FOR THE YEAR 2004

- ◆ Not responding to new growth areas prior to completion of the Transit Study in east sections of Deer Park; south Lancaster; Anders on the Lake; Aspen Ridge and Inglewood; Johnstone Park; Kentwood West, if funding is not approved for September 2004.
- ◆ Not addressing service, to the Westerner area and the adjacent commercial area south of 19th Street, if funding is not approved for September 2004.
- ◆ Not addressing transit service in the Montfort Heights area to reduce extended walking distances to transit service (roadways will not support conventional public transit service), until the transit study is completed.
- ◆ Managing current system schedules ensuring on-time performance and system integrity in a growing, and increasingly busy community.
- ◆ Continuing to effectively manage the transit department function with current levels of administrative and support staff. The need for additional staff is expected in 2005 and this will be considered in the Transit Study in 2003/2004.
- ◆ Effectively and efficiently managing general transit facilities and the Transit Terminal.
- ◆ The potential for students to purchase reduced cost restricted passes reducing revenues beyond estimates, threatening the viability of the agreement with Red Deer Public and Catholic School Districts, and subsequently system ridership.
- ◆ Opportunities and implications of the Kyoto Accord Agreement on public transit service across Canada and in our municipality.
- ◆ Managing security at the Transit Terminal.

OBJECTIVES AND ACTIONS

The general principles for providing transit service and developed objectives are based on these basic service standards. Objectives have been developed to be addressed within a one-year target.

- a) Proposed Service Hours: 6:15am to 10:45pm Weekdays; 7:45am to 10:45pm Saturdays; 9:15am to 7:15pm Sundays and Holidays.
- b) Provide Service Frequencies of 30 minutes during all operating hours, 7 days a week.
- c) Walking distances in urban residential / commercial / recreational areas will be a maximum of 400 meters where possible, and 750 meters in industrial areas. Shorter distances may be necessary near senior complexes or areas where senior population is high. Where it makes business sense, industrial walking distance may be reduced.

1. Objective:

Provide an effective means of transportation for all residents, including those without access to an automobile.

Action	Completed	Primary Responsibility	Performance Measure
a) Monitor current route structures and schedules, making necessary changes.	Aug./Sept. 2004	Transit Personnel	System adjustment will be made as required.
b) Provide full service to new areas with 80% occupancy	Aug./Sept. 2004	Transit Personnel	System adjustment will be made in Aug./Sept. 2004, subject to funding approval
c) Implement routing changes and new routes in response to growth, pending completion of the transit study.	Aug./Sept. 2005	Transit Personnel	System changes will be made after the proposed Transit Study in 2003/2004, pending Council approval.
d) Adopt fixed routes to replace Dial-A-Bus service if demand and schedule warrant.	Aug./Sept. 2004	Transit Personnel	More routes will be changed to Fixed Schedule.
e) Upgrade transit zone accessibility and sidewalks to improve accessibility and to identify funding sources to advance this project.	May to Oct. 2004	Transit Manager / Engineering Department	More bus stops and sidewalks will be accessible.

Action	Completed	Primary Responsibility	Performance Measure
f) Complete ride count checks and general passenger counts.	April 2004 - Oct 2004	Transit Personnel	Counts and checks will be completed.
g) Obtain public feedback through hosting public Open Houses or other gathering method.	Oct. 2003 to Apr. 2004	Transit Personnel / Study Consultants	Proposed system changes effective Sept. 2005 will be presented to the public.
h) Share information with other City departments and agencies while developing neighborhood services.	Aug./Sept. 2004	Transit Manager	Attend development meetings as required.
i) Conduct an in-depth transit service review	June 2004	Transit Manager / Transportation Consultant	The Study will be completed and system changes will be made in Aug./Sept. 2005
j) Provide appropriate security monitoring at the transit terminal	Ongoing	Transit Operations Supt. / Contracted Security Service	Security of the Terminal will be managed effectively and appropriately.
k) Monitor and ensure appropriate fleet maintenance.	Ongoing	Transit and Fleet Personnel	Fleet will be maintained.
l) Provide appropriate levels of fleet cleaning maintenance to ensure reasonable public comfort.	Ongoing	Transit Facilities Superintendent	Vehicles will be clean and maintained.
m) Purchase accessible vehicles when buying new, adapting transit routes to accessible service routes.	Ongoing	Transit Manager	Accessible vehicles will be purchased and accessible routes added.
n) Adapt transit service hours to coincide with Mall shopping hours to meet demand	2004	Transit Manager	Service hours will be adapted
o) Work with the Transportation Advisory Board developing annual Work Plans that consider all aspects of public transit service in our community	Ongoing	Transit Manager / TAB	TAB Work Plan will be developed and managed

2. Objective:

Provide an efficient transit service within the financial resources allocated for public transit service.

Action	Completed	Primary Responsibility	Performance Measure
a) Cash fare increase \$.05 each budget year on September 1 st in response to the established 2.8% inflationary increase. Pre-purchased fares are increased in proportion and in parallel.	Sept. 1 st 2004	Transit Personnel	Fares will change on Sept. 1 st , 2004; 2005; 2006.
b) Implement routing changes and new routes in response to growth, pending completion of the transit study.	Aug./Sept. 2005	Transit Personnel	System changes will be made after the proposed Transit Study in 2003/2004, pending Council approval.
c) Refurbish older buses at roughly half the cost of purchasing new buses.	2003/2004	Transit Personnel/ Fleet/Outside Contract	All buses 1978-1980 will be refurbished, adding 10 years life expectancy.
d) Monitor routing and schedules with city growth and service demands.	Aug./Sept. 2004	Transit Personnel	Adjustments to schedule completed as required.
e) Advertising available transit service monthly in local newspapers and through transit advertising.	Ongoing	Transit Personnel	Available service will be advertised.
f) Reduce fleet equipment usage where possible reducing Overload Buses when possible.	Ongoing	Transit Personnel	Peak overload buses will be reduced when possible.
g) Test the feasibility of increasing the spare bus ratio to reduce Low Floor Bus usage on Overloads and increase life expectancy.	2004	Transit and Fleet Personnel	Increased LF Bus life expectancy; decreased scheduling aggravation; overall fleet cost static.
h) Evaluate the affordability of transit service for persons earning low income including persons receiving AISH Benefits (part of Transit Study)	2004/2005	Transit Manager / Transit Consultant	Affordability of transit service will be considered and action to be identified.

i) Routes and schedules to be structured to attempt to compete with the private vehicle while keeping costs in line.	Ongoing	Transit Personnel	A trip on transit should take 2 times longer from any area to city center and 3 times longer from any area to any area outside of city center.
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3. Objective:

- ◆ Support the general urban development goals of the community.

Action	Completed	Primary Responsibility	Performance Measure
a) Promote transit-sensitive design in all new developments.	On-going	Transit Manager	All developments will be reviewed.
b) Play an active role on the Neighborhood Planning Committee	Ongoing	Transit Manager	Neighborhoods will be designed with public transit needs considered

4. Objective:

- ◆ Maintain department facilities and equipment retaining an ongoing ten-year Infrastructure Maintenance Plan.

Action	Completed	Primary Responsibility	Performance Measure
a) Budget necessary repairs and upkeep, evaluating structural, mechanical and other operating features.	Ongoing	Transit Personnel	Facilities will be effectively maintained.
b) Monitor expenses to operate and maintain the Transit Off-Street Transfer Site.	2004	Transit Personnel	Operating budget will be checked and adjusted as required.
c) Engage consultant services to study the transit fare vault and bus receptacle system, providing a recommended replacement, noting the current systems' life expectancy is less than 5 years.	2003/2004	Transit Facilities Superintendent/ Transportation Consultant	Direction for best fare infrastructure system will be supplied.
d) Maintain bus stop infrastructure including signage; benches; shelters; refuse/recycle containment; and other amenities.	Ongoing	Transit Operations Superintendent	Bus Stop Infrastructure will be adequately maintained.

e) Provide staffing hours to respond to department stock delivery; inventory of equipment and stock; minor maintenance needs.	2004	Transit Facilities Superintendent	Inventory of stock and delivery will be managed more effectively and efficiently
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5. Objective:

- ♦ Manage our Human Resources responsibly and provide appropriate training for staff members in all sections including succession planning for future department needs.

Action	Completed	Primary Responsibility	Performance Measure
a) Carry out ongoing training and upgrades in the Transit Ambassador Program for transit operators. Consider other training as required.	2004	Transit Operations Superintendent	Training sessions will be held. New program material will be considered.
b) Provide adequate startup training in all areas of transit service	Ongoing	Transit Operations Superintendent / Technical Consultants	Transit staff will be appropriately trained for positions within the department
c) Schedule Professional Driver Improvement courses annually for transit operators and supervisors in line with corporate initiatives.	Ongoing	Transit Operations Superintendent	Aim High driver review will be conducted each year
d) Provide First Aid and CPR courses for Supervisors and Operating staff members.	2004	Transit Operations Superintendent	First Aid/CPR courses conducted as required.
e) Consideration of Specialized Transit Management and Supervisory Courses for administrative staff.	2004	Transit Manager	Pertinent courses will be considered. Staff members will be trained.
f) Monitor transit operations considering safety; schedule; and customer comfort.	Ongoing	Transit Operations Superintendent	Operation will be continually monitored.
g) Consider the business case and impacts on staff with providing charter service administration.	2004	Transit Facilities Superintendent / Transit Manager	Business case for continuing charter service will be reviewed.

6. Objective:

- ♦ Take an active role in improving the Environment and reducing green house gas emissions through increased awareness of and the use of public transportation service.

Action	Completed	Primary Responsibility	Performance Measure
a) Advocate for policy change at provincial and federal government levels improving public transportation's competitive edge and ability, encouraging more sustainable transportation options in the community.	Ongoing	Transit Manager	Participation in Awareness and Advocacy programs through C.U.T.A.
b) Advertising available transit service in local newspapers; transit advertising media, promoting increased utilization of transit service.	Ongoing	Transit Personnel	Advertising programs completed.
c) Continue as a corporate player in the development of the Virtual City Hall Project and Global Information Systems, and the City's Web Site.	2004	Transit Personnel	Transit information on Web Site improved and accessible.

7. Objective:

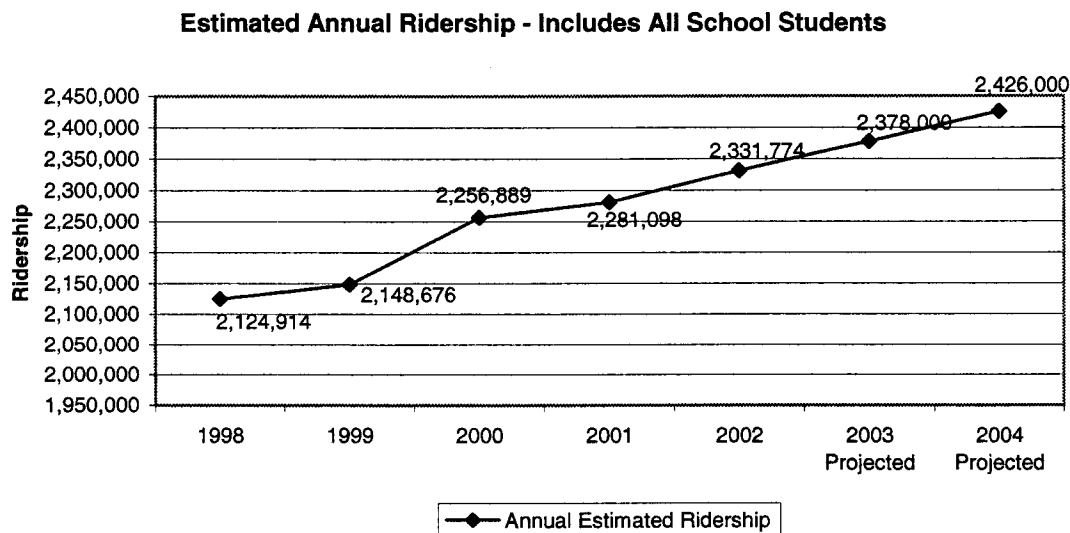
- ♦ Work with the Public and Separate School Boards to plan public transportation service that best meets needs for student transportation

Action	Completed	Primary Responsibility	Performance Measure
a) Evaluate the outcome of pass sale percentages as it relates to continuing the 5-year agreement with the School Districts.	Sept. – Feb. 2004	Transit Manager / School Districts	Agreement implications and continuation will be known
b) Planning meetings to be held each year to review what is working well and where changes to specialized Overload Routes are necessary	Feb. 2004	Transit Manager / School Districts	Annual meetings will be held to plan effective and efficient student transportation service
c) Work with the School Districts in developing photo identification transit passes (Study to also consider)	2004	School Districts Transit Personnel	Student pass systems will be considered and improved if appropriate

IMPLICATIONS OF BUSINESS PLAN

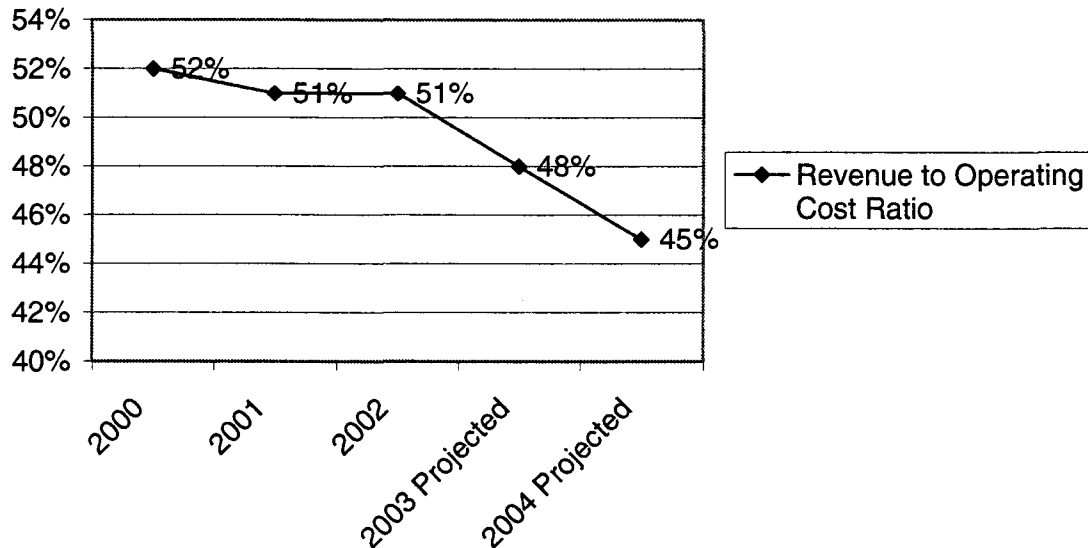
- Many new areas will achieve and exceed 80% occupancy by September 2004. Service hours to manage most growth and demand are included in this Business Plan, although the funding is not yet included in the base budget.
- Not addressing limited and/or full service to some existing and newly developed areas until the transit study is completed.
- Base levels of transit service are provided, meeting standards as a rule, within municipal boundaries.
- Conventional public transit service cannot be provided in some areas where roadway structure and size or neighborhood design is not conducive.
- Walking distance to some areas is beyond set standards.
- Service to industrial and recreational areas are not adequately addressed.

PERFORMANCE MEASURES YEAR 2003; Year 2004



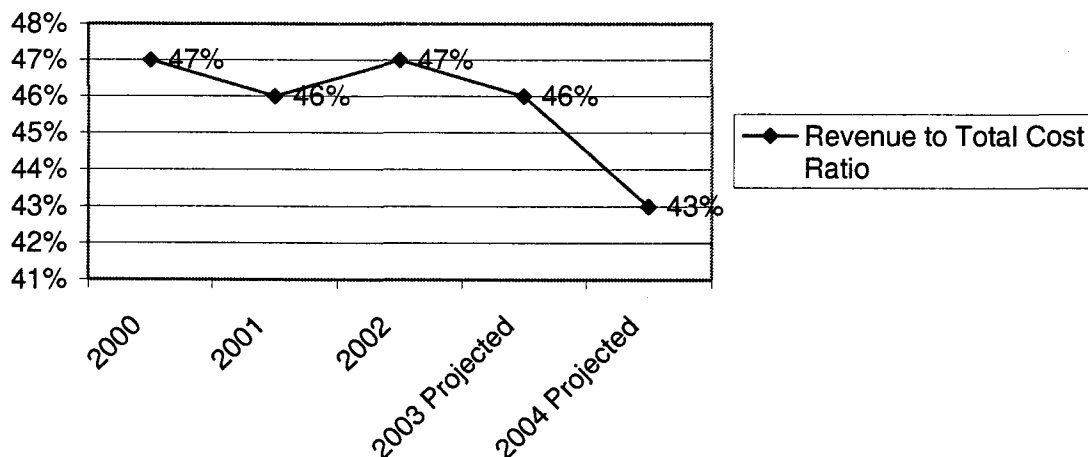
⇒ System usage is projected to increase by 2% in 2003 and 2004 in keeping with the trend from Year 2001 to 2002

Revenue to Operating Cost Ratio

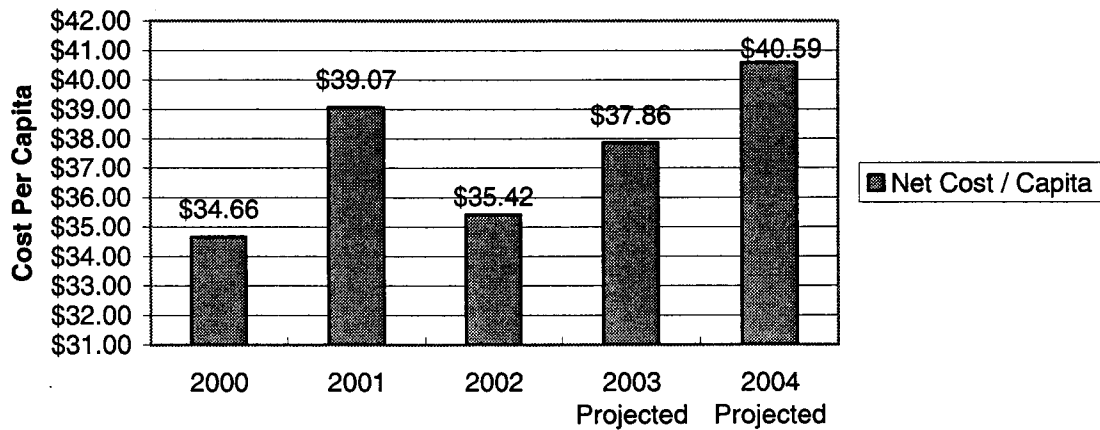


⇒ The projected negative performance reflects the impacts of reduced revenues as a result of reduced price student passes and increased expenses for benefit costs; contracted services; materials and supplies / all ratio performance in this and the following graphs are based on the current base budget and do not include additional service hour cost

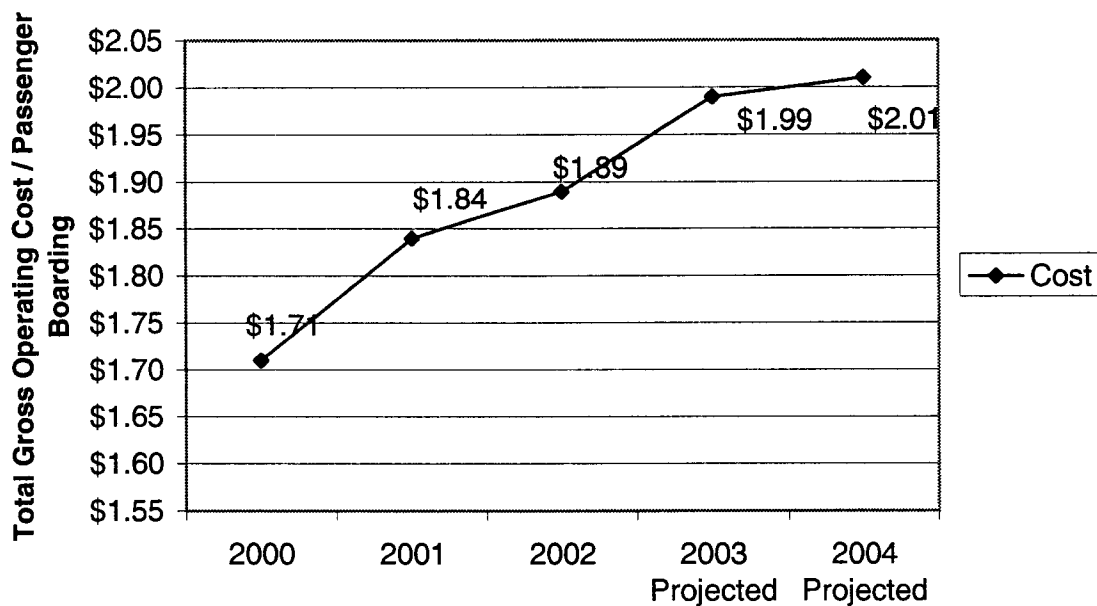
Revenue to Total Cost Ratio



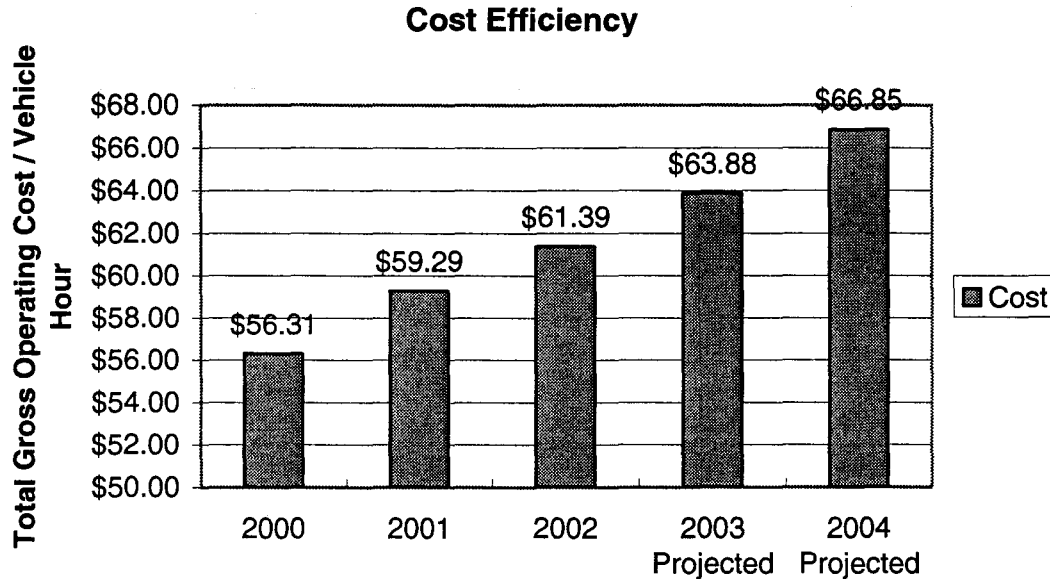
⇒ The negative performance projected in 2004 basically reflects increasing expenses and the impacts of reduced price student passes

Municipal Share - Net Total Cost / Capita

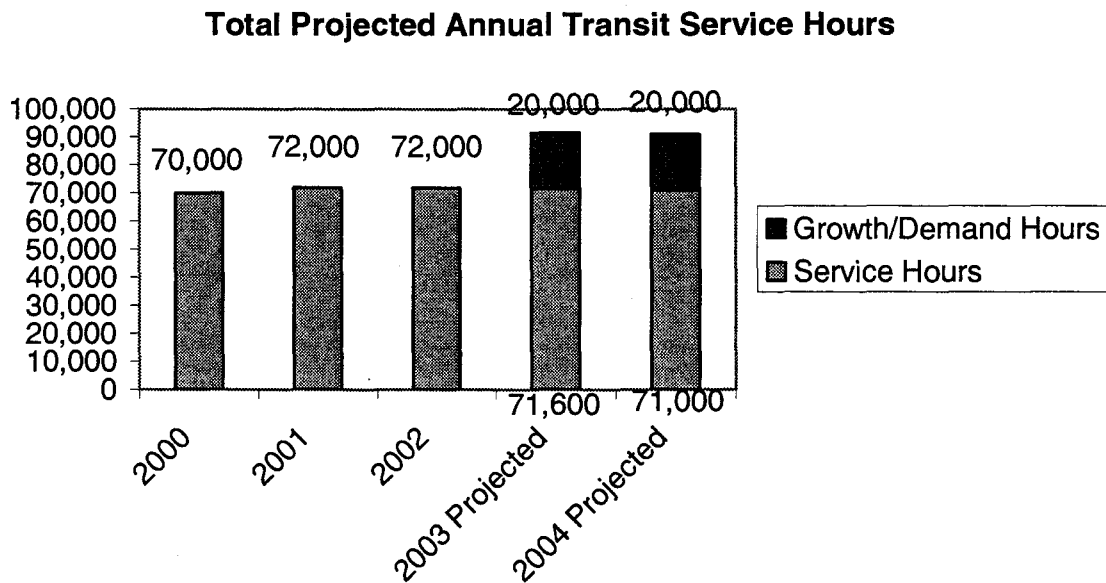
⇒ This indicator reflects increasing population; expenses and the impacts of reduced revenues from reduced price student passes

Cost Effectiveness

⇒ This performance indicator reflects rising costs to operate public transit service with ridership and revenues not increasing at the same level, and the impacts of reduced price student passes



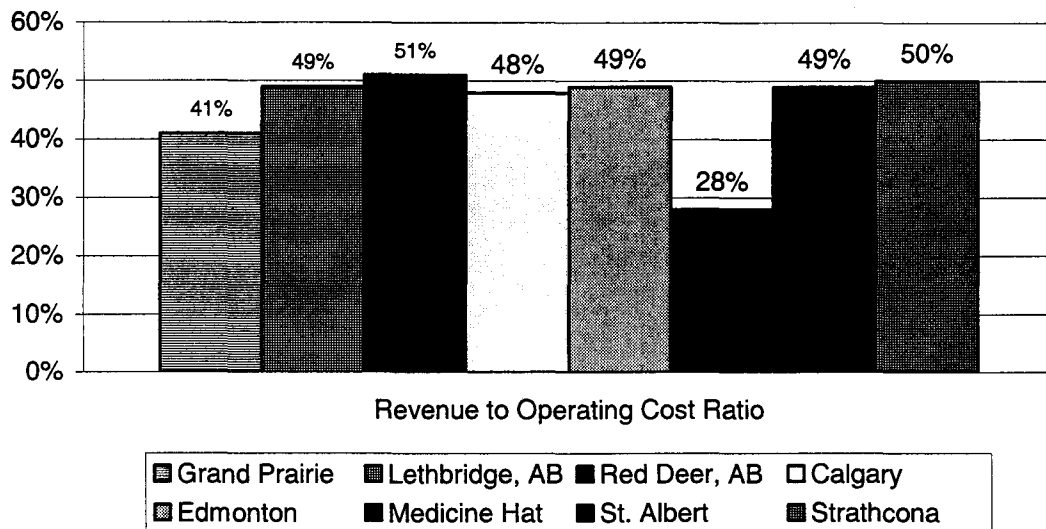
⇒ This reflects rising operating expenses and reduced revenues as a result of the impacts of reduced price student passes in 2003 and 2004



⇒ This reflects the overall reduction of service hours as a result of 1 less bus on School Overloads and efficiencies with school start and end time changes and the proposed service growth from demand and community expansion

As a comparison for revenue to cost percentages, a benchmark report from some Alberta cities is indicated below.

Data source – Canadian Urban Transit Association Year 2002



Growth Costs

- Funding for personnel expenses that can no longer be managed within the base budget guideline for contractual spread pay and travel pay from work finish points back to the storage garage, for transit operators; and a small amount for annual staff meetings.
 - **Year 2004** \$9,300 ongoing
- Funding to ensure service is provided to neighborhoods and service areas within the community so that we meet the standards of walking distance; schedules; and full service to neighborhoods once they are 80% built. This includes additional buses to north Red Deer (scheduling issues); to the south hill (scheduling issues and growth); full day and evening service to new areas because of growth in the north and west; and the south and east.
 - **Year 2004** \$363,000 ongoing
 - **Year 2005** \$596,000 increment ongoing (total annualized \$959,000)

Service Demand Costs

- Increased Commissionaire Security Service at the Transit Terminal responding to loitering; vandalism; and harassment of transit patrons. This is an extremely valuable service and we receive this for a very reasonable cost. To supply this service with transit supervisors the cost would more than double.
 - **Year 2004** \$25,000 ongoing
- Provide later service on Sundays/Holidays in response to later Mall hours:
 - **Year 2004** \$17,500 ongoing
 - **Year 2005** \$36,000 incremental ongoing (total annualized \$53,500)

Growth and service demand cost is subject to reduction if demand is low enough that something similar to Trans Cab Service can be put in place, in some areas. This is also subject to agreement; availability and the capability of a local taxi company to provide this service. September to December 2004 cost reduction is estimated at \$46,000, and incremental full year reduction of \$93,000.

Risk Management Disclosure

Key risk factors are:

- ◆ The instability of Provincial funding for capital fleet purchases. Fleet depreciation schedules are set at 25%. Without the remaining 75% of funding currently channeled from the Province there is substantial risk if we need to fund 100% of transit vehicles. This is magnified during major growth periods such as what we are currently experiencing.
- ◆ Not meeting our own standards in providing service to new areas of the city that are 80% or more built out, and our ability to respond to and fund this need. This results in inequitable service to new areas of the overall community.
- ◆ The uncertainty of fare revenues and the outcome of the agreement with School Districts to provide reduced price restricted use student passes.
- ◆ The general uncertainty of transit usage and transit fare revenues recognizing the affect that the weather; fare increases; other transportation choices; and other factors can bring.

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Comparison Net Cost Impacts re School Agreement and Anders on the Lake

School Agreement Review			Anders on the Lake Review & Summary			
	Feb 2003 Resolution	2004 Budget / School Agreement		May 2003 Resolution	2004 Budget / Anders on the Lake	2004 Budget / Joint Impact, both Situations
Expenditure Reduction	\$140,000	\$129,983	Expenditure Increase	\$30,000	\$12,300	\$142,283
Revenue Reduction	\$245,910	\$193,124	Revenue Increase	\$17,000	\$12,300	\$205,424
Net Cost Impact	\$105,910	\$63,141		(\$13,000)	\$0	\$63,141

Expenses are projected for 2004 and include efficiencies gained by actual scheduling. Revenues are projected based on actual ridership on the Anders Route.

Area Development and Walking Distance Statistics

Area	Development Stage - Fall 2004 / Projected by Developers	Current Worst Case Walking Distance Non-Day or Non- Peak Hour	Worst Case Walking Distance with Regular Day or Peak Hour Service Active
West Kentwood	80 to 90 %	1.0 Kilometer	.4 to .5 Kilometer
Johnstone Park Phase 1 to 3	Current 91%	1.5 Kilometer	.4 Kilometer
Oriole Park West	Phase 1 - 5a = 80%	.9 Kilometer	.3 Kilometer
East Deer Park between Ross St and 39 St	90 to 100 %	1.0 Kilometer	.6 Kilometer
East Deer Park between 39 St and 32 St	90 to 100 %	1.0 Kilometer	.8 Kilometer
South Lancaster - Phase 1	90 to 100 %	.9 Kilometer	.5 Kilometer
South Lancaster - Phase 2	50 to 60 %	1.2 Kilometer	.6 Kilometer
Aspen Ridge	90 to 100 %	1.5 Kilometer	.5 Kilometer
Anders on the Lake	90 to 100 %	1.3 Kilometer	.5 Kilometer
Inglewood Phase 1 to 4	90 to 100 %	2.0 Kilometer	1.4 Kilometer
Inglewood Phase 5	Started	2.2 Kilometer	1.5 Kilometer

**Walking Distance Standard = 400 Meter or .4
Kilometer**

**THE CITY OF RED DEER 2004, 2005 AND 2006 BUDGETS
DEPARTMENT OPERATING BUDGET SUMMARY**

PROGRAM: Public Transit
DEPARTMENT: Transit
DIVISION: Community Services

DETAIL:
SALARIES:

MIN. CAP.:
MAJ. CAP.: Pgs.

DESCRIPTION OF PROGRAM - Business Unit(s) - 885; 886; 887; 888; 889

885 Transit Administration

Administrative, Supervision, and Customer service support to operate public transit service.

886 Transit Operations

Fixed Route Transit Service - Monday through Friday 06:15am to 6:45pm, Saturday - 11:15am to 6:45pm.

Dial-A-Bus Transit Service - Monday through Saturday 6:45pm to 10:45pm, Saturday - 7:45am to 11:15am.

Dial-A-Bus Transit Service - Sunday/Holiday 9:15am to 6:15pm.

Specialized Overload service in conjunction with regular service to provide direct destination travel for most middle and high schools. This service will be provided where regular service cannot effectively operate without support. The development of overload service is also subject to equipment availability.

Charter and other special service in accordance with equipment and staffing availability.

887 Transit Plant and Premises

Management and coordination of maintenance and supplies for transit buildings, equipment and grounds.

888 Transit Light Maintenance and Washing / Cleaning

Management and coordination of light duty maintenance, and vehicle cleaning. Coordination of janitorial contracts, equipment repair and maintenance.

889 Transit Terminal Maintenance and Operation

Management and coordination of building and site maintenance and operations.

CHANGES IN BUDGET -

2003 Council approved budget	\$2,931,608
Less: one time funding for Transit Study	(\$35,000)
Less: additional revenue projection forecasted from Fall 2003 actual revenue to offset additional expenses	(\$90,630)
Add: 2004 Benefit Cost increase	\$66,241
Add: full year impact of the agreement with School Districts as resolved in 2003	\$63,141
Add: full year operating costs to provide entry level service to Anders on the Lake, as resolved in 2003 (included in above figure - total was \$118,000)	\$0
Add: 2.8% inflationary increase for Contracted Service; Materials and Supplies	\$7,355
Add: additional operating expenses from growth and expense increases beyond 2.8% inflation	\$90,630
2004 Budget Guideline	<u>\$3,033,345</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

2005 & 2006 - full year operating cost for 2 additional buses in the north and northwest	\$276,000
2005 & 2006 - full year operating cost for 2 additional buses in the east and southeast area	\$412,000
2005 & 2006 - full year operating cost for later Sunday/Holiday hours	\$53,500
2005 & 2006 - full year operating cost for 1 additional bus in south Red Deer (includes Westerner Area)	\$206,000
2005 & 2006 - purchase 3 new buses in support of growth and demand for service (Total \$1,200,000)	<u>\$336,000</u>
	<u>\$1,283,500</u>

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$2,682,387	\$2,873,568	\$2,948,673	2.6%
General & Contracted Services	201,839	364,832	288,236	-21.0%
Materials, Supplies & Utilities	88,159	58,873	84,200	43.0%
Other				
SUB-TOTAL	\$2,972,385	\$3,297,273	\$3,321,109	0.7%
Internal Charges & Transfers	1,740,215	1,812,767	1,902,851	5.0%
TOTAL EXPENDITURE	\$4,712,600	\$5,110,040	\$5,223,960	2.2%
REVENUE	(2,232,325)	(2,178,432)	(2,190,615)	0.6%
NET TAX LEVY	\$2,480,275	\$2,931,608	\$3,033,345	
Percent Change		18.2%	3.5%	
EQUIVALENT FULL TIME POSITIONS	50.0	50.0	50.0	0.0%

Corporate Services Directorate

2004 Business Plan

A. Mission

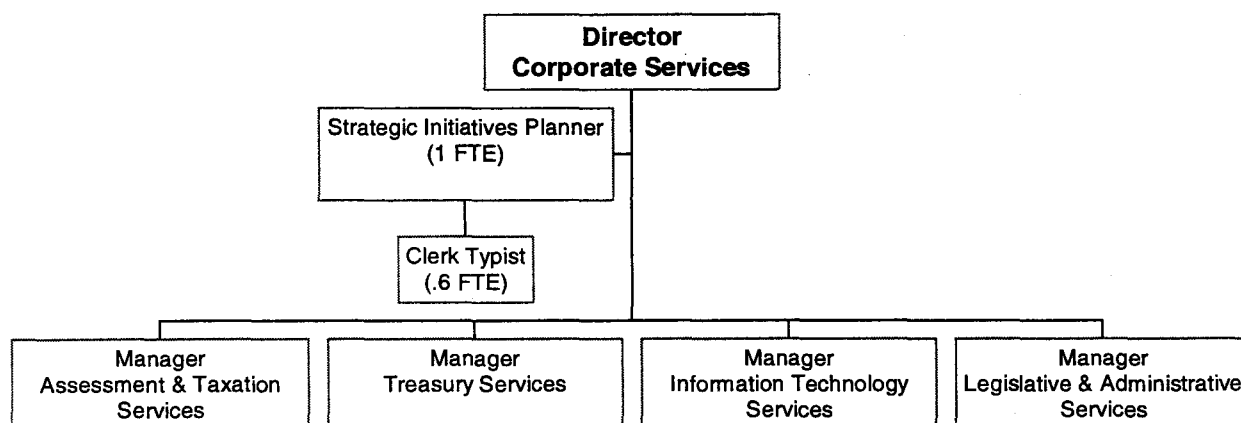
To give innovative, strategic leadership to the four departments of responsibility, resulting in high quality financial, assessment and taxation, municipal governance and information technology services being delivered to The City of Red Deer for the benefit of its Citizens, City Council and City Departments.

B. Mandate

In accordance with the Municipal Government Act and other legislation, and in step with The City's Strategic Plan, the Corporate Services Division serves The City of Red Deer and its citizens within the following areas of mandate:

- Assessment and Taxation Services
- Information Technology Services
- Legislative and Administrative Services
- Treasury Services

C. Organizational Structure



FTE¹ Table

Year	2000	2001	2002	2003	2004 (proposed)	2005 (proposed)	2006 (proposed)
FTE	2	1	1	2.0	2.6 ²	2.6	2.6

¹ FTE – Full Time Equivalent staff

² .6 Clerk Typist transfer from Treasury Services

D. Introduction**Looking Back on 2003:****i) Achievements**

- Directed the successful transition of Assessment and Taxation Services back to Department status.
- Gave leadership to the complex transition of utility billing functions return to The City.
- Created and recruited to Strategic Initiatives Planner position, undertook research and analysis projects and reported on the following corporate issues:
 - ⇒ Business and Travel Expense Policy
 - ⇒ Delegation of Authority
 - ⇒ Outcomes/Performance Measures
- Provided leadership to a successful Budget process, which included a clear financial analysis of the current and projected state of reserves and the ability of The City to finance required capital projects in the future.
- Made progress in identifying needs for, and providing corporate services, in a more integrated manner throughout Division and among other City Departments.

ii) Challenges

- Supporting Department Heads in managing service levels in response to increasing demands for providing service and carrying out special projects, continuous organizational change and the human resources challenges of attracting, developing and retaining qualified staff.
- Providing adequate and appropriate workspaces at City Hall for increasing numbers of staff within the Division.
- Continuing to assess corporate divergence issues, and opportunities for developing strategies for better coordinating and integrating corporate services.

Looking Ahead to 2004:

i) Continuing Strategies

- Provide leadership to Department Heads as they manage corporate-wide special projects, organizational change processes, workloads, recruitment and development of staff and their own performance and preparation for career progression.
- Monitor, assess and report corporate issues divergence to City Manager.
- Monitor and assess processes for identifying and mitigating corporate risk issues.
- Assess, research and make recommendations for policy and procedural changes related to key corporate issues, including contracts, delegation of authority and others.
- Monitor, assess and advise on changes to the Business Planning and Budget process as appropriate.

ii) New Initiatives

- Develop a more formalized approach for regularly assessing and developing mitigation strategies to address risk to Corporate Services Departments. Evaluate this pilot initiative for application to the rest of the organization.
- Research, document and recommend policy and effective procedures for engaging in City contracts, that minimizes risk issues.

E. Objectives for 2004:**Objective 1: Build a stronger Corporate Services management team by:**

- Establishing clear objectives and plans for developing all Corporate Services Department Managers and their staff, with an emphasis on leadership competencies and progression and succession management³; and,
- Supporting activities that reinforce an organizational culture that is consistent with The City's Cornerstone Values, Vision, Purpose and Guiding Principles.⁴

Action	Expected Completion	Success Measure
i. Work with Managers to develop Director and Department Head workplans that are tied to finalized 2004 Business Plans. Collaboratively set clear and reasonable timeframes and objectives. Support the process through all staff levels in the Division.	2 nd Q. 2004 and annually thereafter.	<ul style="list-style-type: none"> Managers and staff will see the value of workplans, take the time required to complete the process and experience success in meeting objectives.
ii. Determine needs, identify opportunities and designate training/learning activities that address current managerial weaknesses, and skills required for future duties to be assigned. Provide appropriate tools and support.	2 nd Q. 2004 and annually in workplan process thereafter.	<ul style="list-style-type: none"> Managers will demonstrate their involvement and ongoing commitment to continuous learning; training experiences will result in increased skills in key areas that are identified annually.
iii. Assess issues and decisions and facilitate integrated Divisional action that is consistent with The City's Cornerstone Values, Vision, Purpose and Guiding Principles.	Ongoing	

Implications:

- This objective contributes to ensuring that the Corporate Services Management team is operating at an optimal level and maximizing current and future contributions to the success and health of the organization.
- This objective also supports Corporate Services Managers in identifying opportunities and preparing for increased responsibility and succession management within The City.

³ 2002 – 2005 Strategic Plan 3.5.2; 3.6.1; 3.6.2.

⁴ 2002 – 2005 Strategic Plan, p. 4 & 5.

Objective 2: Provide leadership to the process of aligning services rendered by corporate Services Division, with the resources allocated, the City's Strategic Plan, City Manager Direction and approved policies.⁵

Actions	Expected Completion	Success Measure
i. Work with Managers to ensure that they have sufficient and appropriate resources to effectively manage service levels and reasonable workloads. Assist in setting priorities when this situation is threatened.	2 nd Q. 2004	Managers have the time to manage their departments through effective leadership that includes ongoing Department planning and mentorship of staff.

Implications:

- This objective is intended to ensure that Managers can set aside time for planning, preparation, prevention, values clarification and relationship building, in the transition to a more proactive, rather than reactive approach to managing their Departments.
- This objective is also intended to examine stress levels within the Departments to place greater emphasis on creating a work environment that supports on-going learning and personal health.

Objective 3: Undertake a risk scan for Corporate Services Departments, report and make recommendations to City Manager.⁶

Actions	Expected Completion	Success Measure
Identify risk assessment issues and current responses among Corporate Services Departments and facilitate the development and implementation of a coordinated process for ongoing risk analysis and response.	4 th Q. 2004.	An effective process that supports ongoing identification of Corporate Services risks and mitigation options and has the potential to be adapted for corporate-wide implementation.

Implications:

- BPFR request for one-time contract funds
- Risk concern is now prevalent throughout The City and is being assessed and responded to on a Department-by-Department basis.

⁵ 2002 – 2005 Strategic Plan 3.4.1; 3.4.2; 3.4.3; 3.4.4; 4.3.2.

⁶ 2002 – 2005 Strategic Plan 4.1.3; 4.2.1.

- This initiative will develop a consistent and integrated process for assessing and developing Divisional risk mitigation strategies through on-going business and management practices.
- The learning from this initiative will have potential for corporate-wide application.

Objective 4: Provide leadership in studying and recommending changes where appropriate, to City contracts policies and procedures.

Action	Expected Completion	Success Measure
i. Establish what the current practices and related policies are. ii. Analyze the related risk issues. iii. Scan and document alternatives. iv. Make recommendation for follow-up action.	3 rd Q. 2004	<ul style="list-style-type: none">• A recommendation for policies and effective procedures, for City contracts, that minimize our risk and ensure efficient processes.

Implications:

- This objective is closely linked to the Legislative and Administrative Services Business Plan, Objective 5.
- Improved policy and procedures have the potential for decreasing dependency on legal counsel and related costs and for reducing the risk of litigation.

F. Risk Management Disclosure: Risks exposed to; actions & policies in place to mitigate risks.

Specific corporate risks are identified in each of Corporate Services Department Business Plans. The key risks to be addressed at the Divisional level are those related to Department Managers not having the resources to carry out their own objectives effectively. The mitigation of these risks to an acceptable level is the focus of the Corporate Services Directorate Business Plan and objectives for 2004.

Several leadership actions taken in the past year have served to mitigate risks to the organization at the Divisional level, including:

- Restructuring City Clerk's and Assessment and Taxation Departments to ensure adequate focus is placed on each of these critical areas;
- Delegating appropriate duties and authority to Department Managers;
- Planning and filling of the Strategic Initiatives Planner position and assigning key research, facilitative and linking activities to the incumbent;
- Working with and through these team members to ensure that decisions and approaches are consistent with corporate policy and direction;
- Articulating issues and contributing to decision making at the corporate level, with the goal of ensuring appropriate processes and resources.

This approach will continue to be emphasized, through implementing actions to meet the objectives identified in this Business Plan.

THE CITY OF RED DEER 2004, 2005 AND 2006 BUDGETS
DEPARTMENT OPERATING BUDGET SUMMARY

PROGRAM:Corporate Services Director

DEPARTMENT: Corporate Services

DIVISION: Corporate Services

DESCRIPTION OF PROGRAM - Business Unit - 120

Directorate Staffing:

Director: provides leadership to 4 City Departments

Strategic Initiatives Planner (Corporate Analyst): researches, analyzes & reports on corporate issues

Clerk Typist (.6 FTE); provides clerical support to Directorate & Treasury Services

Directorate Mandate:

In accordance with the Municipal Government Act and other legislation, and in step with The City's Strategic Plan, provides long-term vision and leadership to the following Departments:

Assessment & Taxation

Information Technology

Legislative & Administrative Services

Treasury Services

Provides financial information, direction & support to elected officials, the City Manager & Departments

Gives leadership & support to the annual Operating and Capital Budget processes.

CHANGES IN BUDGET -

2003 Council Approved Budget	\$183,785
Add: 2003 Salary Adjustments	3,979
2003 Adjusted Budget	\$187,764
Add: CPI Adjustments	346
Add: top up to full year salary for Strategic Initiatives Planner *	24,301
Add: Transfer of part-time clerk-typist and salary from Treasury**	25,277
Add: Support funds for new position and other minor adjustments	4,612
2004 Budget Guideline	\$242,300

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

*Strategic initiatives planner position added in April 2003 is budgeted for a full year in 2004

**Clerk-typist position (.6FTE) transferred from Treasury to provide broader support to Division.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Major issues will primarily impact and be reflected in Departmental budgets.

Contract resources will be requested in 2005 and 2006 to manage corporate

projects such as risk analysis and mitigation. These will be specific projects supported by SMT.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$122,048	\$175,418	\$224,988	28.3%
General & Contracted Services	8,282	11,546	15,312	32.6%
Materials, Supplies & Utilities	722	800	2,000	150.0%
Other	0	0	0	0.0%
SUB-TOTAL	\$131,052	\$187,764	\$242,300	29.0%
Internal Charges & Transfers	0	0	0	0.0%
TOTAL EXPENDITURE	\$131,052	\$187,764	\$242,300	29.0%
REVENUE	0	0	0	0.0%
NET TAX LEVY	\$131,052	\$187,764	\$242,300	
Percent Change		43.3%	29.0%	
EQUIVALENT FULL TIME POSITIONS	1.0	2.0	2.6	30.0%

Assessment & Taxation Services Department

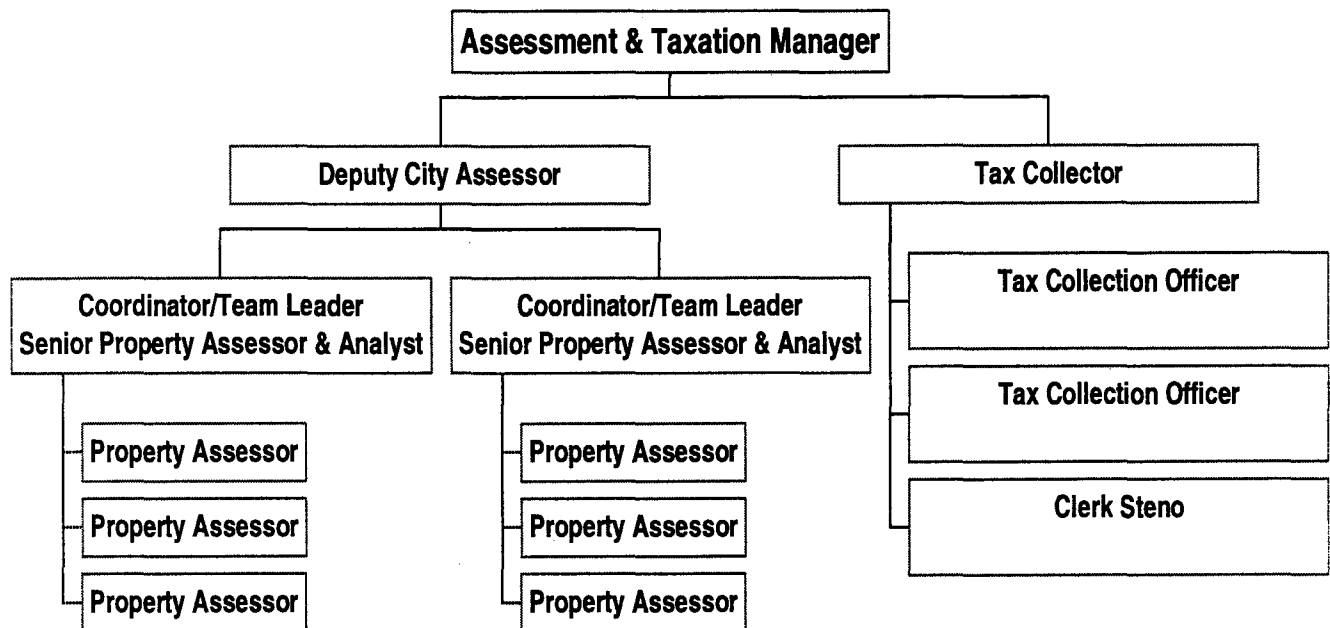
2004 Business Plan

A. Mandate

In accordance with the Municipal Government Act and other legislation, the Assessment & Taxation Services Department serves The City of Red Deer and its citizens within the following mandate:

- Value properties and businesses in The City of Red Deer for property taxation purposes;
- Collect property and business revitalization zone tax on behalf of The City and requisitioning authorities including Alberta Education, Public Library, Piper Creek Foundation, and the Business Revitalization Zone; and
- Assign civic addresses to property within the City of Red Deer.

B. Organizational Structure



Note: This chart does not include summer student staff, specifically hired to complete project work or temporary staff to assist with tax collection.

FTE¹ Table

Year	2003*	2004 (proposed)	2005 (proposed)	2006 (proposed)
*FTE	16.2	14.6	14.7	14.7

¹ FTE – Full Time Equivalent staff

* Assessment and Taxation Services business unit reverts back to Department status.

* 2.1 Cashiers transferred to Treasury Department.

C. Introduction**Looking Back on 2003:****i) Achievements**

- Transitioned back to Department status.
- Hired new Department Manager and Deputy City Assessor.
- Commenced communication and planning processes for role clarity, staff development and progression management for the Assessment Section.

ii) Challenges

- Maintaining a full compliment of staff.
- Meeting new Legislative requirements.
- Achieving mandate in light of city growth.
- Planning and implementing staff development, while still meeting daily workloads and timelines.
- Completing core deliverables while maintaining unscheduled customer service requirements.
- Effectively managing both paper and electronic files as they increase.
- Managing the civic address function which was transferred from Land and Economic Development with no additional resources.

iii) Statistical Measures

	2002 actual	2003 (estimated to year end)
Tax Installment Payment	4,941	6,084
Property Accounts	25,825	27,541
Tax Certificates Issued	1,420	1,450
Tax Searches Issued	8,250	8,300
Mortgage Accounts	7,200	7,520

Looking Ahead to 2004:**i) Continuing Strategies**

- Complete communication and planning processes for role clarity, staff development and progression management for the Assessment Section.
- Prepare for new assessment Legislative requirements.²
- Monitor and assess Departmental processes and implementing efficiencies where deemed necessary (including data management system, Computer Assisted Mass Appraisal (CAMA) System) in relation to changing needs and organizational systems and technology (GIS).³
- Commence skill development activities to support employees in preparing for career progression and to supply qualified staff for longer term department needs.⁴

ii) New Initiatives

- Manage new, and convert old paper and electronic records, within the parameters of the corporate records management system. (Legislative and Administrative Services Department services required.)
- Purchase technological tools (e.g. handheld data input devices) and assess impact on improved process efficiencies and accuracy.⁵ (IT Services required.)
- Implement a change in the mail date of Property Assessment and Tax Notices.⁶ (Communications Services required.)
- Increase involvement in provincial bodies and initiatives with the intent of improving relationships and sharing information that benefits The City of Red Deer and other municipalities.⁷
- Review the property tax distribution between property tax classes.
- Review the Bylaws impacting the Department.

² A legislated responsibility.

³ Strategic Plan, Goal 3.7 *To make appropriate use of technology to improve services and/or reduce costs.*

⁴ The City of Red Deer 2002 – 2005 Strategic Plan, Strategy 3.5.1 *Develop job descriptions and clearly communicate the competencies required, the authority assigned, the scope of work performance expected and the accountability that ensues, for positions within our organization.* 3.5.2 *Maintain a succession plan to assist in meeting the long term knowledge, skill and leadership needs of our organization.*

⁵ Strategic Plan, Strategy 3.7.1 *Explore invest in and support the technology required to carry out our organizational roles effectively.*

⁶ Strategic Plan, Strategy 3.1.2 *Provide timely information that our citizens need to make choices and understand our decisions.*

⁷ Strategic Plan, Strategy 4.1.1 *Develop strategic alliances through municipal associations and with other municipalities, to research and articulate municipal funding needs, and appropriate directions.*

D. Objectives for 2004:**Objective 1: Investigate and implement modern technology to improve the efficiencies and customer service levels within the Department.**

Action	Expected Completion	Success Measure
i. Implement the use of hand held remote electronic devices to assist assessors in collecting property characteristic data.	3 rd Q 2004 4 th Q 2004 1 st Q 2005 2 nd Q 2005	<ul style="list-style-type: none"> • Verify data to collect. • Complete programming requirements for remote data collection devices. Purchase hand held devices. • Test program and devise. • Implement new technology, which will result in a reduction of duplicate data entry.
ii. Act as assessment technical resource to assist IT to implement GIS technology to increase the amount of property assessment information available to our ratepayers over the internet.	4 th Q 2004 2nd Q 2005	<ul style="list-style-type: none"> • Enhance existing web site to incorporate assessment information on an individual property basis. • Release assessment information on web site. Will increase the number of hits on web site.
iii. Act as assessment technical resource to assist IT Services to implement GIS technology to provide the assessors with an additional property valuation tool.	4 th Q 2004 1 st Q 2005	<ul style="list-style-type: none"> • Inform I.T. Services of our GIS expectations from a property valuation perspective. • GIS used to assist the assessors with the valuation of property. GIS will assist with the valuation process.
iv. Implement electronic land title transfer system.	1 st Q 2004	<ul style="list-style-type: none"> • System used by the Tax Section. Will reduce data entry.

Implications:

- i. Remote data collection will result in less duplication of data entry; thereby improving the operational efficiency of the Assessment Section.
 - Implementation will impact IT Services.
- ii. Public access to assessment information on a 24/7 basis will improve the transparency of property assessments in Red Deer and level of services offered to

our customers. Currently, property owners contact the Department to access information regarding the assessment on their property and comparable properties. The information most property owners require will be on the Internet, resulting in fewer telephone and counter inquiries.

- Implementation will impact IT Services and Communications.
- iii. The Assessment Section will review our existing valuation processes from an efficiency and quality perspective. The integration of GIS into our valuation process will reduce manual checking processes allowing the Department to spend time on other initiatives.
- Implementation will impact IT Services.
- iv. The use of an electronic land title transfer program will reduce manual data entry as well as keying errors. Currently all land title transfers are entered into the Tax System manually.
- Implementation will impact IT Services.

Objective 2: Implement Assessment Shared Services Environment (ASSET) compliance requirements.

Action	Expected completion	Success measure
i. Ensure the assessment for 2003 is completed according to the standards and timelines as required for ASSET.	1 st Q 2004	Property Assessment passes the assessment audit program.
ii. ASSET reporting requirements will increase over the next 2-3 years which have to be met.	4 th Q 2004	Prepare assessment information to ASSET standards.
	1 st Q 2005	Property assessment valuation passes the assessment audit program.
iii. Repeat "ii" until Municipal Affairs indicates they have all the information required.	Ongoing	Property Assessment passes the assessment audit program.

Implications

Assessment Shared Services Environment (ASSET) is a Provincially mandated process that will impact the way the Assessment Section does business. ASSET is basically an Internet based data system that will provide municipal stakeholders with secure access to assessment information. Although there are many technical changes to the Assessment process the most recognizable changes are:

1. The Provincial Education requisition will be based on our current years assessment where as previously it was based on the assessment base of the year prior.
2. Non-residential property owners will have to report income and expense information earlier in the year, as the assessment for all property must be completed by January 31 not February 28 as in previous years.

The full implementation of ASSET is a staged approach with reporting requirements from the municipal level increasing over the next 2-3 years.

- Implementation will impact IT Services.

Objective 3: Become more involved with Provincial/International bodies.

Actions	Expected Completion	Success Measure
i. Participate regularly with Alberta Assessors' Association, International Property Tax Institute, and International Association of Assessing Officers.	2 nd Q 2004 3 rd Q 2004	Involved on an Alberta Assessors' Association Committee. Involved with the International Property Tax Institute and/or International Association of Assessing Officers by offering to deliver a presentation and/or participate on a committee. Will improve the profile of the City of Red Deer provincially and internationally.

Actively participating with Provincial and International property assessment and taxation organizations improves the image and credibility of the City of Red Deer. Involvement with the organizations allows staff to be current and proactive on new issues that will likely impact the City.

Objective 4: Assess needs and carry out staff development activities.

Action	Expected Completion	Success Measure
i. Develop career path maps and assist staff to advance in their career.	4 th Q 2004	Have career path map documented.
ii. Finalize role clarity model for Assessment Section.	2 nd Q 2004	Assessment Section was involved with role clarity map, understands, and operates using the model.

- i. Developing and supporting the staff is critical to the long term success of the Department. The difficulty in attracting qualified personnel will increase, as the demand continues to exceed the supply.
 - Implementation will impact Personnel Department
- ii. Role Clarity is an important step to ensure the entire team is clear on the responsibilities of each position.
 - Implementation will impact Personnel Department.

Objective 5: Implement new methods and manage within the Corporate Records Management System.

Action	Expected Completion	Success Measure
i. Convert all paper records currently in use to new records management system.	3 rd Q 2004	All paper records converted to new system.
ii. Implement new records management system for electronic records.	3 rd Q 2004	New electronic files will be stored utilizing new system.

Implications

A records management system is an important step in strengthening the integrity of our files.

- Implementation will impact Legislative and Administrative Services.

E. Risk Management Disclosure

- i. The supply of trained assessors is very limited and the demand is very high. The demand for the assessors goes beyond not only the Alberta borders but beyond the Canadian borders as well. Developing countries that are in the process of initiating a property assessment and tax system are also seeking qualified individuals to relocate to their country to assist them.
- ii. Replacing existing staff as vacancies arise is and will continue to be extremely difficult. Assessment valuation deadlines are Provincially Legislated and cannot be extended. To maintain the quality of assessments, new and innovative ways of doing business will be required.

**THE CITY OF RED DEER 2004 BUDGETS
DEPARTMENT OPERATING BUDGET SUMMARY**

PROGRAM: Assessment and Taxation

DEPARTMENT: Assessment & Taxation Services

DIVISION: Corporate Services

DESCRIPTION OF PROGRAM - Business Units - 124, 125

Property Assessment

Provides annual property and Business Revitalization Zone assessments.

The assessments are used to calculate the tax rates for the municipal, Provincial Education, and other requisitioning authorities including the BRZ.

Maintains an inventory of all land and improvements (buildings and structures) and machinery and equipment associated with manufacturing and processing facilities within the city of Red Deer.

Maintains an inventory of all businesses within the BRZ.

Property Taxation

Levy and respond to inquiries regarding municipal, Provincial Education, requisitioning authorities, local improvements and Business Revitalization Zone taxes.

Maintains property ownership records and assigns civic addresses to property.

Administers the tax recovery process as outlined in the Municipal Government Act.

CHANGES IN BUDGET -

2003 Council Approved Budget	\$1,060,358
Reduce One time Contract Expense	(\$50,000)
Shift to Department Status	\$8,711
Add CPI	\$2,449
Reduce Revenues	\$1,850
Separate mailing of assessment notices	\$23,000
Add Contracted Services	\$7,600
Add Supplies	\$2,500
Add Rounding	\$691
Cashier Function Moved to Treasury	
Reduce Personnel	(\$93,621)
Reduce General and Contracted Services	(\$10,700)
2004 Budget Guideline	\$952,838

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Service level standards will be updated and formalized in 2004.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Additional funding required for Fee Appraisal Services and Multiple Regression Analysis implementation.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$972,511	\$1,070,213	\$955,058	-10.8%
General & Contracted Services	58,003	122,938	95,510	-22.3%
Materials, Supplies & Utilities	13,795	14,500	18,770	29.4%
Other	137	100	0	-100.0%
SUB-TOTAL	\$1,044,446	\$1,207,751	\$1,069,338	-11.5%
Internal Charges & Transfers	(27,697)	(29,043)	0	-100.0%
TOTAL EXPENDITURE	\$1,016,749	\$1,178,708	\$1,069,338	-9.3%
REVENUE	(125,202)	(118,350)	(116,500)	-1.6%
NET TAX LEVY	\$891,547	\$1,060,358	\$952,838	
Percent Change		18.9%	-10.1%	
EQUIVALENT FULL TIME POSITIONS	14.0	14.4	14.6	1.4%

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: 124 Assessment Section
Assessment and Taxation Services
DIVISION: Corporate Services

DESCRIPTION OF PROGRAM - Business Unit - 124

Annually reassess (re-evalutate) the market value of all property in the city according to the Municipal Government Act.
 Administers all assessment related bylaws and policies as set by City Council.
 Maintain an inventory of all land and improvements (buildings and structures) by accounting for all changes made to property by way of new construction, renovations, additions and demolitions.
 Annually collect and analyze income and expense data, market sales data, and construction costs.
 Update assessment rates and assess businesses in the BRZ(Business Revitalization Zone).
 Establish and maintain the property assessment roll and the BRZ assessment roll.

CHANGES IN BUDGET -

2003 Reallocated Council Approved Budget	\$809,888
Shift to Department Status -Reorganization	\$8,711
Reduce One time Contract Funding	(\$50,000)
Separate mailing of assessment notices	\$23,000
Add CPI on Contracted Services and Materials (2.8%)	\$1,939
Add Contracted Services	\$7,600
Add Supplies	\$2,500
Decrease in Revenues	\$2,850
Add Rounding	<u>\$691</u>
2004 Budget Guideling	\$807,179

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$651,021	\$742,513	\$720,979	-2.9%
General & Contracted Services	41,465	99,468	80,100	-19.5%
Materials, Supplies & Utilities	8,574	6,000	11,100	85.0%
Other				
SUB-TOTAL	\$701,060	\$847,981	\$812,179	-4.2%
Internal Charges & Transfers	(32,155)	(30,243)	0	-100.0%
TOTAL EXPENDITURE	\$668,905	\$817,738	\$812,179	-0.7%
REVENUE	(4,936)	(7,850)	(5,000)	-36.3%
NET TAX LEVY	\$663,969	\$809,888	\$807,179	
Percent Change		22.0%	-0.3%	
EQUIVALENT FULL TIME POSITIONS	10.0	10.0	10.0	0.0%

THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: Taxation Section
Assessment and Taxation Services
DIVISION: Corporate Services

DESCRIPTION OF PROGRAM - Business Unit - 125

Levies and collects property tax and business tax levy as required by City Bylaw.

Administers all tax related bylaws and policies as set by City Council.

Establishes and maintains an assessment and tax roll for property, businesses and manufactured homes.

Administers the tax recovery process as outlined in the Municipal Government Act.

Administers the corporate civic address system.

CHANGES IN BUDGET -

2003 Council Reallocated Approved Budget	\$250,470
Add Alberta CPI on Contracted Services (2.8%)	\$510
Less increase in revenue	(\$1,000)
Cashiers function moved to Treasury Department	
*Reduce Personnel - Cashiers to Treasury	(\$93,621)
*Reduce General and Contracted Services	(\$8,400)
*Reduce Materials, Supplies & Utilities	(\$2,300)
2003 Budget Guideline	\$145,659

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$321,490	\$327,700	\$234,079	-28.6%
General & Contracted Services	16,538	23,470	15,410	-34.3%
Materials, Supplies & Utilities	5,221	8,500	7,670	-9.8%
Other	137	100	0	-100.0%
SUB-TOTAL	\$343,386	\$359,770	\$257,159	-28.5%
Internal Charges & Transfers	4,458	1,200	0	-100.0%
TOTAL EXPENDITURE	\$347,844	\$360,970	\$257,159	-28.8%
REVENUE	(120,266)	(110,500)	(111,500)	0.9%
NET TAX LEVY	\$227,578	\$250,470	\$145,659	
Percent Change		10.1%	-41.8%	
EQUIVALENT FULL TIME POSITIONS	6.0	6.0	4.0	-33.3%

Information Technology Services 2004 – 2006 Business Plan

A. Mission

To serve The City of Red Deer's Council, Administration and Agencies, in their use of information technology to deliver efficient and effective public services, by leading, developing and supporting technology initiatives and providing a responsive technology service center.

B. Mandate

The department is a key member of the Corporate Services Division with a primary business of providing cost effective information technology service to internal client customers, external citizen customers and, subject to an appropriate business case, to other public sector organizations, agencies and regional partners. The department is organized into the following key areas of service:

Information Technology Planning, Budgeting and Administration Services

- Establish and maintain a link between all the business units and corporate services for all Information Technology Services;
- Budget for all of the City's information technology needs;
- Develop corporate information technology strategies and plans;
- Manage and coordinate the use of information technology throughout the City;

Infrastructure and Technical Services

- Ensure all IT initiatives adhere to the established technical architecture;
- Provide security for, and management of, the corporations electronic data;
- Provide network administration, troubleshooting, and performance management;
- Provide for and maintain, Information Technology infrastructure growth capacity.

Production Support Services

- Provide production support, helpdesk and training in all information technology;
- Ensure all IT initiatives adhere to the established desktop standards;
- Negotiate and administer service level agreements with clients;
- Conduct product evaluations and upgrades for desktop operating systems and office productivity software;
- Provide security for, and management and administration of, the corporation's electronic data and IT equipment;
- Provide desktop administration and installation of all hardware and software;
- Provide software license administration;
- Provide user support for core desktop applications (Office software and operating systems);
- Provide management and administration of City Hall's physical security system;

Applications/Development Services

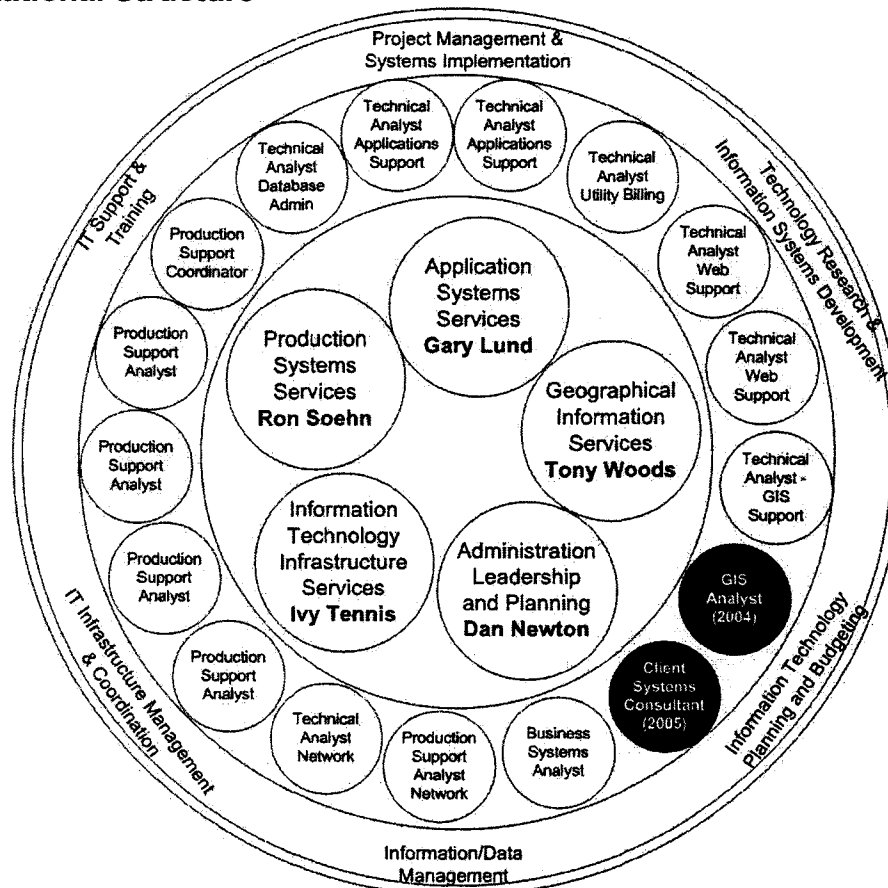
- Assist with the selection of software applications used in The City;
- Assist business units in the development of a business case analysis for all application related information technology initiatives;
- Provide database administration;

- Conduct information technology evaluations through a request for proposal process and product demonstrations;
- Provide project management and leadership for information technology projects;
- Provide proper training (either in-house or external) for applications software;
- Develop and support application software and application interfaces for clients;
- Liaise with applications software vendors and application users;
- Evaluate and potentially implement upgrades to application software;
- Provide guidance to client departments to ensure standards are followed and data is gathered and maintained from a corporate perspective.

Geographical Information Systems Services

- Provide overall coordination of The City's Geographical Information System;
- Provide GIS systems development, integration and maintenance;
- Provide project management for GIS projects;
- Evaluate and implement GIS solutions;
- Develop and deliver training programs on GIS applications.

C. Organizational Structure



Full Time Equivalent's

Year	2002	2003	2004 (proposed)	2005 (proposed)	2006 (proposed)
FTE	18	18.5	21	22	23

D. Introduction**Looking Back on 2003:****I. Achievements in the areas of:****Administrative, Planning and Budgeting**

- IT Strategy Update – Recommendations developed for key strategic areas;
- RedNet – Bell West negotiations for the sale of fiber assets;
- Radio Systems Review – Radio strategy in place – Upgrades started;

Applications Systems

- Upgraded OneWorld software to a newer version;
- Utility Billing Project - Management and Implementation;
- DPS System Enhancements – Backflow Permit Tracking;
- CLASS System Upgrade – Includes implementation of IVR;
- Upgraded to Cash Tills and Cash Receipts System;
- Census reporting enhancements;
- Traffic Signals System (in progress);
- FDM Inspection Module – completed in 2003;
- LAPP interface enhancements;
- ASSET interface to Milenet for the Assessment and Tax Department;
- Web on-line survey;
- Crystal Reports evaluation;
- Funders Forum – Contract Mgmt for Social Planning;

Production Systems

- 1st and 4th Floor Renovations Project Management;
- Wireless connection to Dairyland building;
- Computer Room Monitoring System Implemented;
- Urban CAP Support;
- Library Systems Support;
- 39 additional workstations implemented and supported;
- PC Docs/Records Management - Ongoing support and implementations;
- Citizen Action Bus upgrade;
- Regular workstation and printer replacements;
- Museum's network upgrade;
- Internet access to all Internal City Clients;

Infrastructure and Technical Services

- RedNet Support;
- Camelot server upgrade;
- Windows 2000 Upgrade;
- Exchange 2000 Upgrade;
- Implementation of automatic Virus software updates;
- Provided RedNet connectivity to the Lancaster Reserve ;
- Various security patches and updates;
- CheckPoint firewall review;

Geographical Information Systems

- Digital Orthophotography - Aerial Photography delayed until Spring 2004;
- GIS Technical Solution – Request for proposal and solution chosen;
- Development Services Agreement implementation;
- Parks mapping project;

II. Challenges

- Keeping resources allocated and momentum going on existing strategic initiatives while working on major projects such as Utility Billing and One World.
- Continued rapid pace of information technology change.
- Managing the continual pursuit of hardware and software upgrades.
- Ensuring we do not chase technology that has no real business value.
- Managing the massive amounts of data and records that are being stored electronically.
- The increased growth and increased management required for Internet and Internet Email. (All City computer users now have Internet Access).

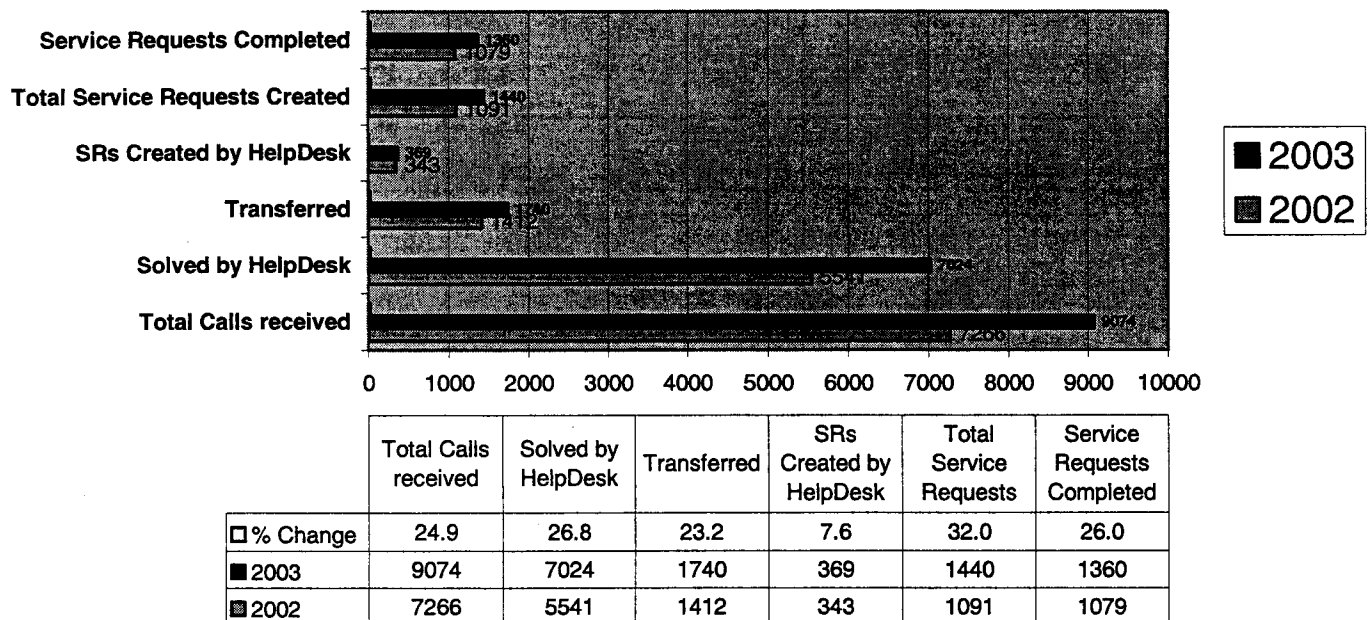
III. Statistics/Performance Measures

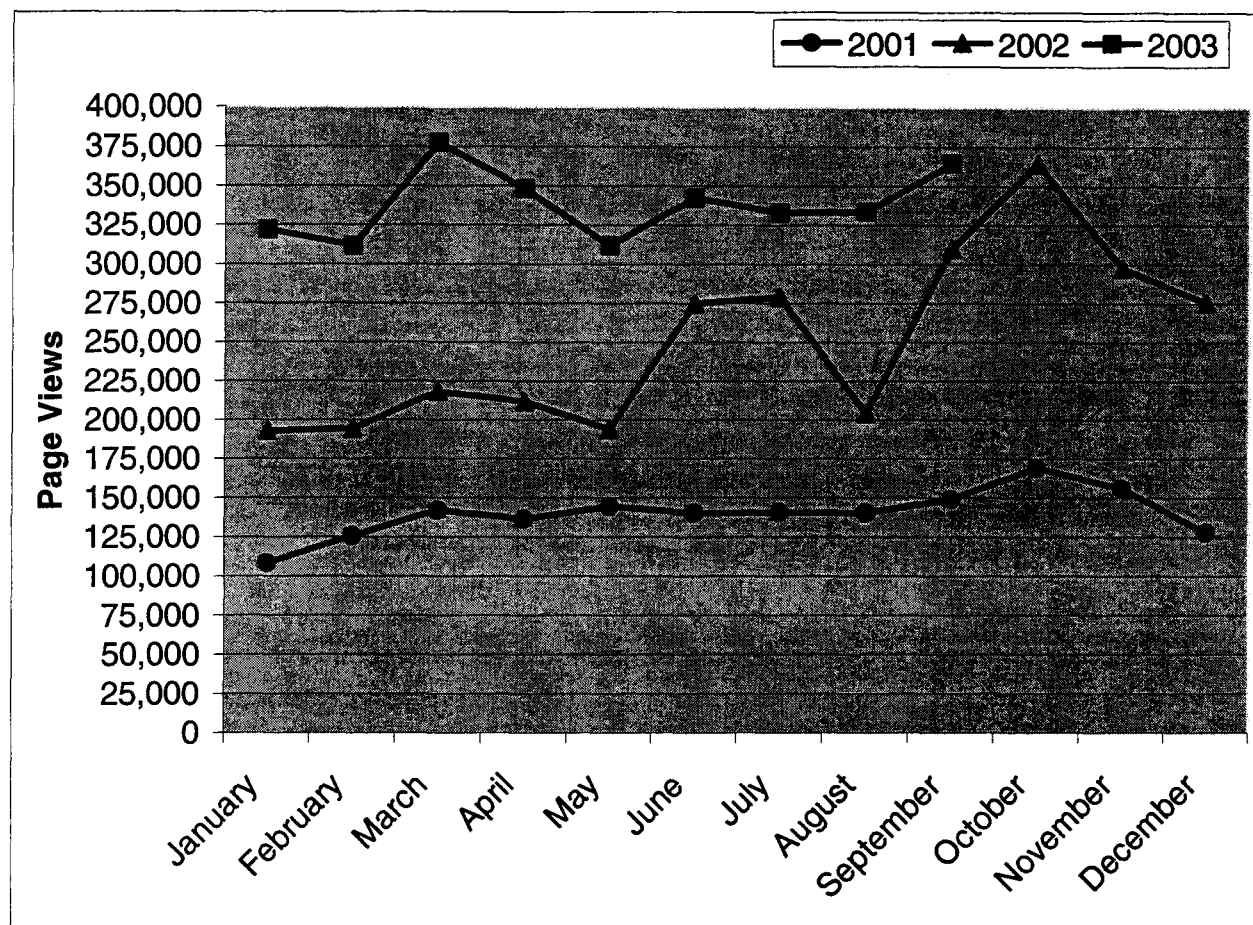
Workstation/User Support

# supported:	2002	Additions	Replaced	Retired	Spares	2003
Workstations	481	39	40	58	5	507
Servers	30	10	1	4	0	37

Helpdesk and Support Calls Taken

HelpDesk Analysis



Internet Usage Statistics**Performance Comparisons to Others**

KPMG conducted a Benchmarking Survey in June 2003 using MISA (Municipal Information Systems Association) members as a source for the survey. Thirty-five local governments, from mostly British Columbia, responded. Results of the survey have been compared to the City of Red Deer IT department below:

Criteria	KPMG 2003 Survey Results	City of Red Deer 2002	City of Red Deer 2003
Average ITS Costs per # of Users Supported	\$4,283	\$4,368	\$4,501
Average ITS Costs per # of Workstations Supported	\$5,425	\$5,540	\$5,762
Number of ITS Users to 1 ITS Workforce	41	33.9	35.2

This comparison to other municipalities (mostly in BC) indicates that we are very similar in size, scope and budget to other municipalities. Diversity in responsibilities amongst various IT departments would account for some of the minor differences shown.

Regardless, it is our goal to continually benchmark ourselves against others. Also, in order to stay in touch with what others municipalities are doing with technology, the City's IT Manager meets regularly with four other mid-sized Alberta City's IT managers.

Customer Satisfaction Survey

This year we used web-based software to survey our customers (clients). We sent the survey to 100 clients that had used our services and 61 responded to the Survey.

2002 Survey Results

CATEGORY	POSITIVE %	NEUTRAL %	NEGATIVE %
General Support	96%	2%	2%
Business Knowledge	88%	3%	9%
Staff IT Knowledge	100%	0%	0%
Customer Service	88%	9%	3%
Responsiveness	94%	1%	5%
Grand Total	93%	3%	4%

2003 Survey Results

CATEGORY	POSITIVE %	NEUTRAL %	NEGATIVE %
General Support	93%	6%	1%
Business Knowledge	81%	16%	3%
Staff IT Knowledge	98%	2%	0%
Customer Service	84%	13%	3%
Responsiveness	95%	2.5%	2.5%
Grand Total	89%	9%	2%

Comments on Client Survey Results

Although we have a slightly lower overall positive rating with the survey results in 2003, we have reduced our negative ratings, which is a positive in itself. Weaknesses continue to appear with knowledge of the City's business. We will continue to work on this and we do expect to have a positive effect in this area as we move toward distributing support to the outside business units. All other ratings remain consistent from year to year.

Below are some client comments we received as part of the Survey:

- The IT staff is helpful, tries to understand my business need, and acts in a professional manner. My dealing with the helpdesk, system development, GIS and system support staffs consistently led me to respect the service that you provide.
- I found the change over to Windows 2000 problematic. I lost programs because IT was not familiar with them. Some other software had to be re-installed more than once to get it functioning properly.
- Thanks for the opportunity to comment; it's important for all City Departments to be open to receiving/giving feedback for continuous improvement!
- Resources for OneWorld seem to be shrinking. We are not moving ahead with necessary improvements/efficiencies due to an apparent lack of resources.
- Service calls should be made for laptops as they are for desktops. We should not have to bring laptops into IT for servicing.

Looking Ahead to 2004:**i) Ongoing Strategic Goals**

1) Improve quality and accessibility of information to staff and citizens.

2) Establish and maintain a cost-effective application and technical architecture that is:

- a) Driven by business critical applications;
- b) Built around a planned set of integrated applications and associated infrastructure technologies;
- c) Focused on acquiring packaged software and only when necessary developing custom software;

d) Compliant with existing Information Technology Standards;

This strategy reinforces the need for efficient procurement and deployment of appropriate technologies that solve concrete business needs and that work together as a cohesive standards-based system.

3) To continually research new technologies and evaluate their cost-effectiveness in meeting The City's business needs

This strategy proposes a sensible balance between innovation and risk-awareness. To remain fiscally responsible, IT should not hastily implement "cutting edge" technology for the sake of being "current"

4) To provide high quality cost-effective service to IT customers by:

- a) Providing a responsive courteous service centre (helpdesk);
- b) Fostering an environment that emphasizes partnerships with users, open communication, and clear accountability through formal and informal service level agreements;
- c) Developing skills and using available personnel resources for the best benefit to the organization;
- d) Continually reviewing and improving business processes to maintain customer satisfaction and operating efficiencies.

This strategy ensures that the Information Technology department maintains a cost effective customer focus.

ii) Technologies with Strategies and Actions Already in Motion

- Geographical Information Systems
- Web based delivery of services
- Wireless/Mobile Computing/Field Automation

iii) New Strategic Areas

- Training - Using information technology to enhance training
- Citizen Relationship Management Systems – Corporate coordination
- Best of Breed Systems – Ensure the best systems are implemented for each of the Business Units
- Data/Information/Records Management – Managing the City's information and records as a corporate resource.

E. Objectives for 2004:

Objective 1: To guide and provide resources towards the successful completion of major and ongoing information technology projects.

Action	Expected Completion	Success Measure
1) Web Strategy Projects a) Electronic Service Delivery infrastructure development b) Intranet development for Personnel applications. c) Implementation of additional Web applications with a focus on Inspections and Licensing applications. Implementation of Program Registration on the Internet	3 rd Qtr 2004 2 nd Qtr 2005 2 nd Qtr 2005 4 th Qtr 2004	➤ ESD Infrastructure Available ➤ Employees actively using the Intranet to make changes and inquiring on personal information ➤ Inspection and Licensing applications available online. ➤ Citizens doing program registration on the Internet.
2) GIS Strategic Initiatives a) Hire a GIS Analyst (BPFR) b) Titles Mapping c) GIS on the Internet ➤ Basic Mapping ➤ Elections ➤ Transit routes d) GIS Internal Intranet ➤ Deploy parks mapping ➤ Expand property information e) Planning for other high priority GIS initiatives. ➤ Call Management, ➤ Citizen Notification ➤ Infrastructure Management	1 st Qtr 2004 2 nd Qtr 2004 3 rd Qtr 2004 3 rd Qtr 2004 4 th Qtr 2004	GIS Analyst Hired Titles mapping & corresponding applications identified will be available on the Intranet. GIS applications identified made available to the public on the Internet Internal users will have access to land related information geographically. Planning will begin as part of the 2005 budget planning process. Plan in place by the end of 2004.
3) Field Automation Projects - Three projects have been planned in 2004: a) Inspections and Licensing – Inspections in the Field, b) Emergency Services – Fire Inspections in the Field c) Assessment and Tax – Assessment Automation d) Patient Care System	2 nd Qtr 2004 3 rd Qtr 2004 4 th Qtr 2004 3 rd Qtr 2004	Systems are implemented and operational
4) Records Management	Ongoing	Support and implementation as required

Implications of Objective 1:

Most of the projects and actions identified have been developed as corporate strategies to delivery improved services to Citizens. The remaining projects are based on a developed Business Case Analysis. Once projects are complete, there will be ongoing costs to support and maintain the systems.

Objective 2: To develop and maintain the Information Technology Master Plan for The City of Red Deer.

Action	Expected Completion	Success Measure
1) New strategic recommendations developed in 2003 will be confirmed by the organization.	1 st Qtr 2004	➤ SMT and Department Heads have confirmed the IT Strategic recommendations.
2) Implement new IT organization for distributed support	2 nd Qtr 2005	➤ IT Support People placed in client departments
3) Review Internet Usage Policy	3 rd Qtr 2004	➤ Changes to Internet Usage Policy as deemed necessary.
4) Maintain and update the Information Technology Plan by: a) Communicating with others in the business b) Continually reviewing our business processes and approaches for cost savings and efficiencies. c) Continually exploring revenue generation opportunities. d) Doing regular comparison and benchmarking to others e) Search for technology upgrades that have quick paybacks.	Ongoing	➤ Make regular attendance to trade shows, conferences and training seminars. ➤ Help to develop the Municipal Information Systems Association (MISA) in the Prairies ➤ Continued membership and support of the Canadian Information Processing Society ➤ Business Case Analysis completed for all technology upgrades and implementations.
5) Make information technology an integral part of the business units planning processes.	Ongoing	➤ Business Units include IT in their annual planning.
6) Ensure that technology projects and initiatives, which are focused on external customers, have a business case that allows them to be self-supporting.	Ongoing	➤ A Business Case is developed for any external projects.

Implications of Objective 2:

Many of the actions identified under this objective are ongoing and relate back to the general strategies that IT Services operates under. External scanning and internal feedback are important for continuous improvement and staying on top of technology.

Objective 3: Ensure that existing technologies are properly and cost-effectively supported, maintained and developed.

Actions	Expected Completion	Success Measure
1) Annual IT Feedback Survey	3 rd qtr 2004	➤ Positive response to Survey of over 90%.
2) Continuously review and develop the network architecture and technical infrastructure to support new technology and information systems by making the necessary upgrades to ensure maximum uptime and performance.	Ongoing	➤ Network downtime of less than 1% ➤ Excellent network performance (few or no complaints) ➤ Positive responses to the Annual IT Feedback Survey
3) Complete the implementation of Windows 2000 and Exchange 2000 Server Infrastructure Project.	2 nd qtr 2004	➤ The new domain and email system will be installed and operating throughout the City.
4) Annual Refresh Program a) Upgrade at least 100 workstations under the technology refresh program. (the goal is to turn over workstations at a maximum of every 5 years) b) Upgrade printers as required (goal is a 7 year cycle) c) Upgrade Servers as required (goal is to have no server more than 5 years old) d) Upgrade and maintain the City's telephone systems (replace and maintain as needed). e) Upgrade and maintain the City's radio systems (replace and maintain as needed).	Ongoing	➤ Workstations, Printers, Servers, Telephones, Radios and the Network will be maintained as identified.

Implications of Objective 3:

By completing the actions under this objective, we will continue to maintain a proper information technology infrastructure and delivery excellent customer service and satisfaction.

Objective 4: Develop a strategy and plan to provide secure wireless voice, data and video communications for applications throughout the City of Red Deer.

Activity	Estimated Completion	Current Status
1) Review the existing radio system and infrastructure and develop a plan to upgrade and/or replace	4 th Qtr 2003	Review complete and plan developed.
2) Upgrade radio system as per developed plan.	2 nd Qtr 2004	Upgrades completed and ongoing maintenance system in place
3) Develop wireless communications plan that includes the potential for voice data and video communications.	3 rd Qtr 2004	Plan developed
4) Review Palm Pilots for standards and use (including wireless connections)	3 rd Qtr 2004	Plan developed

Implications of Objective 4:

This objective has been driven by the review of the Radio System, but additional actions will provide a plan for future wireless data communication systems and infrastructure.

F: Growth Costs: What expected increase in costs (over next 3 years) is related to growth?

As the City grows, so do the City's business units. This in turn generates the need for new and additional information technology services. Over the last few years, we have been successful in building information technology planning into the City's business units planning. By doing this, our growth costs become highly related to the growth of the organization, which is related to growth in population and citizen demand for services. As long as we continue to be a part of the business units planning cycle, we will be able to properly plan information technology growth.

We expect the demand for information technology to continue to grow at a rapid pace. Areas such as GIS and the Web will continue to fuel growth for the Information Technology Department. New information technology strategies will start to stimulate expansion and change as well. These new strategies include:

1. Mobile Computing/Field Automation/Wireless Communications
2. Training Systems – the use of technology to support organizational training
3. Data, Information and Knowledge Management Systems
4. Corporate Citizen Relationship Management Systems

G. Service Demand Costs: What expected increase in costs is related to increased service level demands.

As citizens continually demand services to be delivered on line via the web and interactively through other technologies such as Interactive Voice Response and kiosks, we expect that there will be some increases in costs to support these new systems.

In 2002, we implemented 24 X 7 on-call support for the Emergency Services and Recreation departments. The system provides a best effort on-call support and has been received well by these departments. Other departments are asking for on-call support and we are evaluating their needs. Many of these needs can be taken care using the current on-call system and we do not expect an increase in cost in 2004. However, increased on-call support may lead to increased call in costs in the future.

As a result of the Radio System Review, we will take a more active role in the management of the Radio System and other wireless communications. Although we do not expect any increase in 2004 operating costs, we do expect some increased costs in the future because of this service.

H. Risk Management Disclosure: Risks exposed to; actions & policies in place to mitigate risks. (Where are we vulnerable? What if we had a “disaster” e.g. fire, data failure?)

Risk Management is a key focus area for IT Services. It includes the following areas of concern from an information technology perspective:

1. Disaster recovery;
2. Business continuity;
3. Emergency preparedness;
4. Data backup and recovery;
5. Security – network, data, physical, Internet;
6. Computer viruses;
7. Network and system vulnerabilities that could jeopardize network integrity.

**THE CITY OF RED DEER 2004, 2005 AND 2006 BUDGETS
DEPARTMENT OPERATING BUDGET SUMMARY**

PROGRAM: All

DEPARTMENT: Information Technology Services

DIVISION: Corporate Services

DESCRIPTION OF PROGRAM - Business Unit(s) - 130,131,133,134,135,139

The Information Technology Services department provides support services to the City of Red Deer Organization for selection, implementation and ongoing support of various information technologies. The scope of technologies include applications software, network hardware and software, desktop hardware and software, information technology infrastructure and geographical information systems. Training for information technology is also coordinated and in many cases delivered by I.T. Services Staff. The Information Technology department also provides coordination and management of hardware and software vendors. Our key strategies are:

- 1) To improve the quality and accessibility of enterprise information to staff and citizens
- 2) To establish and maintain a cost-effective application and technical architecture
- 3) To research new technologies and evaluate their cost-effectiveness in meeting the City's business needs
- 4) To provide high quality service to internal IT customers

CHANGES IN BUDGET -

2003 Council approved budget	\$ 2,374,977
Add: EXEMPT Salary Treatment - Allocation of EXEMPT salary increases	\$ 9,063
Add: Position Re-evaluations made throughout the year	\$ 2,160
Add: Increase in Refresh Program (allocated portion of 1% Tax Levy for Capital)	\$ 235,000
Subtotal	\$ 2,621,200
Add: Alberta CPI on Contracted Services	\$ 23,303
Add: Alberta CPI on Materials & Supplies	\$ 347
Add: Full Year Funding of PSA	\$ 26,489
Add: Technical Analyst Position to support Utility Billing System	\$ 70,000
Add: Software and Hardware support for the Utility Billing System	\$ 30,000
Less: Increased Revenue from Library and Agencies	\$ (10,000)
Less: Cost allocation transfer from Utility Billing	\$ (100,000)
Less: One Time Digital Orthophotography	\$ (30,000)
Less: Net of other minor adjustments	\$ (115)
2004 Budget Guideline	<u>\$ 2,631,224</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Increased support levels required as a result of the implementation of new hardware and software applications

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Additional software support and maintenance costs to maintain GIS and Web Applications	\$ 20,000
Additional support costs to maintain new systems in wireless voice and data communications	\$ 20,000
Additional Client Support Consultant	\$ 65,000
Total Significant Budget Issues	<u>\$ 105,000</u>

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,160,408	\$1,395,906	\$1,493,075	7.0%
General & Contracted Services	725,634	892,265	\$903,050	1.2%
Materials, Supplies & Utilities	14,275	12,900	\$15,000	16.3%
Other	22,701	22,668	\$22,630	-0.2%
SUB-TOTAL	\$1,923,018	\$2,323,739	\$2,433,755	4.7%
Internal Charges & Transfers	286,455	398,000	\$308,000	-22.6%
TOTAL EXPENDITURE	\$2,209,473	\$2,721,739	\$2,741,755	0.7%
REVENUE	(12,018)	(100,539)	(\$110,531)	9.9%
NET TAX LEVY	\$2,197,455	\$2,621,200	\$2,631,224	
Percent Change		19.3%	0.4%	
EQUIVALENT FULL TIME POSITIONS	18.0	18.5	20.0	8.1%

**THE CITY OF RED DEER 2004, 2005 AND 2006 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Administration

DEPARTMENT: Information Technology Services

DIVISION: Corporate Services

DESCRIPTION OF PROGRAM - Business Unit(s) - 130 - Management/Administration

Administration

- Establish and maintain a link between all the business units and corporate services for all Information Technology Services;
- Budget for all of the City's information technology needs;
- Develop corporate information technology strategies and plans;
- Manage and coordinate the use of information technology throughout the City;

CHANGES IN BUDGET -

Increased revenue from continued Library support

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$103,549	\$105,345	\$105,336	0.0%
General & Contracted Services	37,016	15,530	15,600	0.5%
Materials, Supplies & Utilities	3,064	3,400	3,500	2.9%
Other	0	0	0	
SUB-TOTAL	\$143,629	\$124,275	\$124,436	0.1%
Internal Charges & Transfers	20,032			#DIV/0!
TOTAL EXPENDITURE	\$163,661	\$124,275	\$124,436	0.1%
REVENUE	(11,972)	(15,000)	(25,000)	66.7%
NET TAX LEVY	\$151,689	\$109,275	\$99,436	
Percent Change		-28.0%	-9.0%	
EQUIVALENT FULL TIME POSITIONS	1.0	1.0	1.0	0.0%

**THE CITY OF RED DEER 2004, 2005 AND 2006 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Production/Technical
DEPARTMENT: Information Technology Services
DIVISION: Corporate Services

DESCRIPTION OF PROGRAM - Business Unit(s) - 131 Production/Technical Section

The **Technical/Production Section** is responsible to:

- Provide production support, helpdesk and training in all information technology;
- Ensure all IT initiatives adhere to the established desktop standards;
- Negotiate and administer service level agreements with clients;
- Conduct product evaluations and upgrades for desktop operating systems and office productivity software;
- Provide security for, and management and administration of, the corporation's electronic data and IT equipment;
- Provide desktop administration and installation of all hardware and software;
- Provide software license administration;
- Provide user support for core desktop applications (Office software and operating systems);
- Provide security management and administration for both physical (City Hall only) and data security;
- Provide for and maintain, Information Technology infrastructure growth capacity.
- Ensure all IT initiatives adhere to the established technical architecture;
- Provide security for, and management of, the corporations electronic data;
- Provide network administration, troubleshooting, and performance management;

CHANGES IN BUDGET -

Slight increase as a result of increased hardware and software maintenance.
 Received remaining funding for new Production Support Analyst position which had been added in 2003.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

This area will take on the responsibility of managing the Radio System

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

- > Radio System Replacment project as well as ongoing support and administration of the Radio System.
- > Implementation of Mobile and Portable Computing through the use of wired and wireless IT infrastructures
- > As part of the Radio System Upgrade and wireless communications, we will need to review Cell phone requirements as well

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$602,133	\$586,330	\$609,323	3.9%
General & Contracted Services	584,868	580,000	\$593,150	2.3%
Materials, Supplies & Utilities	11,212	9,000	11,000	22.2%
Other	22,701	22,668	22,630	-0.2%
SUB-TOTAL	\$1,220,914	\$1,197,998	\$1,236,103	3.2%
Internal Charges & Transfers	(40,317)	(80,000)	(80,000)	0.0%
TOTAL EXPENDITURE	\$1,180,597	\$1,117,998	\$1,156,103	3.4%
REVENUE	(47)	(39)	(31)	-20.5%
NET TAX LEVY	\$1,180,550	\$1,117,959	\$1,156,072	
Percent Change		-5.3%	3.4%	
EQUIVALENT FULL TIME POSITIONS	9.0	8.5	9.0	5.9%

**THE CITY OF RED DEER 2004, 2005 AND 2006 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Applications

DEPARTMENT: Information Technology Services

DIVISION: Corporate Services

DESCRIPTION OF PROGRAM - Business Unit(s) - 133 Application Systems

The Applications/Development Services is responsible to:

- Assist with the selection of software applications used in The City;
- Assist business units in the development of a business case analysis for all information technology initiatives;
- Provide database administration;
- Conduct information technology evaluations through a request for proposal process and product demonstrations;
- Provide project management and leadership for information technology projects;
- Provide proper training (either in-house or external) for applications software;
- Develop and support application software and application interfaces for clients;
- Liaise with applications software vendors and application users;
- Evaluate and potentially implement upgrades to application software;
- Provide guidance to ensure standards are followed and data is gathered and maintained from a corporate perspective even when departments choose to develop their own databases;

CHANGES IN BUDGET -

Slight increase as a result of some increases in software maintenance

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

The Applications Area has the tools, personnel and technology to develop web applications using the Microsoft .Net framework. As web based service delivery grows, this area will be responsible for support and maintenance of these new applications.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There will be an increased number of web applications to support over the next two years.
The insourcing of the Utility Billing System will require an increase in support costs for the new software application

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$437,921	\$628,042	\$701,944	11.8%
General & Contracted Services	90,670	178,935	203,000	13.4%
Materials, Supplies & Utilities	0	0	0	#DIV/0!
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$528,591	\$806,977	\$904,944	12.1%
Internal Charges & Transfers	6,739	(82,000)	(172,000)	109.8%
TOTAL EXPENDITURE	\$535,330	\$724,977	\$732,944	1.1%
REVENUE	0	0	0	#DIV/0!
NET TAX LEVY	\$535,330	\$724,977	\$732,944	
Percent Change		35.4%	1.1%	
EQUIVALENT FULL TIME POSITIONS	7.0	8.0	9.0	12.5%

**THE CITY OF RED DEER 2004, 2005 AND 2006 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Infrastructure
DEPARTMENT: Information Technology Services
DIVISION: Corporate Services

DESCRIPTION OF PROGRAM - Business Unit(s) - 134

This Business Unit provides funding for IT Minor Capital Projects such as Technology Refresh programs for Printers, Workstations, Servers, Network, Software and the AS400 Server

CHANGES IN BUDGET -

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$0	\$0	\$0	#DIV/0!
General & Contracted Services	0	0	0	#DIV/0!
Materials, Supplies & Utilities	0	0	0	#DIV/0!
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$0	\$0	\$0	#DIV/0!
Internal Charges & Transfers	300,000	535,000	535,000	0.0%
TOTAL EXPENDITURE	\$300,000	\$535,000	\$535,000	0.0%
REVENUE	0	0	0	#DIV/0!
NET TAX LEVY	\$300,000	\$535,000	\$535,000	
Percent Change		78.3%	0.0%	
EQUIVALENT FULL TIME POSITIONS	0.0	0.0	0.0	#DIV/0!

**THE CITY OF RED DEER 2004, 2005 AND 2006 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: GIS

DEPARTMENT: Information Technology Services

DIVISION: Corporate Services

DESCRIPTION OF PROGRAM - Business Unit(s) - 135 GIS

The **Geographical Information Systems** Section is responsible to:

- Provide overall coordination of the City's Geographical Information System
- Provide GIS systems development, integration and maintenance
- Provide project management for GIS projects
- Evaluate and implement GIS solutions
- Develop and deliver training programs on GIS applications

CHANGES IN BUDGET -

Budget was reduced as a result of the completion of the one time budget funding for Digital Orthophotography.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

This area is new to the IT Services Department and new to the organization.
As GIS initiatives are completed, new service will be provided.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

As availability and use of the GIS systems increase, this area will grow accordingly. The area currently has 1 GIS Coordinator who will make use of outside contractors to develop much of the GIS system. However, as the sophistication of the systems grows so will our need to internalize some of the support and development work. We expect to add a GIS technician in either 2004 or 2005. It is also expected that there will be some increases in hardware and software maintenance as new systems are implemented

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$16,805	\$76,189	\$76,472	0.4%
General & Contracted Services	13,080	57,800	31,300	-45.8%
Materials, Supplies & Utilities	0	0	0	#DIV/0!
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$29,885	\$133,989	\$107,772	-19.6%
Internal Charges & Transfers	0	0	0	#DIV/0!
TOTAL EXPENDITURE	\$29,885	\$133,989	\$107,772	-19.6%
REVENUE	0	0	0	#DIV/0!
NET TAX LEVY	\$29,885	\$133,989	\$107,772	
Percent Change		348.3%	-19.6%	
EQUIVALENT FULL TIME POSITIONS	1.0	1.0	1.0	0.0%

**THE CITY OF RED DEER 2004, 2005 AND 2006 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: RedNet
DEPARTMENT: Information Technology Services
DIVISION: Corporate Services

DESCRIPTION OF PROGRAM - Business Unit(s) - 139 RedNet

RedNet is a shared fibre communications network that is made available to public sector organizations within the City. The network is owned and operated by The City of Red Deer and a committee of public sector organizations that make use of the network directs its operation. Currently the network is being used by:

1. The City of Red Deer
2. The Red Deer Public School District
3. The Red Deer Catholic Board of Education
4. The Red Deer Public Library
5. The David Thompson Health Region.

The network is used for connectivity between the public sector facilities (schools, hospitals, school board central offices, city facilities, libraries). It is also used as a conduit to connect to a shared Internet connection.

CHANGES IN BUDGET -

The RedNet Network is run on a cost recovery basis where revenue is provided by each of the RedNet users.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

The RedNet network has been operating on a cost recovery basis since being built in the summer of 2000. At this stage, there is not intention of expanding the network as it covers most of the City owned facilities and it is expected that the Provincial Governments Supernet will provide high speed connectivity to the other public sector locations (Schools, Hospitals, Libraries). RedNet will continue to operate on a cost recovery basis but it is in the process of negotiating the sale or lease of excess fiber to help Bell West build the Supernet in the City of Red Deer

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$0	\$0	\$0	#DIV/0!
General & Contracted Services	0	60,000	60,000	0.0%
Materials, Supplies & Utilities	0	500	500	0.0%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$0	\$60,500	\$60,500	0.0%
Internal Charges & Transfers	0	25,000	25,000	0.0%
TOTAL EXPENDITURE	\$0	\$85,500	\$85,500	0.0%
REVENUE	0	(85,500)	(85,500)	0.0%
NET TAX LEVY	\$0	\$0	\$0	
Percent Change		#DIV/0!	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS	0.0	0.0	0.0	#DIV/0!

Legislative and Administrative Services Department 2004 Business Plan

A. Mandate

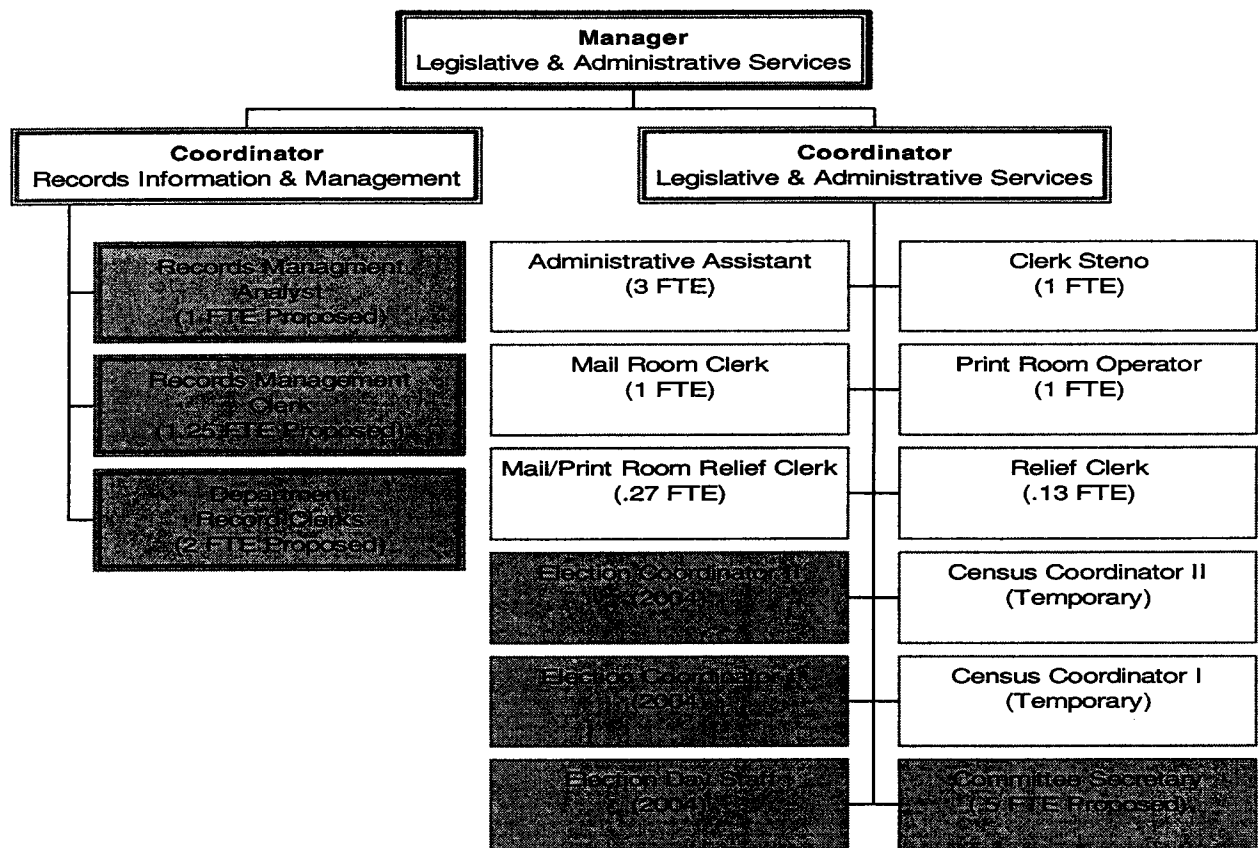
In accordance with the Municipal Government Act and other legislation, The Legislative and Administrative Services Department serves The City of Red Deer and its citizens within the following mandate:

Legislative Services

- Manage procedures and process, including agendas; record and communicate decisions; and, provide media/public relations services, for Council.
- Record and review decisions of Committees of Council; act as liaison to the Assessment Review and Subdivision & Development Appeal Boards; and, organize volunteer appreciation.
- Manage Councillor budget and administrative requirements, including, office space, secretarial services, conference and travel bookings, etc.; and provide procedural guidance to Councillors where appropriate.
- Act as Returning Officer; conduct and report results for municipal and school board elections and plebiscites.
- Act as Freedom of Information and Protection of Privacy Act (FOIP) coordinator, including receiving and administering all FOIP requests, monitoring legislation, training staff and providing ongoing “help desk” services.
- Maintain custody of administrative and Council policy; provide consultative services to Council and the organization in meeting requirements; make revisions and develop new policy as appropriate.

Administrative Services

- Provide custody and maintenance of all Bylaws, Corporate Records and Minutes, and the Corporate Seal (acts as signing officer other than for cheques).
- Conduct and report the municipal census.
- Provide corporate level services including: print; mail; audio visual equipment loan; information and document searches; legislative search and interpretation; and, cemetery services.
- Act as coordinator for corporate records and information, including establishing and guiding the implementation of records management programs, training staff and providing “help desk” services.
- Provide “help desk” services regarding copyright legislation.
- Act as media/communications officer for City Emergency/Disaster response.
- Manage various corporate projects as appropriate (e.g. basement renovations, coffee room relocation and development, etc.)

B. Organizational Structure (Proposed based on Proposed 2004 Objectives and Funding)

Note: Shaded boxes indicate proposed 2004 staff.

FTE¹ Table (Does not include Assessment and Taxation staff for the applicable period but does reflect proposed staff increases for 2004)

Year	1990	1995	2000	2001	2002	2003	2004 (proposed)	2005 (proposed)	2006 (proposed)
FTE	10.2	10.2	9.9	10.4*	9.9	9.9	13.15**	12.4	12.4

* Election Year

** Includes 2004 proposed staff increases:

2.25 Records Management Positions

1.00 - Records Management Analyst

1.25 - Records Management Clerks

0.5 Election Staff (2004 only – next election 2007)

0.5 Committee Secretary

¹ FTE – Full Time Equivalent staff

C. Introduction

Looking Back on 2003:

i) Achievements

- Supported Assessment & Taxation Services in transition back to Department status.
- Conducted Census 2003 and saw a 2.9% increase in population.
- Implemented a corporate recycling program. As at August 2003, the program eliminated approximately 16.74 tons of paper and cardboard from entering the landfill and in doing so 285 trees were saved.
- Converted records storage in City Hall basement using standardized storage units to provide greater safety, effective use of space and accessibility for all Departments.
- Completed basement renovation, including Census space development.

ii) Challenges

- Communicating the importance and business need for implementing a corporate records management system.
- Managing higher workload volume and complex processes, resulting from:
 - ⇒ the continual delegation of duties requiring higher level of expertise, to other staff members, as new initiatives are undertaken,
 - ⇒ increased number of Committees, each requiring more time to support,
 - ⇒ rising numbers of requests for information and documentation,
 - ⇒ added involvement in corporate collaboration and joint projects.
- Lack of sufficient resources for corporately monitoring, updating and managing legislative issues that may place The City at risk.

iii) Statistics/Performance Measures

Item	2002	2003	2004**
Volume of incoming and outgoing mail	251,690	266,791	282,798
Telephone Inquiries:			
Number of Telephone Inquiries (incoming & outgoing)	18,695	19,256	19,834
Time Spent on Telephone Inquiries (hours)	589	606	625
Staff time at Council & Committee Meetings (hrs.)			
Regular	157	161	170
Overtime	431	444	466
Cost per person to conduct census	.85	1.08*	.96
Population	70,593	72,691	74,581

* Comprehensive Census

** Projected

*** Based on Business Plan Funding Request approval

Looking Ahead to 2004:**i) Continuing Strategies**

- Implement the corporate records management program.
- Delegate tasks/roles from Manager and Coordinators. Identify and support the development of new skills and knowledge among Department staff to participate in corporate and additional project work where appropriate.
- Conduct and report results of municipal and school board elections.
- Conduct a basic municipal census.

ii) New Initiatives

- Initiate an accelerated schedule for implementing the corporate electronic records system to all departments, while ensuring a customer driven focus that integrates proactive record keeping within business processes.
- Explore and implement where appropriate, alternative corporate strategies for establishing proactive legislative investigation/research, policy review/development and related training/education, that is consistent with effective municipal governance practices.

D. Objectives for 2004:

Objective 1: Conduct and report results of municipal and school board elections within broader school board boundaries.

Action	Expected Completion	Success Measure
i. Update electronic ballot equipment. ii. Recruit staff. iii. Conduct election and report results. iv. Develop a marketing plan with goal to increase voter turnout.	2 nd Q 2004 3 rd Q 2004 Election – October 18, 2003 Documentation complete by Dec. 31, 2004	Vote is taken, newly elected Council & School Boards in place.

Implications:

- Funding will ensure the organization's ability to effectively carry out its legislated mandate to conduct municipal and school board elections.

Objective 2: Build a records management business unit that is able to implement and support the corporate records management program².

Action	Expected Completion	Success Measure
i. Prepare a Corporate Records Management Plan	2 nd Q 2004	<ul style="list-style-type: none"> Plan prepared and approved
ii. Increase staff by: <ul style="list-style-type: none"> - 1 FTE – Records Management Analyst - 1.25 FTE – Records Management Clerks 	1 st Q 2004	<ul style="list-style-type: none"> Staff hired
iii. Supervise and support record clerks within the various departments.	4 th Q 2004	<ul style="list-style-type: none"> Departments paper records classified to corporate requirements
v. Purchase software & plan for on-going software support, through partnership with IT Services.	1 st Q 2004	<ul style="list-style-type: none"> Requested IT resources approved to support initiative
vi. Roll out electronic records system to business units on a phased-in, 3-year schedule.	4 th Q 2006	<ul style="list-style-type: none"> 50% City business units operating by Dec. 31, 2004.
vii. Index all electronic documents not within the Records Management System.	phased in to completion in 4 th Q 2006.	<ul style="list-style-type: none"> 30% of records in business units operating within records management system by Dec. 31, 2004.
viii. Establish “help desk” support to departments with current and back file classification, inventory, record disposition projects, record room clean-ups, equipment and supply purchases.	Established by 2 nd quarter 2004, then ongoing.	<ul style="list-style-type: none"> All departments receive timely help desk support for records management issues and questions to meet their needs.

Implications:

- Although funding is centralized within Legislative & Administrative Services, this program is corporate and is for the benefit of all departments. This strategy creates efficiencies and economies of scale.
- Additional resources will support the consistent management of the flow of records, and information including electronic, from creation to destruction, so that we know what we have, where it is stored, when its life is ended, how to retrieve it, what is essential and to ensure their security.
- A strong link with, and continuing support from, IT Services is critical to the success of this initiative.

² The City of Red Deer 2002 – 2005 Strategic Plan, Strategy 3.1.2 *Provide timely information that our citizens need to make choices and understand our decisions.* Strategy 3.4.2 *Provide timely information that our organization's members require to understand decisions, make choices and take action.*

- Our electronic records are growing at a significant rate. If we continue not to manage these effectively, the task becomes exponentially huge, the longer we wait to put a corporately consistent system in place for all departments. For example, in 2001 corporate electronic records, if printed, would fill an equivalent of 1,600 filing cabinets. Today an equivalent of 7,700 filing cabinets is stored electronically. At this rate of growth, by 2005 our electronic records could fill an equivalent of 37,000 filing cabinets. With electronic records management we do not have to print these records.
- We have learned from our past experiences with Information Technology Services, where computer services were initially managed using a departmental approach, that a corporately managed program for services effecting all departments ensures a much more effective and efficient approach.
- The following risks may be associated with managing records by employing a departmental approach, rather than the proposed corporate system of standardized practices:
 - ⇒ Increased search and retrieval time for records (increased staffing costs)
 - ⇒ Multiple/standalone electronic systems (increased ITS staff and purchase costs)
 - ⇒ Loss/damage of vital records/information (uninformed decision making matched with incalculable costs)
 - ⇒ Imposition of change by the FOIP Commissioner resulting from FOIP investigation (increased staff, equipment, and ITS staff and purchase costs)
 - ⇒ Potential lawsuits due to poor records management or non-compliance with statutory requirements (increased legal costs or loss of grant funding)
 - ⇒ Wider scope of accountability and lack of benchmarks for accountability and operational control (poor audit results)
 - ⇒ Lack of industry knowledge (loss of options for increased efficiencies and outdated processes being used)
 - ⇒ Missed legislative proclamations/changes (noncompliance with statutory obligations)
 - ⇒ Early/improper records destruction (non-compliance with statutory obligations and uninformed decision making, matched with incalculable costs).
 - ⇒ Inconsistent practices (poor information sharing across the corporation)
 - ⇒ Loss/damage of historical records/information (loss of City heritage)
 - ⇒ Knowledge management links not formed (information silos created and knowledge unable to be extrapolated from complete “picture”)

Objective 3: Augment capacity to carry out the increased volume of Committee administrative support work.³

Action	Expected Completion	Success Measure
i. Recruit a part time secretarial assistant focusing on minute taking at Committee meetings.	1 st Q 2004	Reduction in current administrative assistant staff overtime.
ii. Re-adjust roles and responsibilities among staff members to most efficiently manage workload.	2 nd Q 2004	Freeing of other staff time to carry out more complex tasks and projects.

Implications:

- Funding will enable the Department to provide more thorough levels of service in supporting Committees and to carry out administrative responsibilities that are proactive with the intention of mitigating potential issues.
- As committee meeting overtime is taken as time off, this reduces resources to adequately address the daily workload of the department.
- If we were to payout committee overtime, based on 2002 overtime hours for committee meetings (431 hours), the cost is approximately \$21,400. The cost to hire a Committee Secretary for 588 hours is approximately \$13,400.
- Without requested funding, Department staff members will be required to work additional overtime and are at risk for increased levels of stress while trying to maintain service levels.

Objective 4: Review and report corporate policy and procedural inconsistencies with legislative requirements and propose appropriate course of corrective action.

Actions	Expected Completion	Success Measure
i. Review/study existing corporate policy and procedures	1 st Q 2004	<ul style="list-style-type: none">• A work plan prepared for implementation in 2005• Funding request for resources submitted for the 2005 budget
ii. Establish the scope of the research which includes as first priorities City contracts and the delegation of authority.	2 nd Q 2004	
iii. Determine what is needed and what is at risk.	3 rd Q 2004	
iv. Determine resources required to implement the recommendations of the report.		

³ The City of Red Deer 2002 – 2005 Strategic Plan, Strategy 3.4.3 *Provide our members with the authority, resources and support they require to carry out their roles effectively.* 3.4.4 *Regularly assess and adjust as needed, our roles and workloads, as the city grows and service demands change.*

Implications:

- Improved policy and procedures have the potential for decreasing dependency on legal counsel and related costs and for reducing the risk of litigation.

Objective 5: Purchase and replace of department equipment to increase the efficiency of the department and maintain service levels to meet growth demands.⁴

Actions	Expected Completion	Success Measure
i. Replace end-of-life print room equipment. ii. Upgrade postage machine to comply with Canada Post requirements. iii. Purchase department equipment related to Records Management and to fulfilling the role of Media Officer for Disaster Services. iv. Upgrade Committee Rooms/Council Chambers to meet business and presentation needs. v. Purchase and update audio/visual equipment.	Phase 1 – 4 th Q 2004 Phase 2 - - 4 th Q 2005	New equipment and technology installed and functioning at increased capacity and efficiency relative to old equipment.

Implications:

- Increase the efficiency of the department and maintain service levels to meet growth demands.
- Equipment automation will allow existing staff to provide an increased service level to accommodate City growth.

E. Growth Costs:

- Increased Census funding is an initiative that is impacted by city growth.
- Increased resources for Corporate Records Management and for purchasing new or replacing existing department equipment are in part, as a result of organizational growth.

⁴ The City of Red Deer 2002 – 2005 Strategic Plan, Goal 3.7 *To make appropriate use of technology to improve services and/or reduce costs.* Strategy 4.3.3 *Develop and annually update a financial plan to support long-term infrastructure development, maintenance and replacement, while considering impacts on operating costs.*

F. Service Demand Costs:

- Increasing services demands for administrative and secretarial support for Committees of Council and other non-standing committees are the basis for our request for funds for additional secretarial services.
- The increasing number of city hall project management initiative requests places greater demand on the current staff. Many of these are collaborative projects.
- Service demand increases are also evident in our expanding role in networking with, sharing information and resources and supporting other municipalities.

G. Risk Management Disclosure: Risks exposed to; actions & policies in place to mitigate risks.

- At risk of not being able to replace essential records if they are not identified or stored safely. (refer to Objective 1; implications noted earlier.)

Action required: Implement corporate records management policy over an accelerated schedule.

- A process is not in place to:
 1. determine what corporate policies are required;
 2. monitor the updating of current policies;
 3. ensure that the delegation of responsibility is documented; and
 4. ensure that City legislation (bylaws, policies, procedures) compile with changes in Federal and Provincial legislation.

Action required: Analyze what actions and resources are required to address this issue.

THE CITY OF RED DEER 2004 BUDGETS
DEPARTMENT OPERATING BUDGET SUMMARY

PROGRAM: Department Summary
DEPARTMENT: Legislative & Administrative Services
DIVISION: Corporate Services

DESCRIPTION OF PROGRAM - Business Unit - 126, 150, 180, 181, 182, 183

Assessment Review Board - Provide, in accordance with the Municipal Government Act, an avenue for the public to appeal their property assessments.

Council & Elected Officials - To consider and promote the welfare and interests of the municipality. Participate in developing and evaluating the policies and programs of the municipality. To participate in council and committee meetings and other outside bodies to which they are appointed.

Legislative & Administrative Services (formerly City Clerk's) - Provides support services to Councillors in carrying out their role as a member of Council. Prepares agendas and minutes and communicates the decisions of Council and its committees. Maintains Council and committee records, bylaws, contracts, agreements, Council policies, general administrative policies and other corporate documents. Providing legislative and procedure research and information to Council and administration. Provide centralized mail, printing, audio visual and advertising to City departments. Provide a variety of services relating to the two City owned cemeteries.

Census - Plans and conducts a civic census for an accurate count of the people residing in the City of Red Deer by June 30th of any year a census is held. Over the last several years a census has been conducted annually to reflect growth and ensure access to per capita funding. In 2003 a comprehensive census was completed. A basic census is planned for 2004.

Election - Conduct a municipal election for the City of Red Deer every three years in accordance with the Local Authorities Act for the offices of Mayor and Councillor. Under this Act the City has also entered into an agreement with the Public and Catholic School Boards to conduct their trustee elections.

Records Management - Provide direction and assistance to all City departments in the area of records management and Freedom of Information and Protection of Privacy Legislation. Provides for the safe keeping and retention of essential City records.

CHANGES IN BUDGET -

2003 Council Approved Budget	994,820
Add: Contract Services CPI Increase 2.8%	6,298
Add: Materials & Supplies CPI Increase 2.8%	1,710
Add: Exempt Staff Wage Increases	4,025
Add: Elected Officials Increases	10,083
Less: One Time Funding* (Security - 12,000, Census - 7,000, 7,000, Recycle Containers - 3,250, Volunteer Appreciation - 2,150)	(24,400)
2004 Budget Guideline	992,536
Add: 2004 Election Costs (\$55,846) & Approved Training (\$2,347)	58,193
Revised 2004 Budget Guideline	1,050,729

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$665,656	\$745,317	\$779,708	4.6%
General & Contracted Services	223,535	240,519	357,708	48.7%
Materials, Supplies & Utilities	64,188	76,310	67,552	-11.5%
Other	0	0	0	100.0%
SUB-TOTAL	\$953,379	\$1,062,146	\$1,204,968	13.4%
Internal Charges & Transfers	40,099	14,830	(29,110)	-296.3%
TOTAL EXPENDITURE	\$993,478	\$1,076,976	\$1,175,858	9.2%
REVENUE	(84,665)	(82,156)	(125,302)	52.5%
NET TAX LEVY	\$908,813	\$994,820	\$1,050,556	
Percent Change		9.5%	5.6%	
EQUIVALENT FULL TIME POSITIONS	10.0	9.9	10.4	5.1%

**THE CITY OF RED DEER 2004 BUDGETS
SECTION OPERATING BUDGET SUMMARY**

PROGRAM: Section Summary - CNL

DEPARTMENT: Legislative & Administrative Services

DIVISION: Corporate Services

DESCRIPTION OF PROGRAM - Business Units - 150

Council & Elected Officials - To consider and promote the welfare and interests of the municipality. Participate in developing and evaluating the policies and programs of the municipality. To participate in council and committee meetings and meetings of other outside bodies to which they are appointed.

CHANGES IN BUDGET -

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$167,327	\$205,642	\$215,725	4.9%
General & Contracted Services	63,160	68,616	70,537	2.8%
Materials, Supplies & Utilities	15,256	14,424	1,788	-87.6%
Other	532			
SUB-TOTAL	\$246,275	\$288,682	\$288,050	-0.2%
Internal Charges & Transfers				
TOTAL EXPENDITURE	\$246,275	\$288,682	\$288,050	-0.2%
REVENUE				
NET TAX LEVY	\$246,275	\$288,682	\$288,050	
Percent Change		17.2%	-0.2%	
EQUIVALENT FULL TIME POSITIONS				

**THE CITY OF RED DEER 2004 BUDGETS
SECTION OPERATING BUDGET SUMMARY**

PROGRAM: Section Summary - CLK

DEPARTMENT: Legislative & Administrative Services

DIVISION: Corporate Services

DESCRIPTION OF PROGRAM - Business Units - 126, 180, 181, 182,183

Assessment Review Board - Provide, in accordance with the Municipal Government Act, an avenue for the public to appeal their property assessments

Legislative & Administrative Services (formerly City Clerk's) - Provides support services to Councillors in carrying out their role as a member of Council. Prepares agendas and minutes and communicates the decisions of Council and its committees. Maintains Council and committee records, bylaws, contracts, agreements, Council policies, general administrative policies and other corporate documents. Providing legislative and procedure research and information to Council and administration. Provide centralized mail, printing, audio visual and advertising to City departments. Provide a variety of services relating to the two City owned cemeteries.

Census - Plans and conducts a civic census for an accurate count of the people residing in the City of Red Deer by June 30th of any year a census is held. Over the last several years a census has been conducted annually to reflect growth and ensure access to per capita funding. In 2003 a comprehensive census was completed. A basic census is planned for 2004.

Election - Conduct a municipal election for the City of Red Deer every three years in accordance with the Local Authorities Election Act for the offices of Mayor and Councillor. Under this Act the City has also entered into an agreement with the Public and Catholic School Boards to conduct their trustee elections.

Records Management - Provide direction and assistance to all City departments in the area of records management and Freedom of Information and Protection of Privacy Legislation. Provides for the safe keeping and retention of essential City records.

CHANGES IN BUDGET -

2004 is an election year and will require an additional tax levy of \$23,998.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$498,329	\$539,675	\$563,983	4.5%
General & Contracted Services	160,375	171,903	287,171	67.1%
Materials, Supplies & Utilities	48,932	61,886	65,764	6.3%
Other	0	0	0	
SUB-TOTAL	\$707,636	\$773,464	\$916,918	18.5%
Internal Charges & Transfers	39,567	14,830	(29,110)	-296.3%
TOTAL EXPENDITURE	\$747,203	\$788,294	\$887,808	12.6%
REVENUE	(84,665)	(82,156)	(125,302)	52.5%
NET TAX LEVY	\$662,538	\$706,138	\$762,506	
Percent Change		6.6%	8.0%	
EQUIVALENT FULL TIME POSITIONS	10.0	9.9	10.4	5.1%

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Assessment Review Board (ARB)
DEPARTMENT: Legislative & Administrative Services
DIVISION: Corporate Services

DESCRIPTION OF PROGRAM - Business Unit - 126

The ARB, in accordance with the Municipal Government Act, hears and makes decisions on business and property assessment rate complaints.

CHANGES IN BUDGET -

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$400	\$2,288	\$2,288	0.0%
General & Contracted Services				
Materials, Supplies & Utilities				
Other				
SUB-TOTAL	\$400	\$2,288	\$2,288	0.0%
Internal Charges & Transfers				
TOTAL EXPENDITURE	\$400	\$2,288	\$2,288	0.0%
REVENUE				
NET TAX LEVY	\$400	\$2,288	\$2,288	
Percent Change		472.0%	0.0%	
EQUIVALENT FULL TIME POSITIONS				

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Elected Officials

DEPARTMENT: Legislative & Administrative Services

DIVISION: Corporate Services

DESCRIPTION OF PROGRAM - Business Unit - 150

Elected Officials under this Business Unit includes only Councillors.

Councillors consider and promote the welfare and interests of the municipality as a whole.

Councillors participate generally in developing and evaluating the policies and programs of the municipality and attend Council and committee meetings and meetings of other outside bodies to which they are appointed.

CHANGES IN BUDGET -

Moved A/C 150-7426 (Food & Beverage Supplies) to Business Unit 180.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$167,327	\$205,642	\$215,725	4.9%
General & Contracted Services	63,160	68,616	70,537	2.8%
Materials, Supplies & Utilities	15,256	14,424	1,788	-87.6%
Other	532			
SUB-TOTAL	\$246,275	\$288,682	\$288,050	-0.2%
Internal Charges & Transfers				
TOTAL EXPENDITURE	\$246,275	\$288,682	\$288,050	-0.2%
REVENUE				
NET TAX LEVY	\$246,275	\$288,682	\$288,050	
Percent Change		17.2%	-0.2%	
EQUIVALENT FULL TIME POSITIONS				

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Legislative & Administrative Services
DEPARTMENT: Legislative & Administrative Services
DIVISION:

DESCRIPTION OF PROGRAM - Business Unit - 180

Legislative & Administrative Services is responsible for a diverse array of services including: providing support services to Council in carrying out their role; preparation of agenda and minutes for Council; communicating decisions of Council and its committees; maintaining Council and committee records, bylaws, contracts, agreements, Council and administrative policies and other corporate documents; provision of legislative and procedural research and information to Council; provision of centralized mail, printing and audio visual services to City departments; coordination of advertising, City Hall tours and provision of information about historic and current decisions of Council; and provision of services relating to the two city owned cemeteries.

CHANGES IN BUDGET -

Transferred A/C 150-7426 (Food & Beverage Supplies) from Business Unit 150 to 180.
 Outsourcing the printing of the utility bill inserts results in a lower revenue (A/C 150.5956) and an off-setting lower materials & supplies expense (A/C 150.7422).

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$435,691	\$460,880	\$464,704	0.8%
General & Contracted Services	98,198	93,200	92,236	-1.0%
Materials, Supplies & Utilities	42,786	49,429	38,799	-21.5%
Other				
SUB-TOTAL	\$576,675	\$603,509	\$595,739	-1.3%
Internal Charges & Transfers	21,113	850	2,150	152.9%
TOTAL EXPENDITURE	\$597,788	\$604,359	\$597,889	-1.1%
REVENUE	(84,559)	(73,656)	(60,000)	-18.5%
NET TAX LEVY	\$513,230	\$530,703	\$537,889	
Percent Change		3.4%	1.4%	
EQUIVALENT FULL TIME POSITIONS		8.4	8.4	0.0%

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Census

DEPARTMENT: Legislative & Administrative Services

DIVISION: Corporate Services

DESCRIPTION OF PROGRAM - Business Unit - 181

Plans and conducts a civic census for an accurate count of the people residing in the City of Red Deer by the 30th of June on the year the census is held.

Over the last several years a basic census has been conducted annually to reflect growth and ensure access to per capita funding. In 2003 a comprehensive census was conducted. A basic census will be conducted in 2004.

CHANGES IN BUDGET -

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$17,011	\$23,663	\$19,107	-19.3%
General & Contracted Services	42,910	61,337	50,974	-16.9%
Materials, Supplies & Utilities	220			
Other				
SUB-TOTAL	\$60,141	\$85,000	\$70,081	-17.6%
Internal Charges & Transfers			800	
TOTAL EXPENDITURE	\$60,141	\$85,000	\$70,881	-16.6%
REVENUE		(8,500)		-100.0%
NET TAX LEVY	\$60,141	\$76,500	\$70,881	
Percent Change		27.2%	-7.3%	
EQUIVALENT FULL TIME POSITIONS		0.5	0.5	0.0%

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Election

DEPARTMENT: Legislative & Administrative Services

DIVISION: Corporate Services

DESCRIPTION OF PROGRAM - Business Unit - 182

To conduct a municipal election for The City of Red Deer every three years in accordance with the Local Authorities Election Act for the offices of Mayor and Councillor. Under this Act The City has entered into an agreement with the Public and Catholic School Board to conduct their trustee elections.

CHANGES IN BUDGET -

In 1992 The City purchased a computerized electronic ballot counting system. This technology is obsolete and will not be supported beyond the 2004 election. An analysis into its repair or replacement supported the rental of a central ballot counter for the 2004 election and beyond.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel			\$25,000	100.0%
General & Contracted Services	2,742	2,762	127,450	4514.4%
Materials, Supplies & Utilities	479		17,500	100.0%
Other				
SUB-TOTAL	\$3,222	\$2,762	\$169,950	6053.1%
Internal Charges & Transfers	16,095	15,980	(30,060)	-288.1%
TOTAL EXPENDITURE	\$19,317	\$18,742	\$139,890	646.4%
REVENUE			(65,302)	100.0%
NET TAX LEVY	\$19,317	\$18,742	\$74,588	
Percent Change		-3.0%	298.0%	
EQUIVALENT FULL TIME POSITIONS		0.0	0.5	

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Records Management

DEPARTMENT: Legislative & Administrative Services

DIVISION: Corporate Services

DESCRIPTION OF PROGRAM - Business Unit - 183

The Department provides direction and assistance to all City departments in the area of records management and Freedom of Information and Protection & Privacy Legislation.

Provides for the safe keeping and retention of the City's essential records.

Maintain an original Record of Retention and Disposition of all records of The City.

CHANGES IN BUDGET -

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$45,227	\$52,844	\$52,884	0.1%
General & Contracted Services	16,524	14,604	16,511	13.1%
Materials, Supplies & Utilities	5,447	12,457	9,465	-24.0%
Other				
SUB-TOTAL	\$67,198	\$79,905	\$78,860	-1.3%
Internal Charges & Transfers	2,359	(2,000)	(2,000)	0.0%
TOTAL EXPENDITURE	\$69,557	\$77,905	\$76,860	-1.3%
REVENUE	(107)			
NET TAX LEVY	\$69,451	\$77,905	\$76,860	
Percent Change		12.2%	-1.3%	
EQUIVALENT FULL TIME POSITIONS		1.0	1.0	0.0%

Treasury Services Department

2004 Business Plan

A. Mission

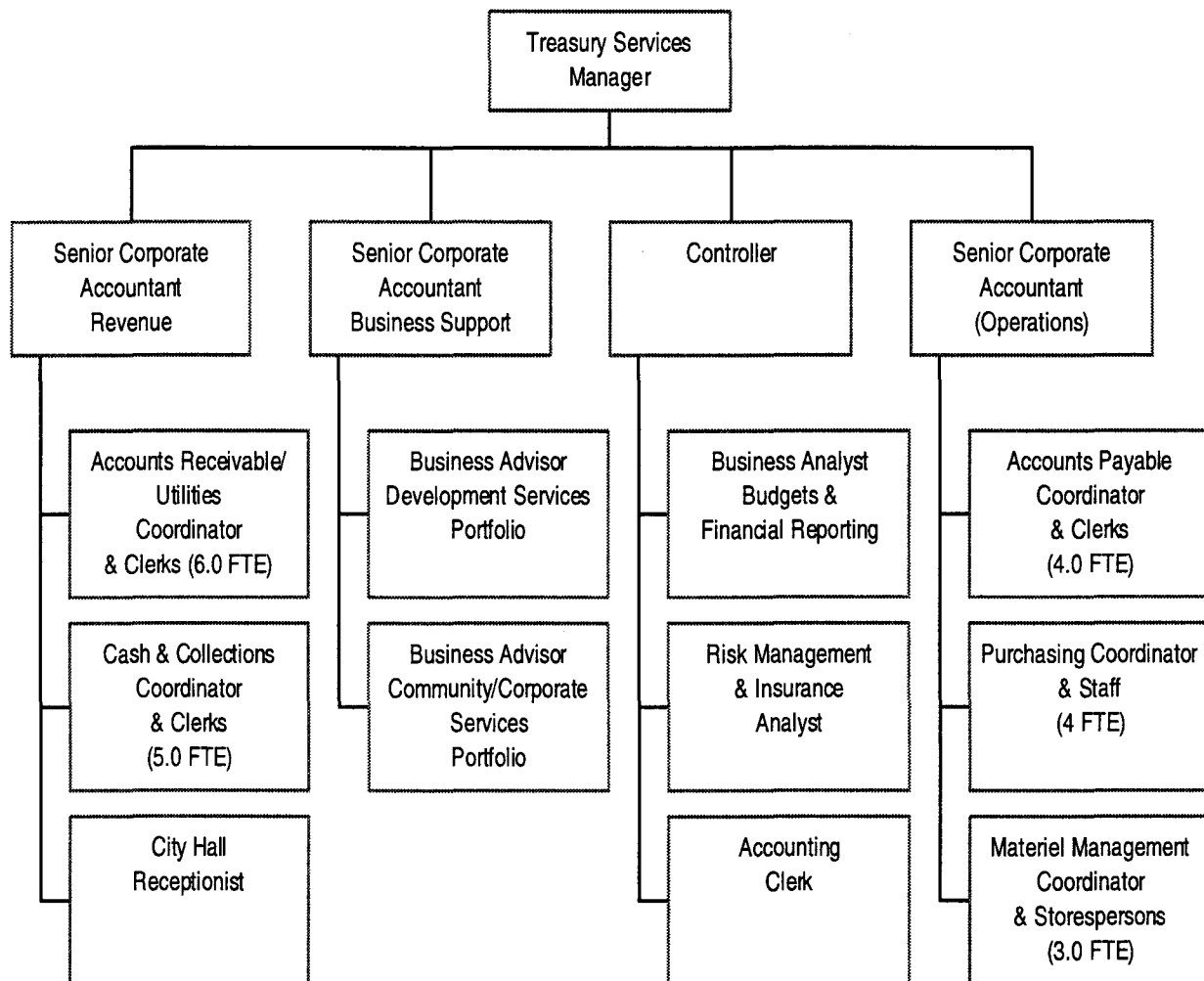
To provide accurate and timely services and information to help other City Departments meet their financial and accounting needs, and to inform citizens of our financial plans and decisions.

B. Mandate

In accordance with the Municipal Government Act and other legislation, Treasury Services serves The City of Red Deer and its citizens within the following mandate:

- Provide the following functions delegated to Treasury Services in accordance with Section 209 of the M.G.A., ensuring that:
 - Revenues are collected and controlled in the manner directed by Council
 - Funds are deposited in a bank designated by Council, and all monies invested by the City are in accordance with Section 250 of the M.G.A.
 - Accounts for authorized expenditures are paid
 - Accurate records are kept of the financial affairs of the City, including debt and debt limits
 - Actual revenues and expenditures are compared with budget estimates and reported to Council
- Protect The City's financial information and assets by ensuring that adequate financial controls exist.
- Record and report financial transactions and information to meet management reporting needs and legislated financial reporting obligations.
- Provide business advisory and accounting services to all departments.
- Coordinate the budgeting process.
- Ensure the integrity and continuous improvement of The City's financial system, in partnership with Information Technology Services.
- Provide Insurance and Risk Management services.
- Provide centralized procurement of goods and services, placing greater emphasis on an advisory and audit role, ensuring purchasing policy and legislation are followed.
- Provide management of centralized inventory.
- Provide banking, cash management and investment services.
- Provide City Hall reception, switchboard, cashier and information services.

C. Organizational Structure



FTE¹ Table

Year	1995	2000	2001	2002	2003 ²	2004 ³ (proposed)	2005 (proposed)	2006 (proposed)
Exempt	5	5	5	5	5	5	5	5
CUPE	31.7	18	19	19	19.4	28.5	28.5	28.5
Total FTE	36.7	23	24	24	24.4	33.5	33.5	33.5

2003 Staffing of 33.5 results from 24.4 staff in 2003 plus Utility Billing Staff (+7.2), plus the transfer of reception and cashier from Assessment and Tax (+2.0), less the transfer of the part time secretary (-.6) from Treasury to Corporate Services.

¹ FTE – Full Time Equivalent staff.

² Includes Cashiers & Reception, Utility Billing staff.

³ Includes proposed Business Advisor (Fixed Assets & Systems) & 1/2 Time Switchboard Operator

D. Introduction -**i) 2003 Achievements**

- Accounting System Update– completed Update 7 of the JDE OneWorld software⁴. Continuous improvement will follow as workload permits.
- Utility Billing – restored in-house Utility Billing, at the expiry of ATCO contact⁵ and merged with the accounts receivable function to achieve efficiencies.
- Financial Control – continued to refine the review and control process⁶, adding more detailed on-going review of capital budget variances, etc.
- Long Term Financial Planning – expanded long term financial planning⁷ in an attempt to identify financial risks and opportunities in the next decade.
- Infrastructure Maintenance – Began implementing a more comprehensive Infrastructure Maintenance Plan, in response to Council's expressed concerns during the 2003 Budget Review process.⁸
- Moved Purchasing functions to City Hall and created a Materiel Management section, separate from Purchasing.⁹
- Fixed Assets & Preventative Maintenance module was implemented at Collicutt Centre. Next implementations should be for other Recreation Facilities, Civic Buildings, E.L.P. and other assets. Lack of staffing precludes us from doing this.

ii) Challenges

- Human resources – We continue to be challenged attracting and retaining well-qualified staff. At one point in 2003, 50% of staff had been in their positions less than a year, testing our ability to provide more than minimum day-to-day service.
- Staff development - As tasks and authority were delegated downward, roles became more complex, requiring new knowledge. It is a challenge to ensure staff have access to adequate development and receive remuneration consistent with these changes. We try to maintain a development budget of 2.5% of salaries.
- Organizational Change – Treasury's organization continued to change in an attempt to realign priorities with The City's needs and accomplish more with existing resources. This causes uncertainty and lack of role clarity for some staff.
- Corporate projects – Collaborative project work increased significantly in 2003 and required greater integration with other City Departments and services. This took more staff and time to complete and once again, challenged our ability to maintain current day-to-day service levels.

⁴ City of Red Deer 2002 – 2005 Strategic Plan, Goal 3.7 *To make appropriate use of technology to improve services and/or reduce costs.*

⁵ Strategy 3.3.1 *Select ..., the most effective way of providing service...* & Strategy 3.3.5 *Review service delivery and encourage the development of better and more efficient methods where warranted.*

⁶ Goal 4.1 *To ensure citizens get good value for the taxes and fees they pay for utilities, programs and services.*

⁷ Strategy 3.2.2 *Engage in future oriented planning that sets out goals and strategies to provide quality service in our community.*

⁸ Strategy 3.2.5 *Annually update and implement long-term infrastructure development, maintenance and replacement plans, with a focus on maintaining and extending the life of existing infrastructure and identifying and planning for future investments.*

⁹ Goal 3.4 *To provide a supportive work environment that helps us achieve our strategic goals.*

Looking Ahead to 2004:**i) Continuing Strategies**

- Continue to monitor and adjust the Department's structure and individual roles and workloads, to support our mandate and changing priorities within available resources. A priority will be in assessing and adapting the role of the Purchasing and Business Support sections
- Continue to develop clear job descriptions and communicate competencies required, when recruiting and supporting the development of staff. Work with the Personnel Department to find ways to retain competent staff.
- Continue to seek feedback to refine the Business Planning process, to provide Council and Senior Management with the information they need to set priorities.

ii) New Initiatives

- Dependent upon having the necessary resources, we will place greater focus on planning and acting strategically, ensuring financial controls are in place and followed, and anticipating and dealing with challenges before they become issues.¹⁰ The key to this will be in having the required resources and in building a stable, well-qualified team. Contractors and the external auditors will be utilized where necessary or efficient.
- Undertake each of the Objectives noted in E. below.

E. Objectives for 2004:**Objective 1: Municipal Consent & Access (Franchise) Fee Review**

Action	Expected Completion	Success Measure
Hire a contractor to assist with a review of the Municipal Consent and Access Fees paid by: i. Gas Distribution, Cable TV and other Telecommunication Providers ii. Internal Utilities, include E.L. & P., Water, Wastewater & Solid Waste iii. City Business Enterprises, such as Subdivisions, Parking, Fleet.	4 th Q 2004 Dependent on approval of funding	This is dependant upon Council approving the BPFR for contract fees, and our ability to find a qualified consultant.

Implications:

- This initiative forms the basis for revenue & recoveries to offset the need for property taxes and needs to be based on policy that is clear and defensible.
- The cost of not doing the review may be a loss of revenue to offset taxation.

¹⁰ Strategy 3.2.1 Regularly review and update our strategic goals through a process of consultation with appropriate stakeholders. Strategy 3.2.2 Engage in future oriented planning that sets out goals and strategies to provide quality service in our community.

Objective 2: Replace and standardize outdated cash systems.¹¹

Action	Expected Completion	Success Measure
i. Assign role and include in work plan of appropriate staff members.	Begin in 2004 and complete by 4 th Q 2005	<ul style="list-style-type: none"> City Hall cash services updated Other city location cash services updated

Implications:

- This initiative will provide citizens with as many choices of payment methods and channels as possible, while reducing the need for additional staff, as transaction volumes continue to grow.
- This will put the infrastructure in place to be able to move ahead with Web Based payments.
- Much of the success of this initiative is dependant upon approval of the BPFR for Visa/MasterCard costs and the availability of resources from ITS.

Objective 3: Develop and implement an Effective Inventory Disposal policy and procedures.¹²

Actions	Expected Completion	Success Measure
i. Update policy and procedures to identify and manage obsolete and slow moving stock.	Begin in 2004 and complete by 4 th Q 2006	<ul style="list-style-type: none"> improved inventory turnover ratios less space utilization for stock

Implications:

- The cost of maintaining inventories is significant and includes the maintenance of the buildings and yard, utilities, insurance, property tax, the cost of staff to move, count and issue stock and the lost investment earnings on the money invested in inventory.
- Reduction in stock will reduce the amount of yard space needed, helping to facilitate the eventual movement of the West Yards

¹¹ Strategy 3.7.1 *Explore, invest in and support the technology required to carry out our organizational roles effectively.*

¹² Strategy 3.3.5 *Review service delivery and encourage the development of better and more efficient methods where warranted.* Goal 4.1 *To ensure citizens get good value for the taxes and fees they pay for utilities, programs and services.*

Objective 4: Establish an ongoing plan and process for, and increase the level of risk analysis for business activities with The City that give rise to insurance claims.¹³

Action	Expected Completion	Success Measure
i. Implement the 2 nd of 6 AUMA Riskpro modules.	2 nd Q 2004	<ul style="list-style-type: none"> 1st pass @ risk mapping successful AUMA Riskpro audit
ii. Conduct risk mapping exercise		

Implications:

- Unidentified risks in the early stages of program and service development/delivery may trigger costly longer term implications.

Objective 5: Assess the need for and make changes in Financial Reporting, to meet the conflicting needs of the Public Sector Accounting Board (PSAB), Generally Accepted accounting Principles (GAAP), Utilities and Municipal Affairs.¹⁴

Action	Expected Completion	Success Measure
i. Find method for re-stating financial information in understandable format for citizens.	4 th Q 2005	

Implications:

- As financial reporting requirements become more complex, financial statements are becoming more difficult for most people to understand. We need the resources to be able to create a plain language report that explains our financial situation to the average person, including financing issues such as depreciation, reserves, etc.

H. Risk Management Disclosure: Risks exposed to; actions & policies in place to mitigate risks. (where are we vulnerable? What if we had a “disaster” e.g. fire, data failure?)

- Fixed Assets – A more comprehensive approach to Fixed Assets is required, not just for accounting purposes, but for infrastructure and insurance as well. In the even of a disaster, it would be difficult to know the value of assets lost. We are very limited in our ability to meet this information need with existing resources.

¹³ Goal 4.2 To ensure adequate funds are secured and sustained in a fiscally responsible manner to support the program and service delivery levels established by Council.

¹⁴ Strategy 3.1.2 Provide timely information that our citizens need to make choices and understand our decisions.

- Environmental Concerns – The City's inventory has been stored in the same location for many decades. We are taking measures to evaluate the risk to the environment that may exist and, if necessary, take measures to mitigate that risk.
- Staffing – We are finding it increasingly difficult to recruit and retain staff at the more senior levels. On going vacancies have reduced our ability to make progress on some important issues. This is impairing our ability to provide the service and oversight we feel is necessary.
- Long Term Financial Planning & Infrastructure Financing– We need to look at infrastructure not just from a maintenance point of view. We need to develop a plan to eventually replace those assets, and look at this in conjunction with other budget requirements, to anticipate and manage future funding issues.
- Policy/Procedures – Outdated or deficient policy and/or procedures are becoming a greater issue with increased retirements and movement of people within the organization. This could result in a significant financial loss. We are very limited in our ability to meet this information need with existing resources.
- Systems – As information systems have become more and more critical to our operations, it has required greater involvement from staff in many areas, including Treasury Services. It has been difficult to cross train these people, so when someone leaves, a portion of the system can be without support for some time. This puts our systems at risk.

**THE CITY OF RED DEER 2004 BUDGETS
DEPARTMENT OPERATING BUDGET SUMMARY**

PROGRAM:**DEPARTMENT:** Treasury Services**DIVISION:** Corporate Services**DESCRIPTION OF PROGRAM - Business Unit(s) - 140, 141, 142, 143**

The Treasury Services Department provides a number of services.

- Security & Control of City Financial Assets
- System Support
- Purchasing & Centralized Materiel Management (Inventory)
- Accounts Payable & Accounts Receivable
- Credit & Collections
- Commodity Tax & GST Services
- Department Support, Accounting expertise and services
- Budgeting
- Cash Handling and Recording
- Debt administration
- General Accounting
- Fixed Asset Control (limited)
- Grant Claims Oversight
- Insurance Claims Handling
- Insurance Analysis, Property Listings & Procurement
- Financial and management reporting
- Banking & investment services
- Utility Billing

CHANGES IN BUDGET -

2003 Council Approved Budget	\$ 1,485,187
2003 Personnel Allocations	24,307
2003 Adjusted Budget	\$ 1,509,494
2004 Personnel Allocations	-5,082
CPI Increases	30,383
Redistribution of Funds within Departments	79,073
	\$ 1,613,868

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR**SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS**

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,390,146	\$1,524,154	\$1,977,590	29.8%
General & Contracted Services	1,015,858	1,064,040	565,543	-46.8%
Materials, Supplies & Utilities	32,289	31,500	37,955	20.5%
Other	30,309	51,400	30,300	-41.1%
SUB-TOTAL	\$2,468,602	\$2,671,094	\$2,611,388	-2.2%
Internal Charges & Transfers	(1,058,373)	(1,135,700)	(941,948)	-17.1%
TOTAL EXPENDITURE	\$1,410,229	\$1,535,394	\$1,669,440	8.7%
REVENUE	(570)	(25,900)	(55,572)	114.6%
NET TAX LEVY	\$1,409,659	\$1,509,494	\$1,613,868	
Percent Change		7.1%	6.9%	
EQUIVALENT FULL TIME POSITIONS	24.0	24.4	33.6	37.7%

**DEVELOPMENT SERVICES DIVISION
THREE-YEAR BUSINESS PLAN 2004 - 2006**

A. MISSION

To provide a friendly, effective service to all developers active in The City, whether they be the large national organizations, local developers and contractors, or a citizen. Continue to generate proactive, long-term action plans that facilitate achievement of The City's strategic goals and objectives.

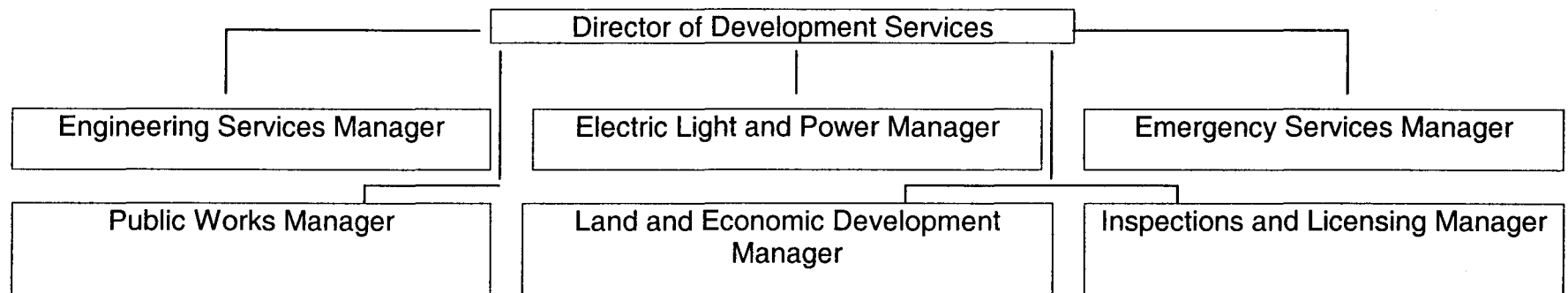
B. MANDATE

- Ensure that the Division's Three-Year Business Plan and longer term planning aligns with The City of Red Deer Strategic Plan, and other major corporate planning documents.
- Provide administrative and policy guidance to the six Departments in the Division.
- Create a climate within the entire Division that encourages and facilitates sustainable development in The City of Red Deer.
- Continue to operate the Division as an organization committed to communication and cooperation, internally, and externally.
- Ensure that concise, timely, and informative reports are prepared for Council on all pertinent issues.
- As a member of the Senior Management Team, work collaboratively to achieve corporate objectives.
- Participate in the collective bargaining process with CUPE, IAFF, and IBEW.

C. ORGANIZATIONAL STRUCTURE

The organizational structure of the Division is contained herein. The organizational structure of each Department is contained in their individual Business Plans.

**THE CITY OF RED DEER
DEVELOPMENT SERVICES DIVISION
DIRECTORATE
2003**



DEVELOPMENT SERVICES DIVISION					
STAFFING					
Department	2001	2002	2003	2004	2005
Development Services Directorate	4	4	4	1	1
E. L. and P.	36	36	38	38	38
Emergency Services	110	115.5	122.5	127.5	132.5
Engineering	26.4	26.4	26.6	27	27
Inspections and Licensing	19.8	20.8	21	21	21
Land and Economic Development	5	5	5	6	6
Public Works	141.8	143.2	143.2	143.2	144.2
TOTAL	343	350.9	360.3	366.7	372.7

D. INTRODUCTION

2003 was another year of intense economic and development activity. I would like to personally extend my appreciation to all employees in the Division for their energy and dedication.

As has been the case for the past several years, development activity continues to increase in all areas. The following is a partial list of some of the events, issues, and projects we were involved in last year.

- Land development activity levels remained high in all sectors: residential, industrial, and commercial.
- Considerable progress in our residential annexation process. We would expect to receive a decision from the MGB by early 2004.
- Continued City-owned residential land development in Kentwood and in Lancaster. Commenced planning and development process for Johnstone Crossing.
- Major capital construction projects undertaken including:
 - Taylor Drive and 77 Street upgrading completed.
 - Taylor Drive Overpass completed.
 - Gaetz Avenue and 63rd Street construction.
 - Lancaster reservoir project initiated.
 - 22nd Street utilities commenced.
- Load growth (electrical), which resulted in a heavy work burden on E. L. & P. staff, but resulted in higher than budgeted revenues.
- Upgrading and expansion at both Water and Wastewater Plants continues.

- Building permits for 2003 will likely reach \$210 million.

At the time of this document's preparation, we are commissioning a consultant to provide an evaluation of the West Yards site. This is a step in the process of ultimately relocating the facilities and redeveloping the property as envisioned in the Riverlands Redevelopment Plan.

We have been researching alternate means of accommodating City Hall operations in 2003. This work has largely been carried out internally, and I would like to express my appreciation to Mike Meagher, who is with our Emergency Services Department, for his efforts on this project. Earlier work indicated that we might need approximately 6,500 square feet of additional office and public space within 5-7 years. This study will review options, at a high level, to accommodate this need. SMT will be reviewing progress on the project, and Council will be informed and involved on any recommendations with budgetary implications.

Ken Haslop retires in December, 2003. His successor is Tom Warder. Tom has been with the department for approximately 14 years. Tom has, over those years, demonstrated skill and energy in his work with The City. I am pleased to welcome Tom to the Development Services team, and look forward to working with him.

E. OBJECTIVES AND ACTIONS

Many of the objectives I would set for the Directorate will be discussed in more detail in the Departmental Business Plans. I would like to take this opportunity to indicate to Council some of the major initiatives I will be directly involved in.

Objective: Industrial Land Development

Action: In 2002, we commissioned and completed two studies directed at aiding us in determining the best course of action with respect to industrial land development. One study involved a servicing analysis for three areas. The other was a marketing study with respect to the same three areas. Through 2003, we compiled these reports along with additional material prepared internally. Council was presented with the options and gave general direction on a course of action. Administration also presented the options to county administration. The goal for 2004 is to complete negotiations with the Red Deer County and to prepare the necessary plans and documents to enable us to move forward with the development of a new serviced industrial area. Our goal would be to commence servicing by 2005.

Objective: Residential Annexation

Action: It would be my goal to have the application for residential annexation completed and accepted by early 2004.

Objective: West Yards Relocation

Action: Provide leadership in the investigation and development of plans for the relocation of the West Yards facility. This project has broad corporate impact as the present site accommodates Public Works, Transit, Garage and Fleet, and Stores.

Objective: Regional Service Provision

Action: I will remain involved in the ongoing discussions and negotiations with surrounding municipalities respecting the provision of municipal water, wastewater, and possibly solid waste service. The City also provides fire and emergency medical services beyond our boundary.

As requests for any of these services are received, or as we consider continuing or expanding existing contracts, we must carefully assess the implications or impact on our capability to serve our residents.

Objective: Provision of Office Space – City Hall operations

Action: Through the remainder of 2003 and into 2004, I will investigate options to accommodate the space demands for City Hall. These demands include:

- Office space for growing staff.
- Redesign and possible relocation of Council Chambers.
- Provision of improved public space and meeting rooms.

Objective: Red Deer Regional Airport Improvements

Action: Work with the Authority to ensure the successful completion of the airport improvements in 2004. These works include runway expansion, taxiway and apron improvement, improved security, lighting and instrumentation, and terminal upgrades. This project is funded through the Alberta Government Special Cities grant. The City of Red Deer is responsible for administering the project and for the proper dispersal of funds.

Objective: Transportation Plan

Action: The Transportation Plan was started in September of 2003. It is scheduled for completion in June of 2004. I will remain actively involved in this project to ensure it remains on track and on schedule.

F. IMPLICATIONS OF THE BUSINESS PLAN

Within the specific context of the Directorate Business Plan, there is one issue that should be noted.

- Council will see that the administrative and clerical personnel that once were a part of the Directorate are now placed and budgeted for under Engineering Services. The staff involved will still provide administrative support to me as required, but are directly managed through Engineering Services who utilize them the most. There is not an immediate need for additional staff to support the Director in the initiatives and responsibilities he is engaged in. I do believe that by 2005 there may be a need for a “Strategic Initiatives Planner” position to provide research and project resource, as is the case with both the Corporate Services Director and the Community Services Director.

Within the Development Services Directorate, the six Departmental Business Plans that Council will be reviewing outline a number of implications.

Perhaps the most significant issue arises out of the industrial land development process. This will be a major undertaking and will involve some of the most crucial decisions Council will make. The total financial investment is huge; well above other projects such as the Collicutt Centre.

Almost all of the Departmental Plans reference the requirement for additional staff. I have always been very cautious in increasing staff levels, but I believe these requests are justified. In most cases, the need for staff is predicated on the community's growth and on information management activities, and not on the introduction of new services.

G. PERFORMANCE MEASURES

Performance measures for the Directorate are linked directly to the Objectives outlined in this Business Plan and in the plans of the other departments in the directorate.

Our success in these areas is measured by the progress demonstrated in:

- Residential Annexation.
- Industrial Development.
- Transportation Study.
- Riverlands Redevelopment/ West Yards Relocation.
- North Emergency Services Facility Planning.

I will be actively involved in all of these issues and commit to facilitating their successful delivery. I also will ensure that the communication links to Council remain strong.

H. GROWTH COSTS

The most significant growth cost that Administration and Council will deal with over the next three years is in the development of serviced industrial land to replenish our depleted inventory. I do not consider this to be a cost, but rather an investment in the future growth and well being of our community. It will, nevertheless, involve huge investment.

The relocation of the current West Yards Facility is an initiative that has been under consideration for a number of years. Two separate issues will likely cause this project to move sooner than perhaps originally contemplated. There has been a considerable amount of planning work and public consultation carried out over the past couple of years relating to the Riverlands Area Redevelopment Plan. This work, coupled with the general economic growth of the community, is raising expectations that this project will proceed in the short to mid term. The second issue is the need for Public Works to expand and renovate their existing facility in the near term. This has been delayed for a number of years and cannot be postponed much longer.

We are continuing to experience heavy expenditures at the Water Treatment Plant and the Wastewater Treatment Plant. These costs are necessitated by regulatory change as well as by growth.

With our population growth over the past few years exceeding expectations, we will be faced with the construction of the Northlands Bridge project sooner than originally anticipated, probably in the 7 – 10 year period. The Transportation Plan currently underway will address this issue and provide some updated definition of timelines and costs.

I. SERVICE DEMAND COSTS

My comments relating to service demand costs are similar to those presented last year. The advance of technology has resulted in us presenting services and information to our customers in new ways. These include:

- More active web content insertion and interaction.
- E-mail and other electronic measures for inspection services.
- Enhanced technology relating to our 9-1-1 system.
- Development of GIS.
- Improved equipment and knowledge to deal with hazardous materials incidents.

J. RISK MANAGEMENT DISCLOSURE

These issues are discussed in detail in the separate business plans within the departments. Generally speaking, we are seeing an increase in our liability exposure in all areas. These include:

- Hard infrastructure (streets and utilities) design and maintenance. It is becoming increasingly important that we have formalized policies and programs in place to define maintenance standards for our hard infrastructure. We continue to see claims arising out of maintenance operations, potholes in lanes, slippery sidewalks, and plugged sewers.
- Inspection and approval processes. The number, size, and complexity of the building projects we are responsible for, permitting and inspecting, continues to grow. Quality Management Plans and strict adherence to them is essential.
- Landfill post closure and operation plans. We do not anticipate any problems in this area and are continuing to monitor and develop our old and currently used sites.
- Increased probability of emergency issues. Hazardous material spills, train accidents, brought about primarily because of increased activity are likely to continue. Emergency Services is very conscious of this and continues to train and equip our staff for these eventualities.

Risk management and mitigation plans are an integral part of our daily and longer- term operations. While I believe we are addressing the issues adequately, it will require additional resources to continue this exercise.

**THE CITY OF RED DEER 2004 BUDGETS
DEPARTMENT OPERATING BUDGET SUMMARY**

PROGRAM: DIRECTOR
DEPARTMENT: DEVELOPMENT SERVICES
DIVISION: DIRECTORATE

DESCRIPTION OF PROGRAM - Business Unit - 200

The Director provides overall direction to the six departments in the Division. These are Engineering, Public Works, E.L. & P., Emergency Services, Licensing and Inspections, and Land and Economic Development Departments. The Director is a member of the Senior Management Team and assists in providing comprehensive direction to the City. The Director attends Council meetings and provides advice as it relates to the Division. The Director will often act as spokesman for the division to the media.

CHANGES IN BUDGET -

There has been a significant change in budget due to the transference of the Administrative Support staff to the Engineering Services Department. All salaries and training dollars related to these staff has been re-allocated.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no changes in level of service anticipated this year.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$261,014	\$273,622	\$134,843	-50.7%
General & Contracted Services	3,236	9,693	9,150	-5.6%
Materials, Supplies & Utilities	279	716	700	-2.2%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$264,529	\$284,031	\$144,693	-49.1%
Internal Charges & Transfers	0	0	0	#DIV/0!
TOTAL EXPENDITURE	\$264,529	\$284,031	\$144,693	-49.1%
REVENUE		0	0	#DIV/0!
NET TAX LEVY	\$264,529	\$284,031	\$144,693	
Percent Change		7.4%	-49.1%	
EQUIVALENT FULL TIME POSITIONS		4.0	1.0	-75.0%

ELECTRIC LIGHT & POWER DEPARTMENT BUSINESS PLAN 2004 – 2006

MISSION:

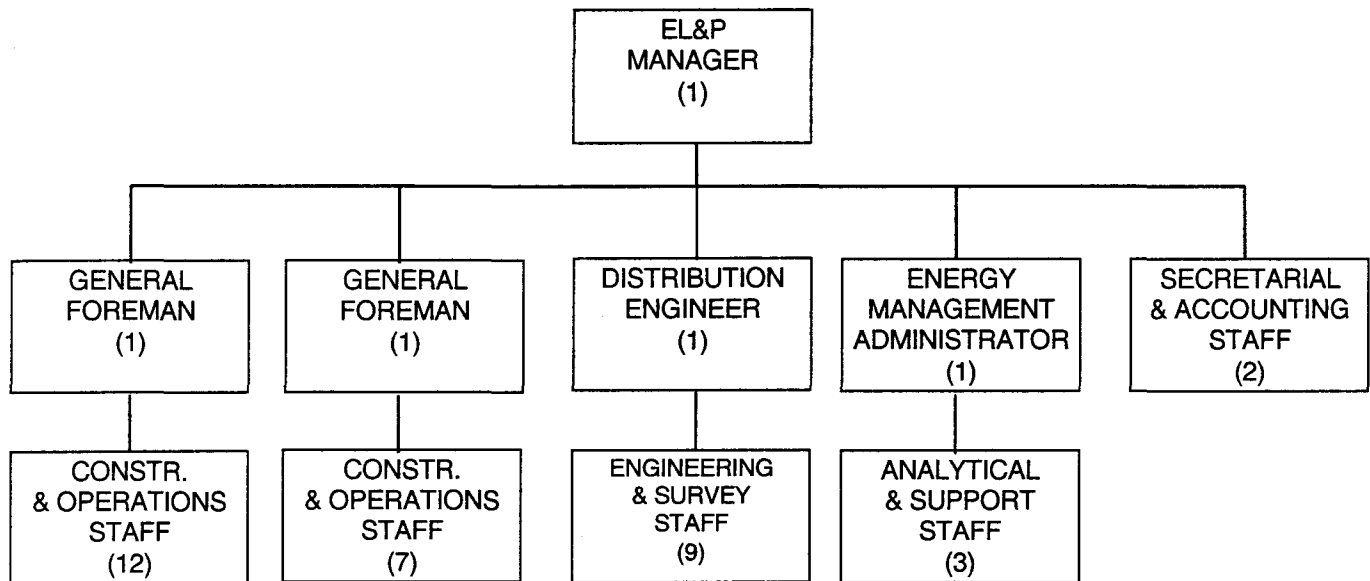
“To deliver customer friendly electric distribution products and services at competitive prices in a safe, reliable and environmentally responsible manner.

MANDATE:

- Manage the planning, design, construction, operation and maintenance of the electric distribution and street lighting systems including material and staff resources.
- Manage the design, construction, operation and maintenance of the “on-street” components for the traffic control system including material and staff resources.
- Manage the ongoing changes associated with electricity deregulation to minimize the impact on both customers and the City of Red Deer.
- Manage the procurement of Transmission Services, including AEUB application and intervention, in a financially prudent manner.
- Manage the regulatory requirement to provide electricity supply for the “Regulated Rate Tariff” customers through a partnership arrangement with another party.
- Manage the electric energy supply for the aggregated load of all municipal facilities, in a financially prudent manner, through a partnership arrangement with another party.
- Manage the regulatory requirement for electricity volume settlement for all customers and retailers through a partnership arrangement with another party.
- Manage the development and administration of fair and competitive Distribution Tariffs and Regulated Rate Tariffs, the collection of tariff revenues, and prudent financial revenue audits to minimize financial risk to the City.
- Manage the utility operation to produce the financial returns established by City Council each year.

ORGANIZATIONAL STRUCTURE:

The Department has 38 full time positions in 2003. This Plan proposes to retain the same staffing complement. This staffing level will enable the Department to meet the current level of demands place on it on annualized basis. However, in the event of a severe storm which produces catastrophic results, it will be days before service is completely restored.



INTRODUCTION

2003 was another very busy and hectic year for EL&P. The Department was able to cope with all the industry changes, City expansion and necessary maintenance of infrastructure because of the team effort and dedication of everyone within the Department. As well, the Senior Management Team and City Council made a huge contribution to the Department by their ongoing support and guidance.

The EL&P Department successfully completed its major emphasis of 2003 which was to replace and enhance the Meter Data Management services provided by an outside party under an agreement which expired at the end of 2003. An arrangement was negotiated with a new partner with implementation on November 1, 2003. This will provide a considerably enhanced service through more fully integrated systems which will also provide the department with greater access to data.

The Department's obsolete system for downloading, verifying and transferring customer interval meter data was replaced in 2003. This, together with the above noted initiative, will enhance the ability of the Department to respond to any future regulated meter data service changes which are expected as early as 2004.

The Department implemented its planned overall average rate reduction of 7.5% with no unexpected financial results. The 2003-year end financial results are expected to reflect an operating surplus.

During 2003 the Department was able to provide the necessary new system and service extensions for the rapidly growing City, complete the priority maintenance of its system and meet all of its operational and financial requirements.

The revised Alberta Electric Utilities Act was proclaimed in June of 2003 together with the pursuant Regulation revisions. While there were some significant changes, the impact on the Department is not expected to be as drastic as the past changes.

The old Regulated Rate Option Regulation was replaced with the Regulated Default Supply Regulation. The emphasis in the new regulation is to assist in the development of a robust competitive market by increasingly exposing all customers to the hourly market price of electricity. A regulated fixed rate structure for small commercial customers can not be provided beyond December 31, 2003. A small commercial customer who does not select a retailer of his choice will be served under the City Council approved Regulated Rate Tariff which must be a pool price flow-through rate. The new regulation still enables residential customers to be provided with either a regulated fixed rate or a pool price flow-through rate, as determined by City Council, until the end of 2005. At that time these customers will have to select a retailer or default to the City Council approved Regulated Rate Tariff unless the provincial regulation is further revised. These changes will impact the customer directly with a minimal administrative impact on the Department.

The agreements which the Department has with Enmax for various services and payments expire at the end of 2005. In late 2004 or early 2005 the Department will need to replace these agreements under the terms of the new Electric Utilities Act and its Regulations.

The Department will be faced with increased staff demands and costs associated with the regulation of the City's transmission assets by the Alberta Energy and Utilities Board (AEUB) commencing in 2006. During 2004 the Department will continue the development of its capital costing processes in preparation for an application to the AEUB in early 2005. This will represent the City's first such application and the Department is prepared for this task.

The Provincial Government is developing a new Provincial Transmission Policy which could have some major cost impacts on the Department and customers in 2004. The Department has been involved in this process and will continue its effort to advocate a fair and equitable cost allocation among all users of the system.

Some relatively minor changes in the area of Meter Data Management will be required in 2004 and the Department can readily manage these. Application of interval metering technology will continue to increase throughout the next three years and the Department is in a good position to meet the requirements.

The Load Settlement process will likely see some significant changes in 2004 or 2005 pending the outcome of an industry review. This will likely result in changes to some of our internal systems as well as changes to the systems of the outside party supplying the service to us. Additional costs will surely accompany these changes and the 2004 Budget makes provision for anticipated expenditures.

Red Deer's vibrant economy will likely continue to produce an increase in the demand for new services, the construction and maintenance of an expanding distribution network and the need to maintain an ever-expanding system. The 2004 Budget makes adequate provision for these demands.

During the period of this Business Plan, the EL&P Department is committed to meeting the challenges posed by continuing industry change by building on its current strengths and past successes which include partnerships with outside parties where advantageous. This will be accomplished while maintaining the financial integrity of the utility and providing the expected returns to the City. The next three years are expected to be characterized by a lesser degree of uncertainty and fewer major industry changes than have been experienced over the last several years. This Plan and Budget makes prudent provision for the anticipated risk associated with the continuing level of uncertainty by including changes and additions which will most likely occur. Any unforeseen risks, issues or contingencies not adequately addressed in this Plan and Budget can almost certainly be covered by the forecast 2004 surplus or the Electric Utility Reserve Fund.

OBJECTIVES

- (a) **Provide friendly and effective distribution services to all customers by a productive and responsive staff.**

This is an every-day responsibility of each and every member of the Department. Success will include effective communications with external customers, other City Departments and our business partners.

- (b) **Improve productivity and well being of staff by encouraging safety awareness and providing training where required.**

The prime responsibility for safety rests with each individual employee. The Department's safety performance has room for improvement and this will be the top priority under this objective. Training needs will be evaluated, priorities established, and programs implemented.

- (c) **Maintain the utility infrastructure in a safe and efficient state as a long-term investment.**

The budget places a high priority on maintenance in an effort to not only maintain the system but to introduce new technologies and efficiencies. A pro-active approach to maintenance will be taken whereby continual monitoring and assessment of the system will lead to improvements prior to a failure or customer complaints occurring.

- (d) **Minimize the service quality and financial impacts and risks on the customers and the City resulting from the continuing involvement of de-regulation and industry change while at the same time meeting all of the associated regulatory requirements.**

On a daily basis we will develop and maintain a successful partnership with the outside parties providing services to us. Internal systems will be developed and maintained to provide financial audits as required. Our success will be demonstrated by providing distribution services at competitive rates while still providing the expected financial returns to the City.

- (e) **Continue to develop and maintain appropriate performance measures.**

The measures used will indicate the reliability of the distribution system and the response of our staff to service interruptions in comparison to the performance of other Canadian utilities. These measures will provide meaningful goals for all staff members as nothing short of a team approach will be necessary to better the benchmarks.

- (f) **Represent the City on governmental, regulatory and other bodies related to the electric utility industry and initiate regulatory applications and intervention when appropriate.**

Representation will be directed primarily to presenting input which is in the best interests of the City and its residents and businesses. This activity will also keep us well informed of pending changes and enable us to manage the change in a timely, efficient and economical manner.

IMPLICATIONS OF THE BUSINESS PLAN

The major initiatives described in the Introduction section will result in the EL&P Department continuing to make a number of changes throughout the next three years. These changes will have varying impacts on the municipality, the EL&P department, customers, and other parties as further described in the following.

MUNICIPAL IMPACTS

1. **This Plan and Budget maintains a \$7M financial contribution to the City for 2004 and 2005.** The end of 2005 marks the final year for the \$1.19M customer valuation income of the department under the current agreement. Subject to provincial regulations at that time, a new agreement will need to be negotiated and implemented with an external party prior to that date. In the event that this payment is considerably lower, or even disappears, and if growth and any forecast operating surplus cannot offset the reduction, an increase in the Municipal Consent and Access Fee is a realistic option for maintaining the desired contribution to the municipality at the current level. No new municipal impacts are introduced within this Business Plan.
2. Financial policies applied within this Plan and Budget are regulated utility policies which meet the objectives of fairness to the customer, transparency of costs and revenues, fair return to the owner (the City) and consistency with other Alberta utilities. These policies will help to ensure that the City is able to effectively defend its distribution tariffs against the expected increased scrutiny from customers and retailers.
3. The new Electric Utilities Act introduces regulation by the AEUB beginning in 2006 for the costs and revenues related to the City owning and operating its transmission assets which comprise the three 138 Kv supply stations. For the years 2004 and 2005 the current regulator, the Department of Energy, has already approved our transmission revenue of \$1.8M included in this Budget. The current regulatory process is very informal, low cost and efficient based on a detailed regulatory type submission – just the opposite of AEUB regulation. The Distribution Tariff and the Regulated Rate Tariff will continue to be regulated by City Council. This regulatory change does not represent a large reduction in municipal autonomy which has always been a major issue in discussions with the province on industry changes.
4. It is recommended that the EL&P Reserve Fund be maintained at its current level of \$4M. The still uncertain and unstable future of the industry may result in costs which

exceed those included in the Budget. As well, system expansion costs related to annexation could be considerable and may require financing from this Reserve to avoid borrowing.

5. Due to growth, the Street and Traffic Light program will experience difficulty in operating within the limits imposed in future Budget Guidelines. Annual growth is approximately 3% which means that the inflation increase, which is included within the Budget Guidelines, reflects only half of the real cost increase.

DEPARTMENT IMPACTS

1. The existing provincial load settlement process is under review by the Alberta Electric System Operator who was made responsible to regulate and administer the process under the new Act. Pending the outcome of this review, significant costs may be incurred by the Department. The Budget includes a forecast of costs relating to the following potential requirements:
 - (a) Changes to our current partnership arrangement for the Load Settlement function
 - (b) Changes to our internal Meter Data Management system relating to interval metering
 - (c) Development of new internal systems or revision of existing internal systems necessary to monitor and audit the transfer of data and the revenues received pertaining to energy delivery and consumption.
2. For Load Settlement purposes, load profiling which develops hourly load profiles for various different types of electric customers specific to Red Deer will need to be initiated. This applies to the great majority of our customers whose relatively small consumption renders the application of interval meters economically prohibitive at current meter pricing.
3. Regulation of City owned transmission facilities by the AEUB will result in increased costs resulting from the requirement for additional internal staff time and outside resources. (This is detailed above under Municipal Impacts, item 3.) Increased pressure from a number of outside sources for transparency of the EL&P distribution costs, revenues and tariffs will likely continue to increase and consume staffing resources.
4. An increasing demand on staff resources results from the need to construct, operate and maintain a rapidly expanding, and technically more complex, distribution network to meet the needs of Red Deer's vibrant economy.

5. Restructuring the Electric Utility accounting records, principles and policies to comply with accepted regulatory guidelines for ratemaking will continue.
6. An increased need to frequently review and develop rate structures will be required to meet the changing requirements in the competitive environment. It may not always be possible to schedule this requirement to synchronize with the City budget process.
7. Increased staff training and strategic use of consultants will be required to quickly meet the ever- changing demands in the evolving industry.

CUSTOMER IMPACTS

1. **No rate changes are proposed in this Plan or Budget.** (In 2003 an overall average rate reduction of 7.5% was implemented)
2. **A change in the Administration & Billing and Energy components of the Regulated Rate Tariff will very likely occur at the beginning of each year of this Plan and possibly at other times as well.** These components are provided by Enmax Energy. The tariff revisions will reflect the changes in the revised Electric Utilities Act. Effective January 1, 2004 the Regulated Rate Tariff for all General Service customers will be a flow-through tariff which reflects the hourly pool price. Effective January 1, 2006 the Regulated Rate Tariff for all residential customers will also likely be a flow-through tariff which reflects the hourly pool price. The option is available to provide a fixed price Regulated Rate Tariff to residential customers until December 31, 2005.
3. **A change to all rate classifications is expected to occur sometime during each year of this Plan resulting from AEUB approval of current and potential applications by the Alberta Electric System Operator.** The provincial government policy on the allocation of provincial transmission costs is expected to result in a large increase in the Department's Distribution Tariff transmission component and, hence, the customer's bill. Details of any potential changes are not available at this time.
4. During each year a further review of rates will be undertaken to ensure that rates remain fair and competitive and to develop new rate structures that may be required in the emerging competitive market environment.
5. The existing level of service delivery will not be improved unless the customer is willing to pay for a higher level of service as a non-standard product.

THIRD PARTY IMPACTS

1. Continue to develop partnership relationships with consultants and contractors to optimize their use on a timely basis for specialized work, internal staff contingencies and peak workloads.
2. Increase the placement of “partnership” supply contracts for goods and services with performance and lifetime owning cost, rather than simply initial price being the dominant award factor.

PERFORMANCE MEASURES

The EL&P Department has developed outcome related performance measures which show the effectiveness of the services provided for the delivery of electricity to our customers. These were developed in compliance with the Canadian Electricity Association definitions. This enables us to participate in the Association's reporting program and provides a national benchmark against which we can measure our performance.

Quality Descriptor	Performance Measure	2001 Actual	2001 Industry	2002 Actual	2002 Industry	2003 6 Month	2003 Target
Number of Interruptions (SAIFI)	Avg. number of interruptions per total number of customers served per year	0.25	2.03	0.58	1.94	0.14	0.80
Duration of Interruptions (SAIDI)	a) Avg. duration of the interruptions per total number of customers served per year	0.51	1.99	0.58	2.04	0.27	1.00
(CAIDI)	b) Avg. duration of the interruptions experienced by the customers affected per year	2.03	0.98	1.00	1.05	1.91	1.00
Reliability of Service	The availability of service in the year.	0.999942	0.999773	0.999934	0.999767	0.999984	0.999773

GROWTH COSTS

The EL&P Department will likely continue to experience an increasing demand to construct, operate and maintain a rapidly expanding, and technically more complex, distribution network to meet the needs of Red Deer's vibrant economy. In 2004 these added growth pressures will be offset by increased growth in revenue resulting from new customers and the load expansion of existing customers.

One program that experiences a 3% annual growth rate but does not have a corresponding revenue offset or provision for an annual growth increase in the Base Budget Guideline is the Street & Traffic Light program. An additional funding request will likely be required in 2005 unless growth costs are included in the Base Budget Guidelines.

SERVICE DEMAND COSTS

Increased service demands, and their associated costs, arise mainly from changes in provincial regulations. The new demands within the period of this Plan are generally related to changes in the Meter Data Management systems. The forecast additional costs are included in the Budget.

RISK MANAGEMENT DISCLOSURE

The EL&P revenue is exposed to volumetric risk in the forecast of energy delivered. The volume of energy delivered can vary significantly from the forecast value due to weather and the general rate of growth in the community. About 20% of the EL&P electricity delivery revenue is spent on the purchase of transmission services which are subject to the same volumetric risk and which will, therefore, tend to offset the overall risk exposure. Forecast volumes are based on growth rates which are considered to be very achievable.

The single largest non-discretionary expenditure by the utility is the procurement of transmission services. The cost of these services is regulated by the AEUB and there is often considerable delay in obtaining a decision. This creates a situation where the final rate may also include significant adjustments for a past period. This can result in a significant risk that budgeted expenditures may be subject to considerable variance which is not covered by forecast revenue. A very nominal price increase for these services has been included within the Budget to help offset this risk. Furthermore, any large deviations from the forecast, either upward or downward, which will result in a predicted deficit or huge surplus can be managed by requesting our regulator, City Council, to increase or decrease the Distribution rates.

The deregulation of the electricity industry in Alberta continues to evolve. Provincial government policy or AEUB regulation can significantly alter the existing market structure and current business processes and rules. To the extent that these changes are unanticipated or not well enough developed to be able to quantify their impacts, a business risk is created which must be managed by industry participants. The Budget has included a forecast of costs for changes which are considered very likely to occur in 2004 or 2005, thereby, reducing the level of risk exposure.

The EL&P transmission revenue, which has in the past been regulated by the Department of Energy, will become regulated by the AEUB in 2006. While a large change in the outcome is not expected, there is a real risk that a different regulator with a large number of antagonistic interveners involved in the process can arrive at a notably different decision. The addition of resources within the Department to properly prepare the large volume of information required by the regulator and the interveners was approved in 2003. This is expected to mitigate the risk of having a large reduction in approved revenue resulting from poor or incomplete information being provided.

The new 2003 Electric Utilities Act has placed all provincial Transmission Facility Owners, including Red Deer, at significant risk. The risk results from potential allegations that damages were incurred as a result of the operation of the transmission grid. All facility owners are attempting to have this matter rectified very quickly through legislative changes or an AEUB decision. This risk was previously avoided through direct customer contracts and exemption within the legislation. While the probability of an event is very low, the potential consequences, which will be subject to the outcome of litigation, could be quite high. This risk can not be quantified as there are no historical cases on which to base an evaluation. It is not known if commercial instruments are available, what their cost would be, or even how to determine a prudent level of coverage. The Department will continue to be involved in the process which has already been initiated to resolve the issue and if the outcome is not satisfactory, steps will be taken to obtain means of managing the risk.

It is anticipated that the competitive nature of the industry will result in increasing pressure on EL&P to lower its rates. This may expose the current level of the utility's financial return to the City to some risk. All internal processes, policies and controls will need to be continually evaluated to ensure that maximum efficiency and lowest cost is achieved.

**THE CITY OF RED DEER 2004 BUDGETS
DEPARTMENT OPERATING BUDGET SUMMARY**

PROGRAM: ELECTRIC UTILITY
DEPARTMENT: EL&P
DIVISION: DEVELOPMENT SERVICES

DESCRIPTION OF PROGRAM - Business Unit - 230 TO 244 and 250 to 252

Refer to "Section Operating Budget Summary" pages for:

- Electrical Distribution (Business Units 230 to 244)
- Street & Traffic Lights (Business Units 250 to 252)

CHANGES IN BUDGET -

Street & Traffic Light portion of Budget:

2003 Council Approved Budget (at Budget Guideline)	1,533,500
Add: 2003 Salary Adjustment	10,933
2003 Adjusted Council Approved Budget	1,544,433
Add: CPI Adjustment	10,621
Add: Rounding adjustment	(54)
2004 Budget Guideline	1,555,000

Electric Utility portion of Budget balances to \$0 in 2004 as it did in 2003

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Refer to "Section Operating Budget Summary" pages for:

- Electrical Distribution (Business Units 230 to 244)
- Street & Traffic Lights (Business Units 250 to 252)

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Refer to "Section Operating Budget Summary" pages for:

- Electrical Distribution (Business Units 230 to 244)
- Street & Traffic Lights (Business Units 250 to 252)

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$2,042,375	\$2,358,511	\$2,451,400	3.9%
General & Contracted Services	918,426	2,114,400	2,058,300	-2.7%
Materials, Supplies & Utilities	6,517,913	6,922,900	7,399,400	6.9%
Other	2,289,691	2,320,000	2,427,000	4.6%
SUB-TOTAL	\$11,768,405	\$13,715,811	\$14,336,100	4.5%
Internal Charges & Transfers	12,433,956	9,449,022	9,303,700	-1.5%
TOTAL EXPENDITURE	\$24,202,361	\$23,164,833	\$23,639,800	2.1%
REVENUE	(22,954,973)	(21,620,400)	(22,084,800)	2.1%
NET TAX LEVY	\$1,247,388	\$1,544,433	\$1,555,000	
Percent Change		23.8%	0.7%	
EQUIVALENT FULL TIME POSITIONS	36.4	38.4	38.1	-0.8%

**THE CITY OF RED DEER 2004 BUDGETS
SECTION OPERATING BUDGET SUMMARY**

PROGRAM: ELECTRICAL DISTRIBUTION
DEPARTMENT: EL&P
DIVISION: DEVELOPMENT SERVICES

DESCRIPTION OF PROGRAM - Business Units - 230 to 244

Plan, design, construct, operate and maintain a safe, reliable and efficient electrical utility system to meet all municipal, provincial and federal regulations and standards with prudent regard to initial cost and ongoing maintenance costs.

Develop and maintain a proficient and safety conscious staff with safe and reliable equipment.

Manage the construction, operation and emergency material inventory level in City Stores in a cost efficient manner.

Develop and administer tariffs which are fair and competitive while meeting the financial objectives of City Council and maintaining the financial integrity of the utility.

Develop and administer departmental policies which are fair and equitable to customers and meet City Council objectives.

Manage the cost revenue of Transmission Services including AEUB regulatory application and intervention.

Manage the arrangement for electricity for Regulated Default Supply customers and all municipal loads.

Manage the provision of Meter Data Services, Load Settlement, Wholesale Billing and related systems and ensure that new and revised external/internal systems are prudently procured in a timely manner.

Manage the collection of Distribution Tariff revenue including necessary audit processes to minimize the financial risk to the City.

Manage effective City representation in electric utility regulatory forums and utility and government boards, councils and advisory groups

Manage "partnership" arrangements for the procurement of goods and services.

CHANGES IN BUDGET -

No changes as the 2004 Budget balances to \$0 as did the Council Approved 2003 Budget.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

No changes in the level of any services are being proposed.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

2005 will be the last year for receipt of the \$1.19M Customer Valuation payment from Enmax and the current transfer of \$7M to the City by the electric utility will need to be reduced by this amount in 2006. Regulation of our transmission assets by the AEUB starting in 2006 will increase our costs.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,815,357	\$2,084,778	\$2,164,400	3.8%
General & Contracted Services	892,824	2,096,600	2,043,400	-2.5%
Materials, Supplies & Utilities	5,582,169	5,721,600	6,210,600	8.5%
Other	2,230,667	2,320,000	2,427,000	4.6%
SUB-TOTAL	\$10,521,017	\$12,222,978	\$12,845,400	5.1%
Internal Charges & Transfers	12,433,956	9,397,422	9,239,400	-1.7%
TOTAL EXPENDITURE	\$22,954,973	\$21,620,400	\$22,084,800	2.1%
REVENUE	(22,954,973)	(21,620,400)	(22,084,800)	2.1%
NET TAX LEVY	\$0	\$0	\$0	
Percent Change		0.0%	0.0%	
EQUIVALENT FULL TIME POSITIONS	36.4	38.4	38.1	-0.8%

**THE CITY OF RED DEER 2004 BUDGETS
SECTION OPERATING BUDGET SUMMARY**

PROGRAM: STREET & TRAFFIC LIGHTS
DEPARTMENT: EL&P
DIVISION: DEVELOPMENT SERVICES

DESCRIPTION OF PROGRAM - Business Unit - 250 to 252

Design, install, operate and maintain the "on-street" facilities of the City's traffic control system in a safe, reliable and efficient manner to the traffic management specifications of the Engineering Department and with prudent regard to initial cost and ongoing maintenance costs.

Plan, design, construct, operate and maintain a safe, reliable and efficient street lighting system to meet all municipal, provincial and federal regulations and standards with prudent regard to initial cost and ongoing maintenance costs.

Develop and maintain a proficient and safety conscious staff with safe and reliable equipment.

Manage the construction, operation and emergency material inventory level in City Stores in a cost efficient manner.

CHANGES IN BUDGET -

2003 Council Approved Budget (at Budget Guideline)	1,533,500
Add: 2003 Salary Adjustment	10,933
2003 Adjusted Council Approved Budget	<u>1,544,433</u>
Add: CPI Adjustment	10,621
Add: Rounding adjustment	<u>(54)</u>
2004 Budget Guideline	1,555,000

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

No changes in the level of any services are being proposed.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

The number of street and traffic lights increases by 3% annually. The Base Budget reflects only inflationary cost pressures which is about only half of the realistically anticipated cost increase and future requests for funding increases should be expected.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$227,018	\$273,733	\$287,000	4.8%
General & Contracted Services	25,602	17,800	14,900	-16.3%
Materials, Supplies & Utilities	935,744	1,201,300	1,188,800	-1.0%
Other	59,024	0	0	0.0%
SUB-TOTAL	\$1,247,388	\$1,492,833	\$1,490,700	-0.1%
Internal Charges & Transfers	0	51,600	64,300	24.6%
TOTAL EXPENDITURE	\$1,247,388	\$1,544,433	\$1,555,000	0.7%
REVENUE	0	0	0	0.0%
NET TAX LEVY	\$1,247,388	\$1,544,433	\$1,555,000	
Percent Change		23.8%	0.7%	
EQUIVALENT FULL TIME POSITIONS	0.0	0.0	0.0	0.0%

Emergency Services Business Plan 2004 – 2006

Mission

To ensure that people in Red Deer have high quality emergency fire, medical, rescue and hazardous material services, as well as the knowledge to safeguard themselves from fire and injury.

We will serve our community with highly skilled, committed, friendly, and caring staff, safely using modern methods and equipment that is well located and maintained.

Mandate

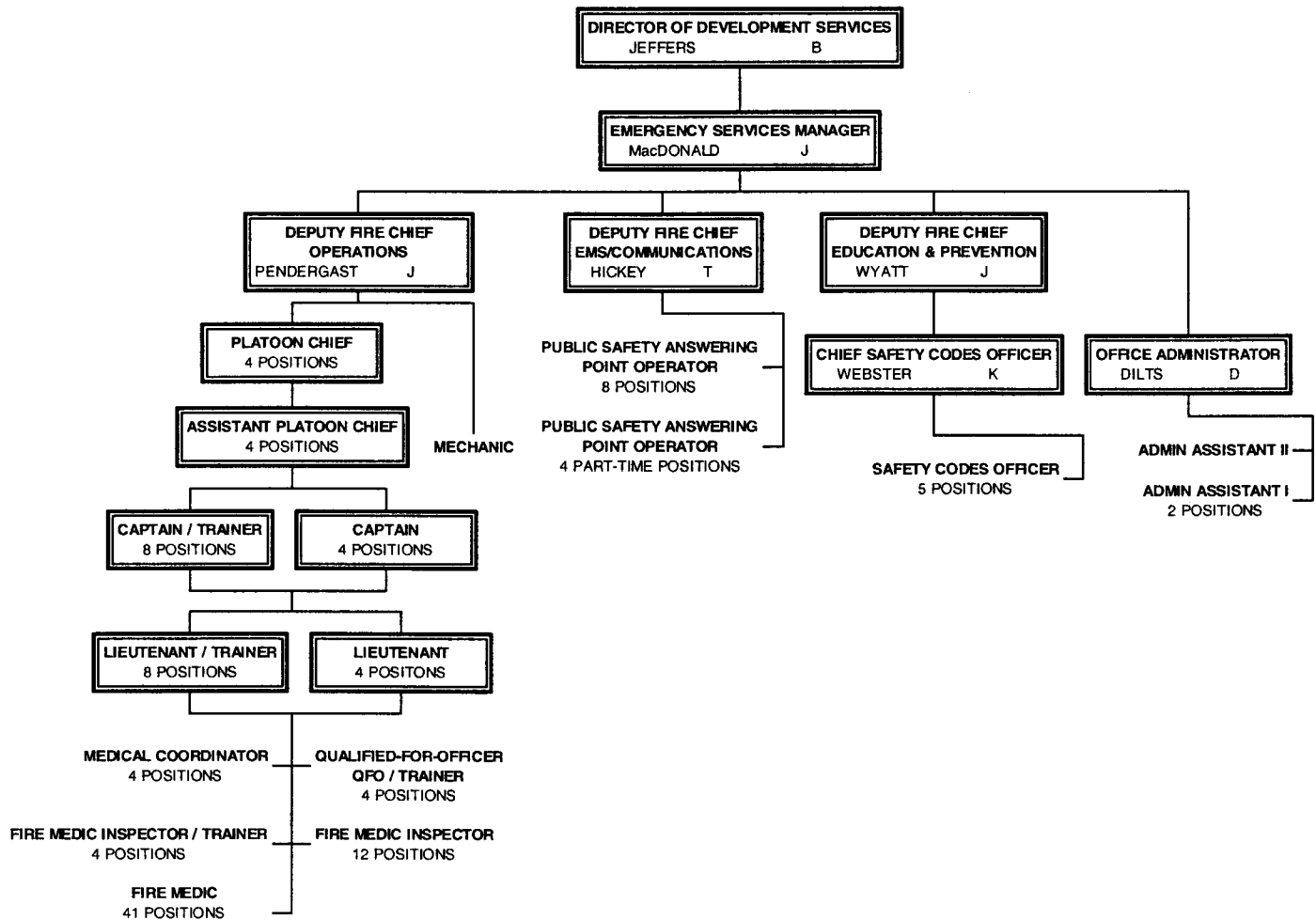
The Emergency Services Department's mandate is to provide fire prevention and suppression, along with dangerous goods response to the City of Red Deer. The department is to provide emergency pre-hospital medical care and rescue services. As the 9-1-1 Centre for most of Central Alberta, the department is responsible for call answer for over 50 communities including the City of Red Deer. This centre provides Fire and EMS dispatch services for the City of Red Deer and other communities as well. The mandate includes undertaking fire and injury prevention education and 9-1-1 education.

- Emergency response to fire, rescue and medical requests for assistance
- Fire suppression and rescue in fire situations
- Advanced and Basic Life Support Ambulance service
- Motor vehicle extrication
- Fire prevention, public education and code enforcement
- First response to hazardous material incidents
- Operate regional 9-1-1 call answer system for Central Alberta
- Provide Regional fire and ambulance dispatch services for Central Alberta
- Maintain Emergency Plan for The City
- Maintain specialty rescue capabilities in the following areas: confined space, high angle, trench collapse, ice rescue and swift water

Organization Structure

THE CITY OF RED DEER DEVELOPMENT SERVICES DIVISION EMERGENCY SERVICES DEPARTMENT

2003/09/15



Introduction

The Fire Prevention Branch is making significant strides in our goal to reduce fires and injuries. Deputy Chief Wyatt is working in cooperation with the Parks Department to develop and implement an effective wildland – urban interface fire management plan. Strategies have been identified and work is being carried out by both departments to reduce the risk in the city. There are a number of issues that will require a long-term commitment to resolve.

Deputy Chief Wyatt also played a prominent role in the establishment of the Safe Communities Coalition. It will serve as a focal point in the reduction of preventable injuries in the community. Funds approved by Council allowed a Fire Prevention Officer to dedicate much of his time to public education endeavours. This will culminate in the launching of the Risk Watch program into our schools. It is a groundbreaking program, recognized throughout North America that works with teachers and incorporates fire and injury prevention strategies into their regular curriculum. It is a long-term effort to teach children from Kindergarten to Grade 8 essential safety skills. We are tremendously excited about this initiative.

In the near-term, our fire prevention officers will greatly improve in the area of reaching their inspection targets this year, and in doing so have demonstrated that dollars spent on prevention save the community in a number of ways. Firstly, our fire calls were reduced. Secondly, the number of inspections that met the grade increased. This means there were fewer opportunities for fires to start. It also means our revenues were down significantly, since fines are tied to noncompliant inspections. This is a situation we should be very pleased with – education and financial incentives are working. As well, our building plans checker was extremely busy preventing any Fire or related Building Code errors from occurring at the front end of the approval process. All in all, it is a tremendous team effort, with the emphasis on prevention.

2003 saw the implementation of the 5 per year manning recommendation of the Dillon review as presented to City Council by the Master Plan Advisory group. The five fire-medics hired in 2002 became operational in the fall of 2002 and all of 2003. The five fire-medics hired in August of 2003 will be operational by October. While the quantity of long-term illnesses and injuries in 2003 was less than 2002, the number we did sustain strained manning levels. Long-term absences may become a difficulty we face annually.

This, combined with the increasing volume of ambulance calls – in the 5 -10% range – kept manning concerns at the top of our list. Additionally, the ability to respond with the appropriate number of fire-medics and apparatus remains a challenge and will be monitored closely.

The Council-approved planning guideline for response travel times is as follows

- 1st arriving unit within 4 minutes 90% of the time,
- 2nd arriving unit within 6 minutes 75% of the time,
- 3rd arriving unit within 8 minutes 75% of the time.

This is a target that we hope to reach as Council's strategy is implemented; as additional manpower is added, a station in the north is completed in 2005, and the existing Mountview station is relocated to the southeast (as the population approaches 90,000).

For the first nine months of 2003, the first arriving unit arrived within 4 minutes 43% of the time for fire calls, and 58% of the time for ambulance calls.

It is believed the additional manpower scheduled to be hired will improve these numbers, however results will be analyzed to provide the basis for future recommendations.

The delay of the hiring until mid-year in 2003 and 2004 secured funds to replace the Department's breathing apparatus. Deputy Chief Pendergast oversaw extensive review and testing that resulted in a system being selected that not only addresses the safety concerns of our department, but also has the potential to resolve fire scene communications and accountability problems that have historically plagued all fire services. This system should be operational this fall and is a tremendous advance in technology and safety for the Department.

The Department strongly believes in, and continues to increase its commitment to education and training. Certifying our members to the proper levels remains a top priority, as does delivering the programs at the appropriate point in time in members' careers. Maintaining skill and knowledge levels in core competencies will be a focus of the future as well. The Department will create and implement a firefighter's skills certification program. This will be on-the-job, hands-on training to ensure firefighters are familiar, and remain familiar with all aspects of their work.

A number of apparatus in our fleet, including pumpers, aerials and a tanker, will require replacing over the next few years. One option is to replace as we have in the past, by way of funding through the Capital Project Reserve (2.0M in 2004, 1.3M in 2005). Another option is to inject a substantial amount of money (>2.25 M) into the City's Fleet system, increase Emergency Services' operating budget by approximately \$400,000 to cover annual payments to the Fleet and instantly incorporate Emergency Services' vehicles into the Fleet system. Perhaps the most feasible option is to continue to replace vehicles as we currently do, then incorporate them into the Fleet after they are purchased. Regardless of the mechanism, a significant investment will be required to maintain operability.

The CBRN program, in partnership with the federal and provincial governments, took its first few steps in 2003. The necessary paperwork and funding was completed and obtained, and the equipment purchased. Eight members of the Department were selected to be our specialists. Unfortunately, their training has barely started let alone been completed; because of problems at the federal level in insisting on, yet failing to deliver a viable training program. We are hopeful late 2003 or early 2004 sees an acceptable solution implemented.

Deputy Chief Hickey has forged a partnership with Red Deer College to begin a local paramedic program that will ultimately provide Red Deer students the opportunity to take the program in Red Deer, be taught by Red Deer Firemedics, and take their practicum with our service. This will provide us with the additional benefit of observing these students prior to any potential hiring. It is truly a win-win venture.

The Communications Branch successfully solved its staffing concerns with the increased part-time hours approved in 2003. We continue to deal with the fluctuations in contracts that competing against various other agencies causes. The technologies purchased in 2003 allow the Branch to offer superior systems and service to outside communities, all the while providing the capacity to handle the increasing call volumes Red Deer itself is experiencing. Projections indicate 2006 may be the year when the Branch will require three dispatchers on duty.

2004 will see the implementation of a Wellness Fitness program endorsed by both the International Association of Fire Fighters and the International Association of Fire Chiefs. It features a mandatory participation, non-punitive health and wellness initiative. It is a complete, all-inclusive system that involves daily fitness programs, compulsory annual medical and physical testing all designed to maintain fit, healthy, and capable fire medics. It is planned to fund this program (\$25,000) through the reallocation of existing line item accounts. This program would not have been possible without the skills, expertise, and direction of our Occupational Health Nurse Debra Neary, and our Department Physician Dr. Kathy Atchison. We believe the investment in our employees' health through this "preventative maintenance" program will not only improve our ability to do our jobs, but will also reduce lost work time, Worker's Compensation, sick time, and disability claims. Calgary's program has already detected two cases of cancer in the early stages, and is being credited with the effective early treatment.

OBJECTIVES

Objective: Improve staff performance.

Action: Hire five fire-medics, train and deploy in the second half of 2004.

Action: Develop and train small specialist teams to recognized standards in vehicle extrication/ water/ high angle/ and confined space rescue. These teams will then train the rest of their platoons to an operational level.

Action: Continue aggressive efforts to educate, train, and certify our personnel to the appropriate N.F.P.A. Firefighter and Fire Officer Levels. Hold 14 internal and external courses (assuming resources allow) for our staff, identified as priorities by the Deputy Chief of Education and the Education and Training Committee.

Action: Increase staff safety performance and operating practices. Identify and implement necessary systems.

Objective: Prepare for the construction of a 5th station in the north.

Action: Acquire the land. Complete design work. Prepare to open in 2005.

Objective: Improve operational relationships with external agencies.

Action: Dedicate members to act as a liaison with the RCMP and the Red Deer County Fire Department to research, recommend, and implement appropriate strategies.

Objective: Increase our emphasis on Fire and Injury Prevention.

Action: Perform more inspections in order to meet the growth in inspectable properties.

Action: Improve the efficiency and effectiveness of our Fire Prevention Officers, especially with respect to record management. Purchase portable electronic field units to enable Inspectors to enter inspection information in the field and avoid time-consuming duplication back in the office.

Action: Implement Risk Watch in Red Deer's school systems.

Objective: Ensure adequate numbers of highly qualified candidates apply for positions with our service.

Action: Aggressively recruit prospective candidates from all available sources. Continue to enhance our service's reputation by using high quality, modern equipment and procedures and actively promoting the benefits of working for a progressive dual service.

IMPLICATIONS OF THE BUSINESS PLAN

Historical evidence proves, and we firmly believe that our renewed emphasis on preventing fires and injuries will be successful. We will look to short, medium and long-term evidence of proof, being careful to factor in the impact of growth while examining raw data. We predict more inspections and more public education will result in reduced risk, fewer fire calls, and fewer injuries, at least in relative terms, considering the increase in population served.

Developing partnerships with the RCMP, Red Deer County, Red Deer College, and the private sector should increase the depth of resources available to the City, and ultimately the service we provide to our citizens. Arrangements with Firemaster, for example, have helped increase the utilization of the Fire Training Grounds. We will continue to explore opportunities with the private sector and fire etc. (previously the Alberta Fire Training School) to improve our training programs and facilities.

The Department's emphasis on training will result in better trained, more highly capable Firemedics, again improving skill levels, productivity, and resulting in better outcomes for our citizens.

Purchasing new vehicles to replace aging apparatus will reduce our risk of relying on older equipment, reduce down time, repairs, and provide our Firemedics with the tools needed to perform their jobs.

Recruiting, hiring, and deploying five Firemedics will help relieve the pressure of an ever-increasing volume of ambulance calls, approximately 5 -10% again this year. Yearly additions to staff combined with a new station in the north will improve the number of times we meet our target response goals. As importantly, the increased depth the additional staff provide should decrease the number of times we are unable to respond, or respond without appropriate strength, because of multiple incidents depleting our resources.

PERFORMANCE MEASURES

Refer to 2003 annual chart (to be supplied later).

GROWTH COSTS

The construction of a fifth station in the north, the additional staff requested, and the vehicles and equipment scheduled to be purchased in the near future are all required to adequately provide service to our growing city. The additional resources are projected to enable the department to achieve our travel time guidelines and branch responsibilities.

SERVICE DEMAND COSTS

If response time goals are not met, then the likely cause will be the increased demand for ambulance services. More calls occurring simultaneously deplete our strength and depth of response to subsequent calls.

As the city expands the variety and frequency of other “specialty” calls also increases. Dangerous goods, extrication, high angle, confined space and other less traditional demands for service require the Department to commit even more resources to upgrade our capabilities.

RISK MANAGEMENT DISCLOSURE

1. Courts in North America are increasingly relying on N.F.P.A., OH&S, and other standards to help them determine a department’s responsibilities. These standards, although some are not mandatory unless adopted by the province or municipality, are nonetheless being used to determine a city’s “reasonable” level of service, education, training, and performance. In fact, virtually every aspect of a department’s business may now be examined in this light. If it is reasonable for the Department to hold ourselves and other agencies to these kinds of standards (and we do), then it is also seen as reasonable for us to be held to similar account.

We are aggressively pursuing education and training opportunities to meet these standards. We are identifying and working to implement systems and purchase apparatus and equipment that will close any gaps we may currently have.

2. The Fire Prevention Branch is always challenged and exposed to risk in two ways.

- Meeting its Quality Management Plan
- Performing fire investigations

We have implemented job responsibility changes, increased manpower, and we are in the process of implementing new technology to improve efficiency to address the first concern. We are purchasing a used vehicle, more fire investigation equipment, and increasing our training to deal with fire investigation concerns.

3. Both the EMS (ambulance) and Communications Branches rely heavily on operating revenues to fund a significant portion of their business, approximately 52% and 72% respectively. This is not as large a concern with EMS as it is with Communications, since activity on the medical side seems to be steadily increasing. However, much of Communications revenue is determined outside the City of Red Deer, and is subject to external competitive business practices and political considerations. Annual fluctuations may reduce our revenue streams from external parties, even though our existing manning levels and equipment are required to handle the internal emergency call answer and dispatch needs of the City of Red Deer.

Succession planning initiatives are being explored to possibly assign additional staff to address any customer service issues to hopefully retain and even increase our customer base.

**THE CITY OF RED DEER 2004 BUDGETS
DEPARTMENT OPERATING BUDGET SUMMARY**

PROGRAM:**DEPARTMENT:** Emergency Services**DIVISION:** Development Services**DESCRIPTION OF PROGRAM - Business Unit - 220, 221, 222, 223, 224, 225, 226**

The Emergency Services Department is responsible for Prevention and Public Education related to fire and injury.

The department is responsible for Fire Suppression, Rescue and Hazardous Materials Responses.

The department mandate includes Advanced Life Support Emergency Medical Services fully trained paramedics.

Other services include 9-1-1 call answer, fire and ambulance dispatch. The department also provides support to the Director of Disaster Services for disaster planning.

CHANGES IN BUDGET -**CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR**

The budget reflects the hiring of five additional firemedics as recommended in the Dillon Report and Emergency Services Advisory Committee Report to City Council.

Improve the response capability to meet City Council's Planning Guideline.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Hire five firemedics each year
Building and equip a station in the North end of Red Deer in 2005
Fleet Replacement

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	8,987,233	9,722,482	10,145,771	4.4%
General & Contracted Services	482,041	493,225	561,071	13.8%
Materials, Supplies & Utilities	536,017	484,800	594,158	22.6%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$10,005,291	\$10,700,507	\$11,301,000	5.6%
Internal Charges & Transfers	541,197	457,350	342,100	-25.2%
TOTAL EXPENDITURE	\$10,546,488	\$11,157,857	\$11,643,100	4.3%
REVENUE	(\$1,908,153.00)	(\$1,778,380.00)	(\$1,847,790.00)	3.9%
NET TAX LEVY	\$8,638,335	\$9,379,477	\$9,795,310	
Percent Change		8.6%	4.4%	
EQUIVALENT FULL TIME POSITIONS	115.46	122.5	127.5	4.1%

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Administration
DEPARTMENT: Emergency Services
DIVISION: Development Services

DESCRIPTION OF PROGRAM - Business Unit - 220

The Administration Section of the Emergency Services Department consists of four clericals, three Deputy Chiefs and the Fire Chief/Manager.

The responsibilities include long range planning, staffing and staff supervision, purchasing, budget monitoring and control.

Each Chief Officer has at least two technical areas for which he is responsible. Clerical duties include reviewing Patient Care Reports for data entry and to ensure accurate ambulance invoicing. Clerical staff purchases and issues member's uniforms.

CHANGES IN BUDGET -

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	518,479	524,799	529,361	0.9%
General & Contracted Services	42,501	24,200	33,332	37.7%
Materials, Supplies & Utilities	12,505	9,000	14,696	63.3%
Other				0.0%
SUB-TOTAL	\$573,485	\$557,999	\$577,390	3.5%
Internal Charges & Transfers	(17,351)	4,500	0	-100.0%
TOTAL EXPENDITURE	\$556,134	\$562,499	\$577,390	2.6%
REVENUE	0	0	0	0.0%
NET TAX LEVY	\$556,134	\$562,499	\$577,390	
Percent Change		1.1%	2.6%	
EQUIVALENT FULL TIME POSITIONS	6.25	6.25	6.25	0.0%

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Fire Prevention
DEPARTMENT: Emergency Services
DIVISION: Development Services

DESCRIPTION OF PROGRAM - Business Unit - 221

The Prevention Bureau is responsible for the key elements of a comprehensive fire and injury prevention program for the entire city.

Responsibilities include, but are not limited to, public fire and injury prevention; fire investigation, code compliance at public buildings including enforcement; construction plans review and property evaluation.

The overall prevention program principally involves full-time prevention officers; but some elements include the participation of suppression staff in varying degrees.

Increasing demand for inspection services and plans examination is due to continuing growth in the commercial and public sector. The heavy demand and staff shortages are severely limiting our capacity to deliver public education programs and to maintain our Quality Management Plan.

CHANGES IN BUDGET -

Decrease in inspection revenue is a result of the compliance incentive that we initiated in 2002. Public buildings are demonstrating improved compliance where no inspection fee is charged.

Results are better compliance but reduced revenues.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Current efforts are directed to maintaining the level of service in planning and inspection services with a view to ultimately improving service levels in public education and investigation fields. Improvements are being realized in inspection volume and public education efforts.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Impending retirements of staff members will pose a real burden on current staff without an aggressive succession plan and recruitment of replacement prevention officers.

Reinvestment of material and resources in Fire Investigation Program will improve our ability to conduct thorough investigation of fire causes. Fire cause determination is essential to develop appropriate response to the fire problem, especially the significant arson problem in Red Deer.

The department is determined to make significant progress in the area of injury prevention at the community level. Our involvement in injury prevention initiatives and the Safe Communities Program is vital to the success of those programs.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	429,340	510,872	505,015	-1.1%
General & Contracted Services	44,818	45,550	50,110	10.0%
Materials, Supplies & Utilities	7,243	7,500	7,500	0.0%
Other				0.0%
SUB-TOTAL	\$481,400	\$563,922	\$562,625	-0.2%
Internal Charges & Transfers	11,497	(61,900)	(80,000)	29.2%
TOTAL EXPENDITURE	\$492,897	\$502,022	\$482,625	-3.9%
REVENUE	(64,544)	(45,300)	(25,000)	-44.8%
NET TAX LEVY	\$428,354	\$456,722	\$457,625	
Percent Change		6.6%	0.2%	
EQUIVALENT FULL TIME POSITIONS	5.5	6.5	6.5	0

THE CITY OF RED DEER 2004 BUDGETS BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: Suppression
DEPARTMENT: Emergency Services
DIVISION: Development Services

DESCRIPTION OF PROGRAM - Business Unit - 222

Provide Fire Prevention, Fire Education, Fire Suppression, and Emergency Services to the community including, but not limited to Fire, Rescue, EMS, Haz-mat, Planning, Inspection and Public Education. Personnel development, planning and training to employees in all aspects of the service to ensure a safe, effective and optimal service delivery model.

Ensure adequate deployment of fire and emergency services to emergency and non-emergency incidents within our jurisdiction.

Provide fire suppression to The City of Red Deer and numbered highways (within a specified area).

Provide rescue services (vehicle extrication) to the City of Red Deer and Red Deer County (within a specified area).

Provide hazardous materials incident first response to the City of Red Deer, and second response to Red Deer County, and portions of Central Alberta.

Provide specialized rescue services (confined space, high angle, water, ice and building collapse) to the City of Red Deer, Red Deer County, and portions of Central Alberta.

Provide chemical, biological, radioactive and nuclear second response to The City of Red Deer and portions of Central Alberta.

CHANGES IN BUDGET -

Third of six phases to hire five each year as a result of the Dillon report to the Master Planning Committee and Council. Start new hires July 1, 2004 and March 1, 2005.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Improve wildland firefighting capability - better protection of parks and wooded areas

Partner with other levels of government to provide second response for chemical, biological and radioactive incidents in Central Alberta

Continue to increase the Hazardous Materials Response capability

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Five new hires per year (see attached page for salary details), build 5th station to open in 2005, \$1,350,000 and equip new station \$720,000.

Major capital purchases include a new ladder truck, two new engines and one tanker.

Two new wildland fire fighting vehicles are part of the wildland/urban interface initiative.

Purchase replacement SCBA, cost \$150,000 to be offset by hiring new staff July 1, 2004.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	5,637,911	6,168,487	6,554,533	6.3%
General & Contracted Services	162,732	161,500	187,654	16.2%
Materials, Supplies & Utilities	366,443	305,550	366,614	20.0%
Other				#DIV/0!
SUB-TOTAL	\$6,167,087	\$6,635,537	\$7,108,801	7.1%
Internal Charges & Transfers	300,199	271,600	237,100	-12.7%
TOTAL EXPENDITURE	\$6,467,285	\$6,907,137	\$7,345,901	6.4%
REVENUE	(68,859)	(35,480)	(53,790)	51.6%
NET TAX LEVY	\$6,398,426	\$6,871,657	\$7,292,111	
Percent Change		7.4%	6.1%	
EQUIVALENT FULL TIME POSITIONS	72.5	77.5	82.5	6.5%

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY SUPPLEMENTARY**

PROGRAM: Suppression
DEPARTMENT: Emergency Services
DIVISION: Development Services

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

2003 Budget	\$205,949 (July 1 hire)
	\$155,894 salary and benefits
	\$24,273 protective clothing and uniforms
	\$8,000 fire fighting equipment (1 SCBA, 1 Radio for each 5 staff)
	\$10,666 training
	\$7,116 hiring and testing
2004 Budget	\$533,892 (July 1 hire)
	\$327,943 five staff hired in 2003
	\$205,949 five new staff
2005 Budget	\$1,019,682
	\$331,594 five staff hired in 2003
	\$327,943 five staff hired in 2004
	\$360,145 five staff hired in 2005

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Communications
DEPARTMENT: Emergency Services
DIVISION: Development Services

DESCRIPTION OF PROGRAM - Business Unit - 223

Provide Regional Enhanced 9-1-1 emergency telephone service to the public in communities throughout Central Alberta for gaining access to police, fire and ambulance services.

Provide a contracted service of emergency dispatching for ambulance services and fire services.

Provide 9-1-1 call answer for seven counties and their communities with a goal of answering within 2 rings (8 seconds) 98% of the time.

Provide full emergency radio dispatching services externally for fire(20+) and ambulance agencies(6).

City of Red Deer Emergency Services

Kneehill County Ambulance and Fire Departments- Acme, Trochu, Torrington, Three Hills, Carbon, Linden

Drumheller and District Ambulance Service and Drumheller Fire Department

Eckville and District Ambulance Service and Eckville Fire Department

Fire Departments Red Deer County, Bowden, Delburne, Spruceview

Stettler County Ambulance and Fire Departments Stettler, Donalda, Big Valley, Byemoor, Botha, Gadsby

Rimbey Emergency Services and Rimbey Fire/Rescue Department

Provide initial activation dispatching service to the Town of Carstairs and the Town of Didsbury.

CHANGES IN BUDGET -

Regional Dispatch revenue increased by \$55,000 over 2003 totals (+122%)

9-1-1 revenue decreased by \$35,000 (Clearwater County) compared to 2003 totals (-5%)

\$20,000.00/year operating cost for regional electronic mapping initiative.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Projected continued increases in the volume of 9-1-1 call answer and emergency dispatching services provided resulting in additional resources as determined to ensure service delivery standards are met .

The 9-1-1 call answer revenue will remain static due to CRTC rulings.

We remain optimistic of future growth in obtaining Regional Dispatching Service contracts.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	681,911	761,659	768,683	1%
General & Contracted Services	115,449	124,450	141,900	14%
Materials, Supplies & Utilities	5,853	12,800	17,678	38%
Other				
SUB-TOTAL	\$803,213	\$898,909	\$928,261	3%
Internal Charges & Transfers	83,130	18,150		-100%
TOTAL EXPENDITURE	\$886,342	\$917,059	\$928,261	1%
REVENUE	(678,371)	(645,000)	(665,000)	3%
NET TAX LEVY	\$207,971	\$272,059	\$263,261	-3%
Percent Change		31%	-3%	
EQUIVALENT FULL TIME POSITIONS	9.71	10.55	10.55	0%

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Disaster
DEPARTMENT: Emergency Services
DIVISION: Development Services

DESCRIPTION OF PROGRAM - Business Unit - 224

To support the Director of Disaster Services (City Manager) to ensure that The City is prepared in case of a disaster.

To organize training exercises. Liaise with Alberta Disaster Services to be aware of Provincial disaster issues.

Ensure appropriate City of Red Deer personnel are trained in the use of the Alberta Emergency Public Warning System.

Conduct at least one meeting of the Disaster Agency annually.

Keep the Emergency Plan updated.

CHANGES IN BUDGET -

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	10,149	2,600	2,600	0.0%
General & Contracted Services	6,651	8,425	8,425	0.0%
Materials, Supplies & Utilities	1,319	2,650	2,650	0.0%
Other				
SUB-TOTAL	\$18,119	\$13,675	\$13,675	0.0%
Internal Charges & Transfers	(1,968)	0	0	
TOTAL EXPENDITURE	\$16,151	\$13,675	\$13,675	0.0%
REVENUE				
NET TAX LEVY	\$16,151	\$13,675	\$13,675	
Percent Change		-15.3%	0.0%	
EQUIVALENT FULL TIME POSITIONS		0	0	

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Emergency Medical Services

DEPARTMENT: Emergency Services

DIVISION: Development Services

DESCRIPTION OF PROGRAM - Business Unit - 225

Our primary mission is to provide access to professional emergency health services in the pre-hospital setting to the citizens within The City of Red Deer, County of Red Deer and Village of Delburne.

This is accomplished at an Advanced Life Support and Basic Life Support ambulance service level using cross trained Firefighter EMT-Paramedics (EMT-P's) and Officer/Firefighter EMT-Ambulance (EMT-A's).

As part of their skill maintenance, EMT-P's maintain certification in: Advanced Cardiac Life Support Provider; Basic Trauma Life Support Provider; completion of Continuing Education Requirements as mandated by the Alberta College of Paramedics.

Our fleet consists of eight ambulances stocked to an Advanced Life Support Level.

We provide educational practicums to EMT-Paramedic and EMT-Ambulance students on an on-going basis.

We are active participants in injury prevention programs within our community. This includes the Prevent Alcohol Related Trauma to Youth Program throughout the David Thompson Health Care Region, as well as the creation and promotion of "Cool Kids Wear Lids" Program. This program encourages helmet use in a variety of activities.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Provision of Advanced Life Support Access through Engines that are stocked and staff at an initial ALS intervention level.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Growth - increasing demand for services both in total number and multiple simultaneous calls.

Continued lack of adequate Provincial fees in paying for ambulance services delivered to Albertans having provincial coverage. The result is continued municipal funding in order to maintain service levels.

Internal growth pressures for training new staff and maintaining external training required by legislation.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	1,709,444	1,754,065	1,785,579	1.8%
General & Contracted Services	109,891	129,100	139,650	8.2%
Materials, Supplies & Utilities	141,088	144,700	182,420	26.1%
Other				
SUB-TOTAL	\$1,960,422	\$2,027,865	\$2,107,649	3.9%
Internal Charges & Transfers	165,287	225,000	185,000	-17.8%
TOTAL EXPENDITURE	\$2,125,709	\$2,252,865	\$2,292,649	1.8%
REVENUE	(1,093,114)	(1,050,000)	(1,100,000)	4.8%
NET TAX LEVY	\$1,032,596	\$1,202,865	\$1,192,649	
Percent Change		16.5%	-0.8%	
EQUIVALENT FULL TIME POSITIONS	21.5	21.75	21.75	0.0%

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Training Facility
DEPARTMENT: Emergency Services
DIVISION: Development Services

DESCRIPTION OF PROGRAM - Business Unit - 226

The Fire Training Facility was developed in partnership with local business and industry. Utilization of the site is increasing by both city and industrial users. The training facility offers physical training grounds, props and live-fire building for fire training. Demand for physical fire training facility is growing in Central Alberta.

Capital investment at the grounds have been made by local business partners. Further capital investment is needed to expand the use of the facility.

CHANGES IN BUDGET -

A three year capital investment to expand and improve the training facility including landfill and paving as well as improvements to the tower and installation of additional training props. Classroom facilities are minimal and demand is growing.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Significant demand for site rentals from external agencies is apparent. Fire training programs are being offered by private agencies that utilize the site.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Expansion of the site to include adjacent lands and maximize the use of the existing lot. Improvements at the training facility will draw new business from private and government partners.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel				
General & Contracted Services				
Materials, Supplies & Utilities	1,566	2,600	2,600	0.0%
Other				
SUB-TOTAL	\$1,566	\$2,600	\$2,600	0.0%
Internal Charges & Transfers	404	0	0	
TOTAL EXPENDITURE	\$1,970	\$2,600	\$2,600	0.0%
REVENUE	(\$3,265)	(\$2,600)	(\$4,000)	53.8%
NET TAX LEVY	(\$1,295)	\$0	(\$1,400)	
Percent Change			#DIV/0!	
EQUIVALENT FULL TIME POSITIONS		0	0	

Engineering Services Department Business Plan 2004-2006

A. MISSION

“To provide engineering services for the citizens of Red Deer, other City Departments, and Governmental agencies, for the provision of safe, adequate, efficient, and reliable roadway and utility systems, recognizing that these systems have to be available at an affordable cost, provide a reasonable level of service based on public expectation, and must be constructed to minimize the need for longer term maintenance.”

B. MANDATE

The responsibilities assigned by City Council to the Department are:

1. To administer the planning, design, construction, and operation of The City's roadway network involving traffic impact and transportation network studies, bridges, culverts, sidewalks, lane ways, pavement marking, road signs, on-street parking, traffic signals, pedestrian signals, central computerized signal control, surveillance cameras, and truck routes.
2. To administer staff and resources, including outside Professional Engineers and Private Contractors involved with City and private development, construction of roads and utilities, Provincial and Federal cost sharing programs, City By-laws, numerous Council and Department policies, and routine correspondence.
3. To administer the planning, design, and construction of The City's water distribution, storage, and pumping facilities, wastewater collection, and storm drainage systems.
4. To administer customer requests for City services related to property access, sanitary sewer, storm sewer, and water connections, Easement Agreements, Building Grade Certificates, Encroachment Agreements, Development Agreements, and use of streets.
5. To maintain and enhance our record drawing, mapping, and infrastructure database systems.

C. ORGANIZATIONAL STRUCTURE

With the retirement of Ken Haslop as Engineering Services Department Manager and promotion of Tom Warder to that position, a few changes were made to the Department Organization Chart. Copies of the 2003 and 2004 Organization Charts are shown on the following pages for your reference. No significant changes have been made to the Accounting, Traffic, or Customer Services Sections.

The Streets & Utilities Section has been split into two Sections for 2004, named "Streets" and "Utilities" respectively. This change was made primarily to narrow the work scope of the previous section as the workload and work complexity in this section had grown considerably over the past several years. This change will also improve communication between the Department Manager and the Section Heads and will best utilize the available staff resources. The Municipal Engineer has been promoted to Utilities Engineer, responsible for Development Agreement administration, record drawings, mapping, and utility planning, design and construction. The Project Engineer has been promoted to Streets Engineer, responsible for City subdivision, roads, and bridges, extending from planning and design to construction.

Another change reflected in the 2004 Organization Chart is the transfer of the three Office Administration support staff. These staff members previously reported directly to the Development Services Director and have been transferred to the Engineering Services Department.

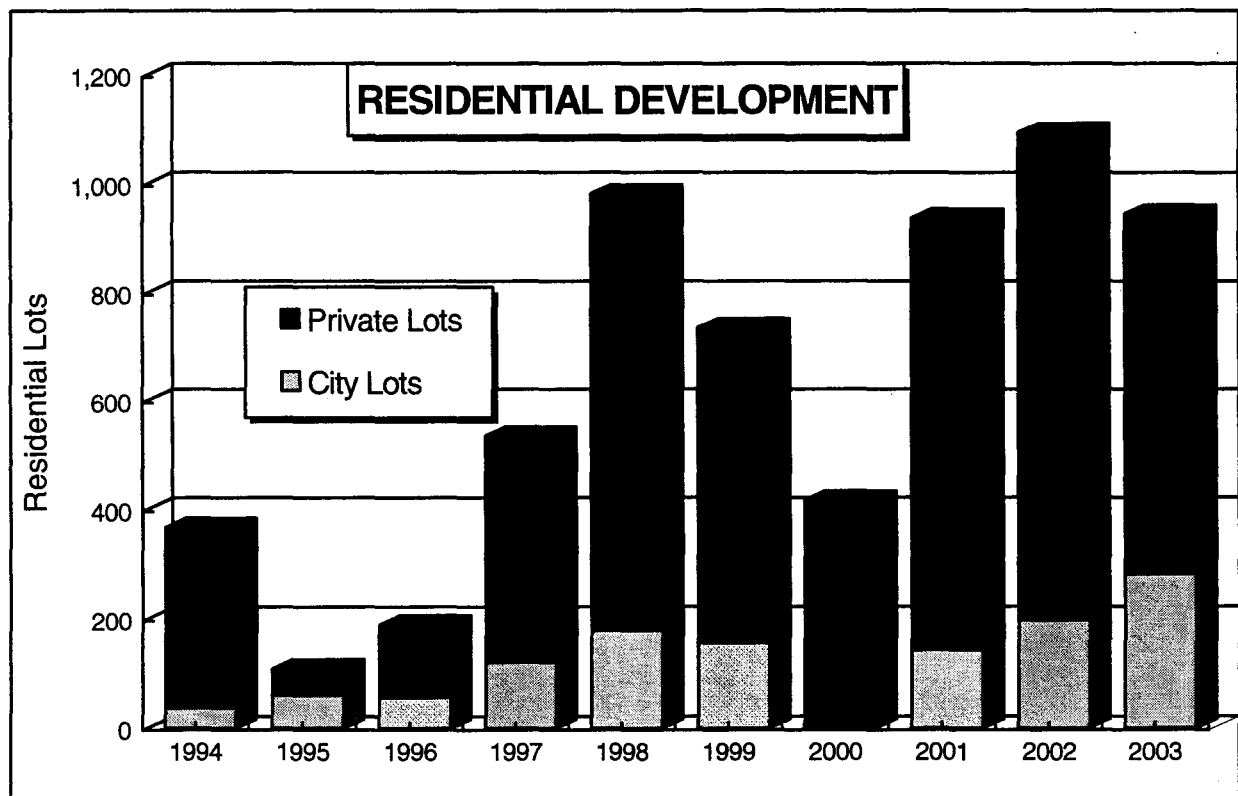
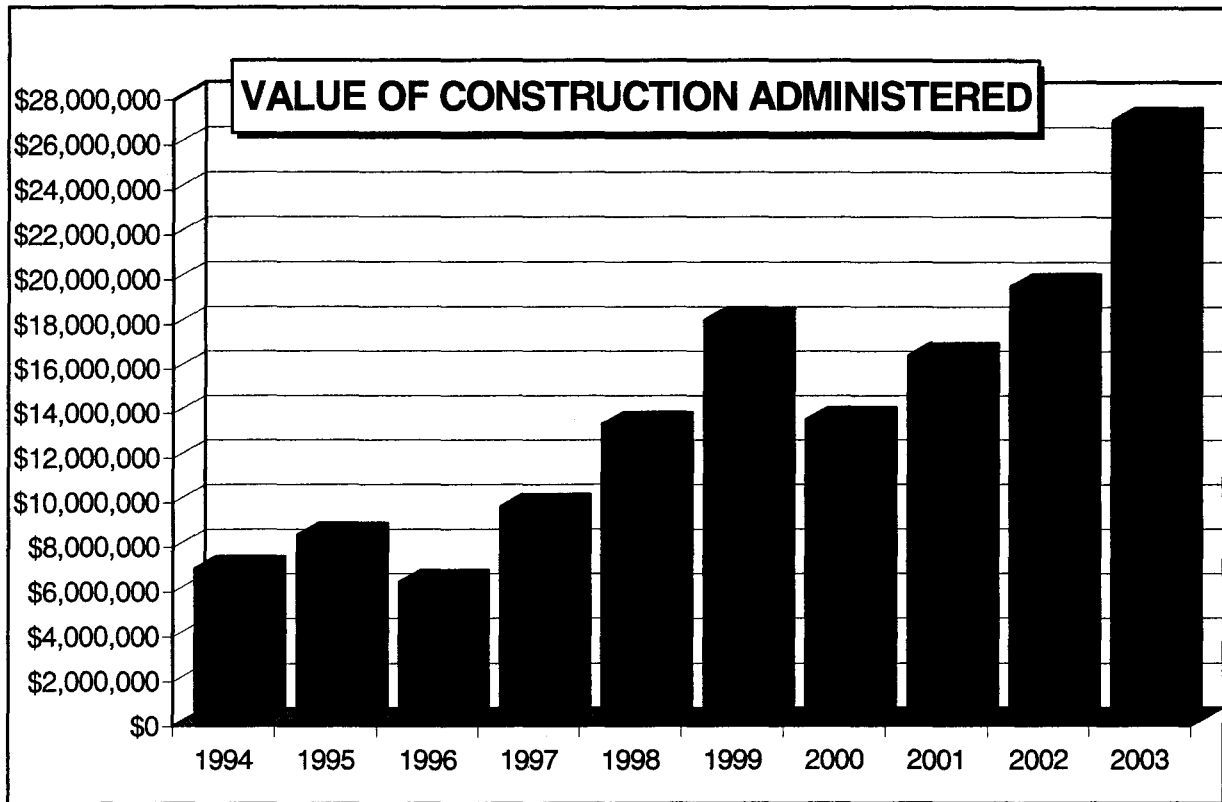
D. INTRODUCTION

1. Overview of 2003 Achievements and Challenges

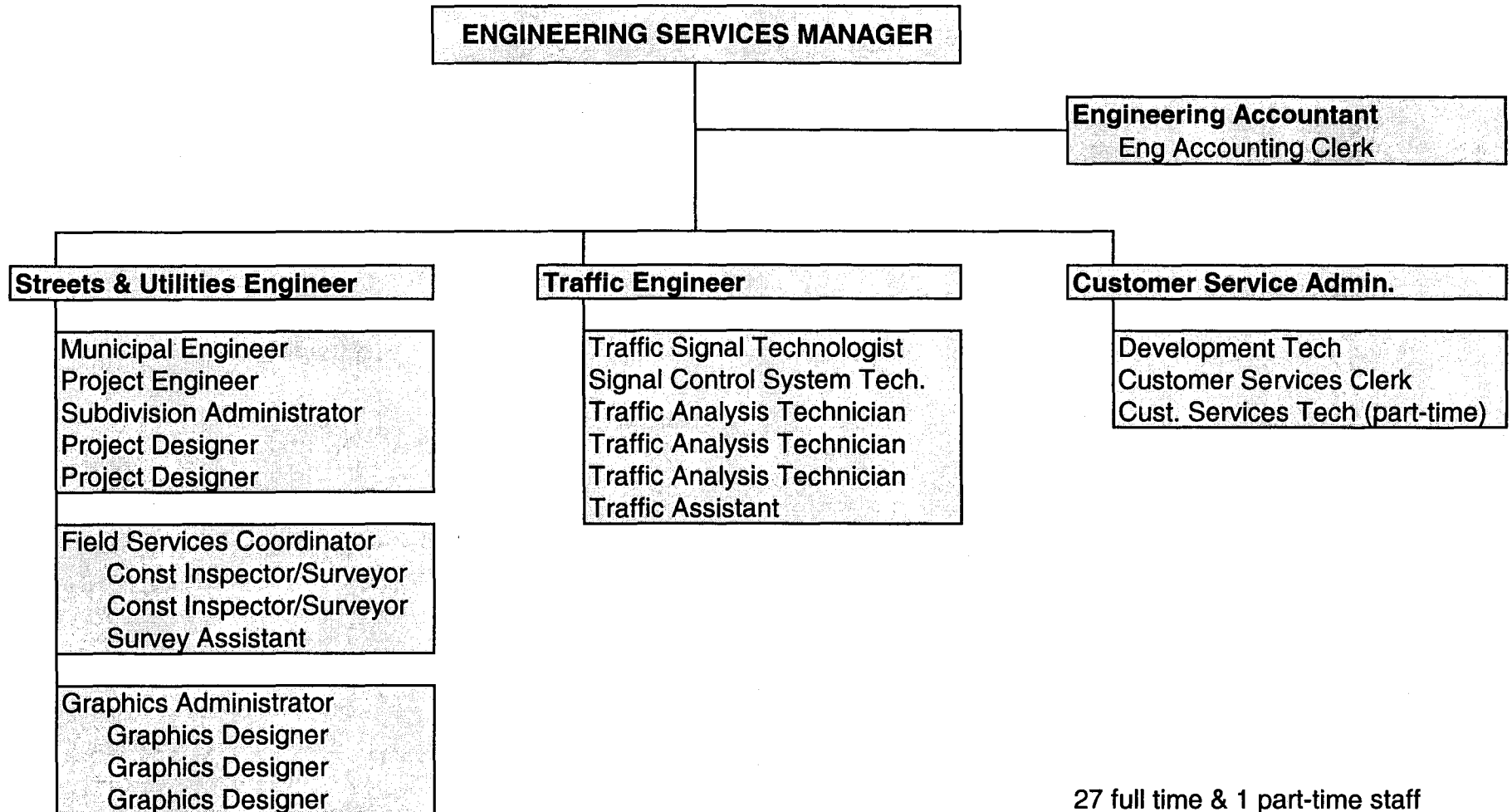
Review of development applications continued at a high level. Building grade certificates jumped from a 10-year average volume of 689 certificates per year to 1006 certificates in 2003. The number of Development Agreements administered in 2003 rose to 30 from the 10-year average of 20. City and Private Development covered approximately 125 hectares of land and included approximately 950 residential lots in 2003.

Capital construction for City funded road, utility, and subdivision projects administered by Engineering Services reached a total value of approximately \$27 million in 2003. This is well in excess of the 10-year average value of approximately \$14 million. Some of the major projects undertaken in 2003 are:

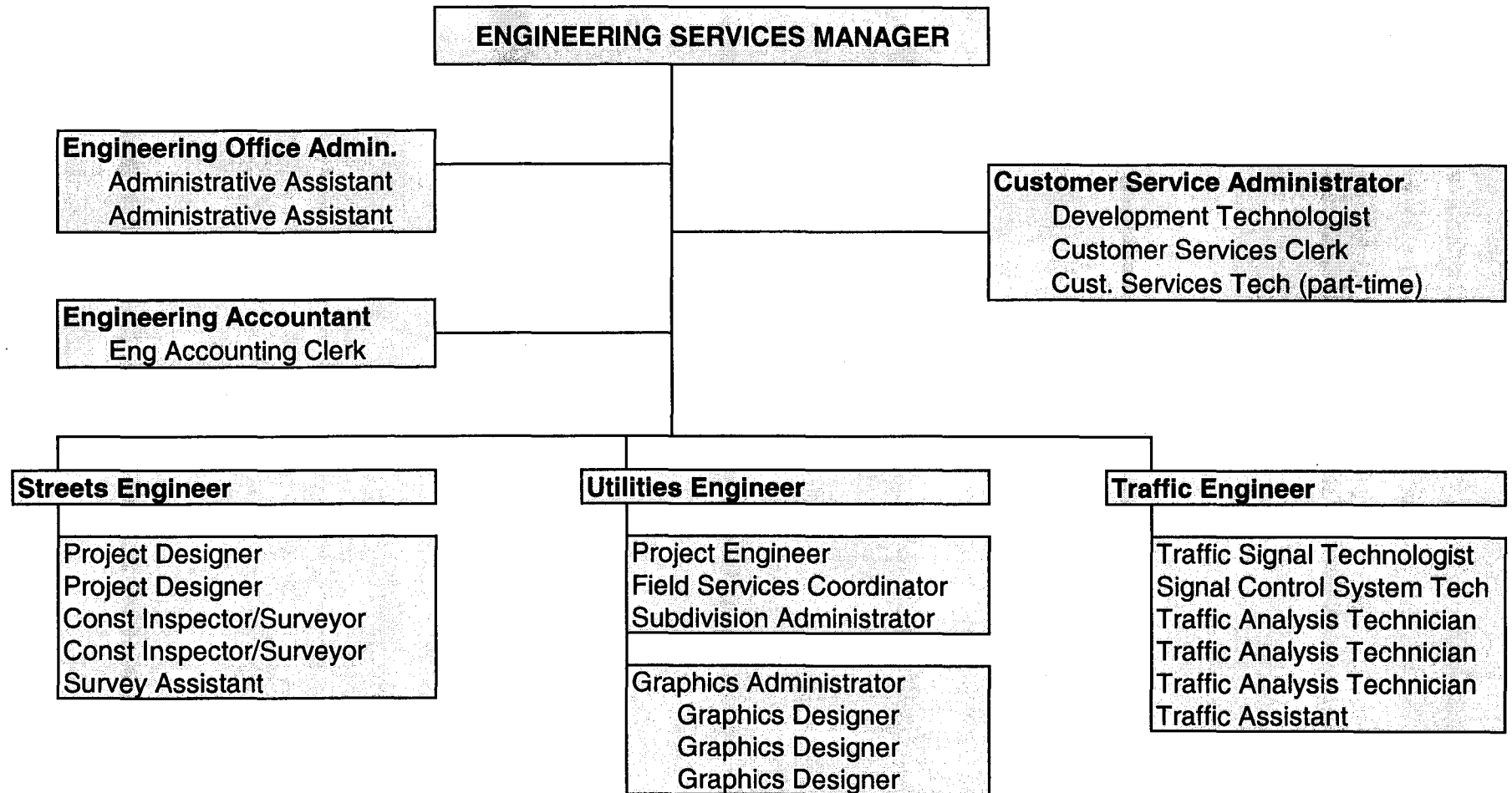
- Taylor Drive/CPR Overpass Completion
- Gaetz Avenue at 63 Street Intersection Widening
- Johnstone Drive from 75 Street to Taylor Drive road construction
- 40 Avenue road widening from new landfill access to south city limits.
- Realignment of Page and Parke Avenues
- Edgar Central West Industrial Park Extension
- Kentwood Phases 20 and 21 Residential Subdivisions
- Lancaster Green Phases 4, 5, and 6 Residential Subdivisions
- Lancaster Green Water Reservoir and Pump Station
- 40 Avenue widening between Selkirk Boulevard and Delburne Road (2004 completion)
- 22 Street road construction between 30 and 40 Avenues (2004 completion)



ENGINEERING SERVICES DEPARTMENT 2003 ORGANIZATION CHART



ENGINEERING SERVICES DEPARTMENT 2004 ORGANIZATION CHART



30 full time & 1 part-time staff
3 Office Admin. Staff transferred from
Development Service Directorate for 2004

2. Strategies/Initiatives Implemented that Relate to 2003 Operations

To improve traffic operations on the southern section of Gaetz Avenue, we have redesigned the traffic signal strategy and timing plans and converted this section to SCOOT (our real time computerized control system).

Traffic Safety improvements to signage and signal hardware, operations (e.g. phasing/timing), and orientation were implemented to improve visibility and traffic guidance at six high accident locations within the City.

The Engineering section of the City web site was significantly enhanced this year. The site now includes information related to development guidelines, mapping, constructions projects, tender results, public notices, road closures, traffic operations, local improvements, etc. The Engineering site is receiving an average of 205 hits per day.

The Millennium Center's application for a new parkade structure downtown was accommodated. A Land Transfer Agreement, Encroachment Agreement, construction traffic planning, ramp and access location, and capacity analysis were finalized and the project was constructed.

A long-standing challenge has been the redevelopment of the former AT & U site at the corner of 67 Street and Gaetz Avenue. Development Agreements between three adjacent commercial developments and the City were finalized, the 63 Street and Gaetz Avenue intersection upgrading was completed, and construction of the new IGA/Canadian Tire shopping center is well underway.

Another long-standing challenge is the road and lane barrier situation in the Pines Subdivision. The problem was industrial traffic shortcutting through the Pines residential area from the Northlands Industrial area. The solution was to connect the north end of Page Avenue to the north end of Parke Avenue, thus eliminating the connection to Northlands and the need for road and lane barriers within the Pines. A Transit only lane remains between the Pines and Northlands to accommodate more efficient bus movement. Construction of this project will be completed in the fall of 2003.

The Taylor Drive / CPR Overpass construction was completed and opened to traffic in August, on time and on budget. This project involved closure of the Taylor Drive / CPR crossing for a full year to allow for settlement of the earth embankment. Intersection improvements and new traffic signals were also completed at the Edgar Drive / Taylor Drive intersection as part of this project.

Construction of a new water reservoir and water pump station in Lancaster Green is well underway and expected to be completed in January, although landscaping will be done in the spring. The reservoir will provide increased assurance of water availability in case of fire and during high demand periods. The pump station will help to maintain

water pressures in the southeast part of the City. The reservoir is below ground so that the site can be landscaped and utilized like a small park space. The pump station is designed to look like a house so that it fits into the residential neighborhood.

3. Strategies/Initiatives that Relate to Anticipated 2004 Operations

Customer Service started scanning old record drawings to a digital format but found that the data storage requirements were too great for ITS to manage with their current equipment. We are proposing to purchase data storage equipment in the 2004 budget so that this project can proceed. This project will ensure preservation of the information, allow for more efficient access and retrieval, and make more storage space available in the file room.

To better manage customer requests and complaints; we will be seeking the implementation of a Call Management System similar to that of the Public Works Department. Information will be easier to record and retrieve and the system will provide a more structured way to provide follow up with our customers.

There are a number of high traffic locations, such as 67 Street, Spruce Drive, 43 Street, and 40 Avenue where streetlights or power poles do not meet current TAC traffic setback requirements. We are therefore proposing a new program in the Major Capital Budget to fund the relocation of some of these poles each year for the next several years. We are suggesting that funding for street lighting come from capital project reserves, as the streetlights are a part of the road infrastructure. However, we suggest that the power pole relocations be funded by the power utility.

The Transportation Plan Update was initiated in 2003 and will continue through the first half of 2004. It will involve public participation and City Council approval and will create a plan for continued development and enhancement of the City's Transportation Network. The study will also assess traffic noise and speed limits along the arterial road network.

We have initiated discussions with Alberta Infrastructure regarding the purchase of land for construction of a stormwater detention pond in the north Michener Center grounds. The pond, together with a proposed storm sewer bypass line along 30 Avenue will improve the service level for storm drainage in the Rosedale and Clearview areas. Funding for this project is partially from the ICAP program.

While installing gas mains, ATCO discovered petrochemical materials at the south end of the old CPR River Bridge. We have since commissioned an environmental study of the site and may need to initiate clean up or mitigation measures in 2004.

Studies related to future industrial development areas for the City were completed and presented informally to City Council and Red Deer County administration. Negotiations with the County, public participation, and potentially annexation are expected to continue through 2004.

A drainage study for the Northwest part of the City was commissioned and will be completed by the end of this year. It is expected to identify storm system improvements required to improve the level of service, which will affect the major capital budget in future years.

We conducted a stormwater quality study in 2003 that assessed the volume of suspended solids and chemicals in the stormwater effluent flowing to the creeks and the river. Although we have not yet seen the results of this study, it will help us improve our stormwater quality design standards for new development areas and will highlight improvements needed in the existing systems.

As part of the Greater Downtown Action Plan, we expect to participate in a functional planning study for the proposed 48 Street Promenade in 2004 and proceed with construction in 2005. We will also continue to implement the traffic initiatives identified in the GDAP as funding becomes available.

E. OBJECTIVES AND ACTIONS

Objective: *Maintain staff skills and knowledge in light of department reorganization, new staff, and upcoming retirements.*

Action: Evaluate training needs and provide budget for implementation. Utilize employee Work Planning and Coaching to transfer knowledge and skills to new staff. Develop and update systems to document knowledge (e.g. design standards, development agreement database, conceptual design drawings, records management)

Objective: *Continue to make Engineering Drawing Records more Accessible to Others.*

Action: Work with ITS in developing a City-wide Geographic Information System (GIS) to make engineering records, data, and mapping more electronically accessible to other City Departments and outside agencies. Keep record drawings for roadways and utilities extensions up to date and enhance data and drawing capabilities.

Objective: *Enhancement of Stormwater Quality and Storm Protection.*

Action: Continue to implement the Southeast Sector storm drainage system improvements and evaluate past storm drainage capacity improvements. Evaluate the results of the 2003 Northwest Storm Drainage Capacity Study and make recommendations for improvement implementation. Evaluate the results of the 2003 Stormwater Quality Study and make recommendations for changes to design standards and implementation of improvements.

Objective: *Update the Transportation Planning Study.*

Action: Complete the Transportation Plan Update Study, including public involvement, development of a Transportation Network Plan for the 85,000 and 115,000 population horizons, identification of improvements for specific problem or growth areas, and evaluation of traffic noise generation and speed limits. Present findings to City Council and request adoption of a new Transportation Network Plan.

Objective: *Secure a Location for Future Industrial Land Development*

Action: Continue working with the Industrial Development project team, Senior Management, City Council, and Red Deer County to finalize a location for future industrial land development. Provide engineering support for an annexation process as needed.

Objective: *Provide Engineering Support for Regional Servicing*

Action: Work with Public Works to evaluate and implement water system improvements needed for the North Water Group Regional servicing. Continue discussions with Red Deer County regarding water service for their South Hills area. Subject to City Council approval, prepare an Intermunicipal Service Agreement, and implement service delivery as needed. Initiate an agreement with the Waskasoo Regional Services Board to increase City capacity share in the Regional Wastewater Trunk.

F. IMPLICATIONS OF THE BUSINESS PLAN

The Engineering Services Department will manage approximately \$21 million in new construction and improvements in 2004. Department staff will undertake about 20% of the project design and construction supervision directly, with the balance to be outsourced to private consulting firms. Over 90% of construction work will be publicly tendered and awarded to private contractors.

The Plan will include significant public participation opportunities relative to the Transportation Plan, the 48 Street Promenade, and future Industrial Development. The public will also be consulted and/or notified with respect to road closures, significant traffic changes, and major construction projects. Public communication will include open houses, newspapers, the City Web site, etc.

G. PERFORMANCE MEASURES

A number of work volume indicators are shown below:

<i>Measure</i>	<i>Annual Volume</i>				
	<i>1999 Actual</i>	<i>2000 Actual</i>	<i>2001 Actual</i>	<i>2002 Actual</i>	<i>2003 Estimate</i>
Phone calls	45,395	46,001	43,466	45,400	48,815
Building Grade Certificates	753	697	683	1,257	1,006
Requests for Comments	Not avail	1,109	1,626	1,907	1,799
Council Reports	45	43	40	40	36
MPC Reports	68	109	105	104	119
Subdivision Applications	35	51	54	50	62
Development Agreements	18	24	31	34	30
Traffic By-law Orders	114	136	125	128	140
Total Staff	24	26.4	26.4	26.6	26.6
Construction managed	\$18.1 M	\$13.6 M	\$16.5 M	\$19.6 M	\$27.0 M

As indicated, work volumes have continued to increase in virtually all areas, whereas staff levels have remained relatively steady. Development related indicators such as building grade certificates, development reviews, MPC reports, subdivision applications, and development agreements have nearly doubled in volume over the past 5 years, whereas staff levels have remained relatively constant.

H. GROWTH COSTS

The Department is requesting one additional staff to assist in updating and maintaining records management, which is currently suffering a significant and ongoing backlog. With the increase in development and capital construction experienced over the past several years, general increase in information storage and documentation, and the FOIP regulations, much more time must be spent managing engineering records. Corporate Services is also planning to implement electronic filing of many records in the future. While this will improve efficiency in the long run, it will involve considerable staff time to set up and convert some of the existing records.

The increase in business activity has also increased demand for accounting services. The Department is therefore requesting additional accounting staff on a temporary, part-time basis during the construction season and for vacation replacement. The request is for 500 hours or approximately 25% FTE. This time could be recovered from projects and development charges.

I. SERVICE DEMAND COSTS

Creation of a Corporate Geographic Information System (GIS) is being championed by the ITS Department and will benefit all City departments. However, a large portion of the data and mapping will be developed and maintained by the Engineering Services Department. This will increase the workload and technical expertise needed in the department.

With provision of Regional services (e.g. North Water Group) the City's service area increases in size and the type of customer service increases in diversity. This will also increase the workload and technical expertise needed in the department.

As indicated in Section D.2 of this Plan, the Engineering web page has been extensively expanded to provide more information to the public. This will however require a higher level of maintenance.

J. RISK MANAGEMENT EXPOSURE

With the retirement of the Department Manager and other recent/upcoming changes with key staff, the department will lose a significant amount of knowledge and history. With the department reorganization, some staff will be given higher levels of authority. This will expose the department to higher risk for a period of time until the new staff becomes more familiar with procedures, history, and decision outcomes. Special effort will have to be made to transfer this knowledge to new staff.

With the high number of private development agreements prepared each year and the length of time that these agreements remain active (usually 3 to 5 years), it is difficult to maintain knowledge of City obligations (e.g. endeavor to recover cost agreements) and the status of developer obligations to the City. The Department has therefore developed a development agreement tracking system that is intended to assist in this process.

The high development rate also exposes the City to a higher risk of developer default. For example, less experienced developers tend to become involved in development during buoyant market conditions. A sudden downturn in the local market could cause financial insolvency and leave a subdivision only partially serviced. Development agreement security may not be sufficient to cover the completion of servicing.

Advancement of service trunks to new development areas (e.g. future industrial development) will create a significant debt to be repaid from future off-site levies. The ability to repay this debt and the rate of repayment will be subject to changes in future economic and market conditions. Carrying costs are not recoverable under current City policy.

Electronic and telecommunications technology has allowed for huge advances in access to information. With this comes a vast increase in the amount of information that

has to be sorted and filed. Records management needs have grown significantly over the past several years and will continue to grow. If our records aren't properly maintained, we will be exposed to higher risk of overlooking issues (e.g. documented commitments or decisions) and potentially be in a more difficult position to defend the City against litigation.

There are several areas in the City where power poles or streetlights are set relatively close to major roadways. When these utilities were constructed, they likely met the setback standards of the day, but do not meet current standards. A higher setback would reduce the risk of a vehicle striking a utility pole. We are therefore proposing an on-going capital budget program to fund the relocation of these utilities over the next 10 or 15 years.

**THE CITY OF RED DEER 2004 BUDGETS
DEPARTMENT OPERATING BUDGET SUMMARY**

PROGRAM: ENGINEERING
DEPARTMENT: ENGINEERING
DIVISION: DEVELOPMENT SERVICE

DESCRIPTION OF PROGRAM - Business Unit - 210, 212, 213, 214, 215, 216, 217 & 218

Department operations typically include a \$2.5 Million dollar annual Operating Budget, an annual Capital Project budget of \$10 Million dollars, and an annual Private and City Subdivision budget of \$30 Million dollars.

Department is responsible for:

- administer customer requests for City Services
- administer planning, design, construction, operation of the roadway network and bridges
- administer planning, design, and construction of water, wastewater, and drainage systems
- administer staff and outside engineering resources in subdivision development
- maintain and enhance the record drawing system and graphics network

This page summarizes the total Revenues and Expenditures relative to the five sections within the Engineering Services Department:

- Administration
- Customer Service
- Traffic Operations
- Bridge Maintenance
- Streets
- Utilities

CHANGES IN BUDGET -

The Streets and Utilities section has split into two separate Business Units - Streets Section and Utilities Section. There has been no budget ramifications due to this change.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,649,812	\$1,806,246	\$1,930,017	6.9%
General & Contracted Services	628,131	521,585	543,225	4.1%
Materials, Supplies & Utilities	25,722	46,380	71,650	54.5%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$2,303,665	\$2,374,211	\$2,544,892	7.2%
Internal Charges & Transfers	(855,660)	(611,762)	(633,540)	3.6%
TOTAL EXPENDITURE	\$1,448,005	\$1,762,449	\$1,911,352	8.4%
REVENUE	(123,029)	(74,600)	(84,500)	13.3%
NET TAX LEVY	\$1,324,976	\$1,687,849	\$1,826,852	
Percent Change		27.4%	8.2%	
EQUIVALENT FULL TIME POSITIONS		27.0	30.0	11.1%

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

**PROGRAM: ADMINISTRATION
DEPARTMENT: ENGINEERING
DIVISION: DEVELOPMENT SERVICES**

DESCRIPTION OF PROGRAM - Business Unit - 210

The Administration Section provides for Department management, accounting, funding administration, budget management, reception, stenography, records management, website administration and other administrative functions for the Engineering Services Department.

Communication with the public, media, customers, City Council, senior management and other departments and agencies is also an important function of this section.

CHANGES IN BUDGET -

- Increase in contracted services to cover minor studies related to environmental, geotechnical, traffic noise, and/or other incidental needs as well as graphic automation enhancements. Over the past 5 years, an average expenditure of \$ 35,000 per year was made for these types of services.
- Transfer of all costs (salaries & training) for the three Administrative Support staff from the Directorate.
- Manager Rate is at Step 4.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

- Increasing demand for records management and web administration.
- Heavy workload in accounting area related to high development and capital construction programs.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$206,113	\$235,223	\$352,003	49.6%
General & Contracted Services	15,611	23,640	37,900	60.3%
Materials, Supplies & Utilities	3,146	4,830	13,700	183.6%
Other		0	0	#DIV/0!
SUB-TOTAL	\$224,870	\$263,693	\$403,603	53.1%
Internal Charges & Transfers	(70,653)	(74,020)	(74,020)	0.0%
TOTAL EXPENDITURE	\$154,217	\$189,673	\$329,583	73.8%
REVENUE	(14)	0	0	#DIV/0!
NET TAX LEVY	\$154,203	\$189,673	\$329,583	
Percent Change		23.0%	73.8%	
EQUIVALENT FULL TIME POSITIONS	3.0	3.0	6.0	100.0%

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

**PROGRAM: STREETS & UTILITIES
DEPARTMENT: ENGINEERING
DIVISION: DEVELOPMENT SERVICES**

DESCRIPTION OF PROGRAM - Business Unit - 212

No budget for 2004. Section has been split into two new Business Units. See BU 217 - Streets and BU 218 Utilities.

CHANGES IN BUDGET -

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$796,756	\$892,231	\$0	-100.0%
General & Contracted Services	51,739	57,800	0	-100.0%
Materials, Supplies & Utilities	10,100	14,300	0	-100.0%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$858,595	\$964,331	\$0	-100.0%
Internal Charges & Transfers	(502,715)	(448,200)	0	-100.0%
TOTAL EXPENDITURE	\$355,880	\$516,131	\$0	-100.0%
REVENUE	(12,154)	(9,500)	0	-100.0%
NET TAX LEVY	\$343,726	\$506,631	\$0	
Percent Change		47.4%	-100.0%	
EQUIVALENT FULL TIME POSITIONS	13.8	14.0		-100.0%

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: CUSTOMER SERVICES
DEPARTMENT: ENGINEERING
DIVISION: DEVELOPMENT SERVICES

DESCRIPTION OF PROGRAM - Business Unit(s) - 213 / 214

The Customer Service Section provides for the processing of daily activities, including:

1. Front Counter response to Public inquires and requests for City services.
2. Survey Control Network - involving maintenance, updating, extension and record keeping.
3. Building Grade Certificates providing locations of easements, elevations, services dimensions, road & walkway information.
4. Printing plans, maintenance and control of record drawings and file room.
5. Various field inspections and site surveys.
6. Permitting for the High / Wide Load Corridor.

CHANGES IN BUDGET -

Slightly higher expenses and revenues anticipated for the high-wide load corridor permits.
 Net budget to remain zero.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$213,795	\$226,125	\$227,625	0.7%
General & Contracted Services	22,579	12,350	13,400	8.5%
Materials, Supplies & Utilities	8,543	9,150	12,850	40.4%
Other		0	0	#DIV/0!
SUB-TOTAL	\$244,917	\$247,625	\$253,875	2.5%
Internal Charges & Transfers	(109,310)	(89,842)	(90,840)	1.1%
TOTAL EXPENDITURE	\$135,607	\$157,783	\$163,035	3.3%
REVENUE	(95,976)	(65,100)	(74,500)	14.4%
NET TAX LEVY	\$39,631	\$92,683	\$88,535	
Percent Change		133.9%	-4.5%	
EQUIVALENT FULL TIME POSITIONS	3.0	3.0	3.0	0.0%

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

**PROGRAM: TRAFFIC
DEPARTMENT: ENGINEERING
DIVISION: DEVELOPMENT SERVICES**

DESCRIPTION OF PROGRAM - Business Unit - 215

The Traffic Section strives to maintain safe operating conditions, smooth traffic flow and efficient operation of the City's road network system. This is accomplished through the provision of transportation planning, traffic impact studies, pavement markings, regulatory and information signing, on-street parking, traffic signal design, traffic signal timing plans, pedestrian accommodation, and information to Council and the public. This service is applied to both existing and new areas of the City. Included is the operation of the central traffic signal control computer, hardware/ software maintenance, and the traffic surveillance cameras. Professional engineering consultants are retained as required to address either specialty assignments or overflow workloads.

CHANGES IN BUDGET -

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Upgrade one existing position to Professional Engineering status pursuant to succession planning initiative.
The Traffic Control Operating room and Signal Control Operating software will need to be upgraded within the next 2 or 3 years. A \$50,000 study should be considered in 2005 and \$400,000 implementation may be required in 2006.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$410,950	\$423,974	\$423,974	0.0%
General & Contracted Services	24,945	37,795	38,325	1.4%
Materials, Supplies & Utilities	2,693	3,100	3,100	0.0%
Other		0	0	#DIV/0!
SUB-TOTAL	\$438,588	\$464,869	\$465,399	0.1%
Internal Charges & Transfers	(36,044)	(17,200)	(17,020)	-1.0%
TOTAL EXPENDITURE	\$402,544	\$447,669	\$448,379	0.2%
REVENUE	(800)	0	0	#DIV/0!
NET TAX LEVY	\$401,744	\$447,669	\$448,379	
Percent Change		11.4%	0.2%	
EQUIVALENT FULL TIME POSITIONS	7.0	7.0	7.0	0.0%

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: BRIDGE MAINTENANCE
DEPARTMENT: ENGINEERING
DIVISION: DEVELOPMENT SERVICES

DESCRIPTION OF PROGRAM - Business Unit(s) - 216/ 332

This account covers the general repair to 29 bridge structures within the City. The repairs relate to weathering, fatigue, vehicle damage, vandalism, stream erosion, and general use. Repairs involve concrete repairs, surface cleaning and sealing, crack sealing, asphalt overlays, painting, support bearings, rip rap, storm outfalls, deck drains, guard rails, and traffic signs. Also included are engineering, annual inspections, and reports.

This Business Unit was transferred from Publics Works to Engineering Services at the start of 2003. It was felt that as Engineering Services was responsible for the majority of the work related to the City bridge system and that ownership of the operating budget should reside here. The 2002 Actuals amount are based on the details in BU 332 and are based on the budget set by Public Works for that year.

Some significant items included in the 2004 work program are:

1. Routine sweeping, washing and plowing of bridges and miscellaneous repairs
2. Routine testing, inspections (9 bridges annually), and reporting
3. Gaetz Av / Waskasoo Creek Hand rail repairs
4. 49 Av / Red Deer River Concrete repairs
5. Gaetz Avenue / 60 Street Sealant & deck joint repairs
6. Gaetz Ave / Red Deer River Barrier & concrete repairs
7. Ross St / Waskasoo Creek East approach - repairs & concrete repairs on curbs
8. Taylor Dr / Red Deer River South Bound - Construction joint repairs & girder repairs
9. 67 St / Red Deer River Caulking & sealing, sidewalk & stairs, & east abutment
10. Edgar Dr / CP Overpass Deck joint repairs

CHANGES IN BUDGET -

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

We expect that the budget requirements will remain relatively stable for the next two years, but may increase within 5 years depending on the rate of structure deterioration.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$22,197	\$28,693	\$28,693	0.0%
General & Contracted Services	513,257	390,000	401,000	2.8%
Materials, Supplies & Utilities	1,240	15,000	15,000	0.0%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$536,694	\$433,693	\$444,693	2.5%
Internal Charges & Transfers	(136,938)	17,500	17,500	0.0%
TOTAL EXPENDITURE	\$399,756	\$451,193	\$462,193	2.4%
REVENUE	(14,085)	0	0	#DIV/0!
NET TAX LEVY	\$385,671	\$451,193	\$462,193	
Percent Change		17.0%	2.4%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: STREETS SECTION
DEPARTMENT: ENGINEERING
DIVISION: DEVELOPMENT SERVICES

DESCRIPTION OF PROGRAM - Business Unit - 217

The Streets Section provides Professional Engineering services in the following areas:

Design, tender, field surveys, and inspection for road, subdivision, and local improvement construction.
City-wide transportation studies for residential, commercial, and industrial development areas.
Design guidelines, construction specifications, and policies relative to streets.
Road Off-site levies (establish servicing needs and assess proportional development costs).
Information to Council, and public relating to road construction and transportation infrastructure.
Hire and direct various consultants and contractors for assigned studies and construction projects.
Bridge maintenance administration.

CHANGES IN BUDGET -

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$0	\$0	\$377,342	#DIV/0!
General & Contracted Services	0	0	18,250	#DIV/0!
Materials, Supplies & Utilities	0	0	9,250	#DIV/0!
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$0	\$0	\$404,842	#DIV/0!
Internal Charges & Transfers	0	0	(211,320)	#DIV/0!
TOTAL EXPENDITURE	\$0	\$0	\$193,522	#DIV/0!
REVENUE	0	0	0	#DIV/0!
NET TAX LEVY	\$0	\$0	\$193,522	
Percent Change		#DIV/0!	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS			6.0	#DIV/0!

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: UTILITIES SECTION
DEPARTMENT: ENGINEERING
DIVISION: DEVELOPMENT SERVICES

DESCRIPTION OF PROGRAM - Business Unit - 218

The Utilities Section provides Professional Engineering services in the following areas:

Design, tender, field surveys, and inspection for utility construction projects.
 City-wide utility studies for residential, commercial, and industrial development areas.
 Infrastructure maintenance, including sewer flow monitoring, rainfall monitoring, drainage investigations, and water distribution modeling.
 Record drawing system for all of the City's roads, lanes, water, sanitary, and storm lines.
 Design guidelines, construction specifications, and policies relative to utilities.
 Utility Off-site and other development levies (establish servicing needs and assess proportional development costs).
 Private Development Agreement standards, administration, and inspection.
 Various drawings and mapping products used by the public and City departments.
 Information to Council, developers, and public relating to construction, city infrastructure, and development procedures.
 Hire and direct various consultants and contractors for assigned studies and construction projects.

CHANGES IN BUDGET -

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$0	\$0	\$520,380	#DIV/0!
General & Contracted Services	0	0	34,350	#DIV/0!
Materials, Supplies & Utilities	0	0	17,750	#DIV/0!
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$0	\$0	\$572,480	#DIV/0!
Internal Charges & Transfers	0	0	(257,840)	#DIV/0!
TOTAL EXPENDITURE	\$0	\$0	\$314,640	#DIV/0!
REVENUE	0	0	(10,000)	#DIV/0!
NET TAX LEVY	\$0	\$0	\$304,640	
Percent Change		#DIV/0!	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS			8.0	#DIV/0!

**INSPECTIONS & LICENSING DEPARTMENT
BUSINESS PLAN 2004– 2006
“KEEPING PACE WITH GROWTH”**

MISSION

- To provide necessary safety, inspection, licensing, development and parking services in a cost effective and efficient manner.

MANDATE

- As a department, provide efficient and professional services that satisfy the needs of developers, contractors, and the general public.
- Provide for inspection in conformance with the City of Red Deer Quality Management Plan in residential, commercial and industrial construction.
- Administer the City's off and on-street parking inventory and provide an appropriate mix of long and short term parking with a balance of revenues and expenditures.
- Manage the Animal Control contract.
- Manage the City Licensing program.
- Manage City Hall maintenance and operations.
- Manage the Parking Tag Enforcement contract.

ORGANIZATIONAL STRUCTURE

(See Attached)

INTRODUCTION

In 2003 development and construction remained very active. The Department continues to struggle at maintaining appropriate customer service standards and development approval timelines. As the community continues to grow, public expectations and demands are increasing. Maintaining a safe and secure community is important to all residents. It is based on this concept that the Inspections & Licensing Department tries to position itself to respond effectively and efficiently to requests and public complaints. Keeping pace and meeting this demand is not always achievable. Staff are to be congratulated though on the customer friendly service regularly provided despite the stress and pressure of an extremely busy workplace.

Development and Building permit issuance continues to be strong. Permit application totals are projected to reach 2267 by year end compared to 2242 in 2002. Continuing to respond to this service demand has required extensive staff energy and overtime. The Department is fielding over 100 phone calls and 100 faxes per day plus serving on the average 50 front counter customers per day.

Based on this significant community growth and the importance of maintaining appropriate customer service and Department standards, the following new positions are being requested for 2004 through the Building Plan Funding Requirements (BPFR):

- Inspections Supervisor – Permanent Full-Time
- Administrative Assistant – Records Management Clerk – Permanent Full-Time
- Temporary Site Inspector – Temporary (6 months)
- Landscape Plan Inspector – Temporary (285 hours)

Business and Home Occupation License application renewals have remained steady with a total of 2763 now active.

The Department has worked with the Downtown Business Association in the review and response to the Downtown Parking Committee Report. The review and consideration of electronic parking management systems is currently the focus.

The Department has been reviewing the various fees and charges related to services and is requesting Council's support through a BPFR for the completion of a thorough and comprehensive review in 2004. It has been between 5-8 years since a fees and charges review has been completed.

OBJECTIVES

- Implement an Inspections Supervisor position to help ensure effective interpretation and implementation of the City of Red Deer Quality Management Plan and Alberta Building Code. In addition, to develop and implement long term strategic initiatives, provide staff mentoring and leadership throughout the Inspections area.
- Maintain an effective development approval process through integration of the Development Permit system and the Inspection Telephone Request system.
- Pilot a new Electronic Inspection program.
- Deliver enhanced "customer service" by continuing with the "one stop shopping concept", and maintaining a commitment to provide the highest level of customer service.
- Work with the Downtown Business Association Parking Committee in the review and implementation of an Electronic Parking Management program.

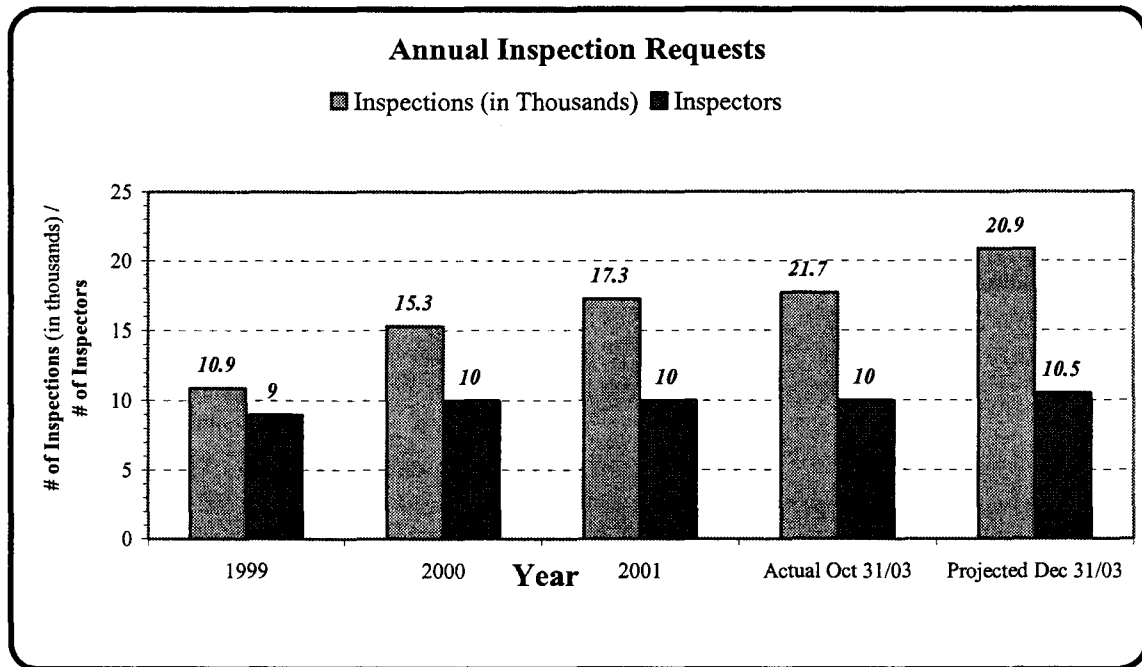
- Complete a review of Department fees and charges with the intent of establishing an ongoing update process.
- Work collaboratively with the Emergency Services Department to ensure an effective and efficient inspection process is delivered.
- Ensure that an appropriate Animal Control program is maintained and, when appropriate, the Animal Control Bylaw is reviewed.
- Through the completion of a City Hall Mechanical Engineering Study, develop a Facility Life Cycle Plan.

IMPLICATIONS OF BUSINESS PLAN

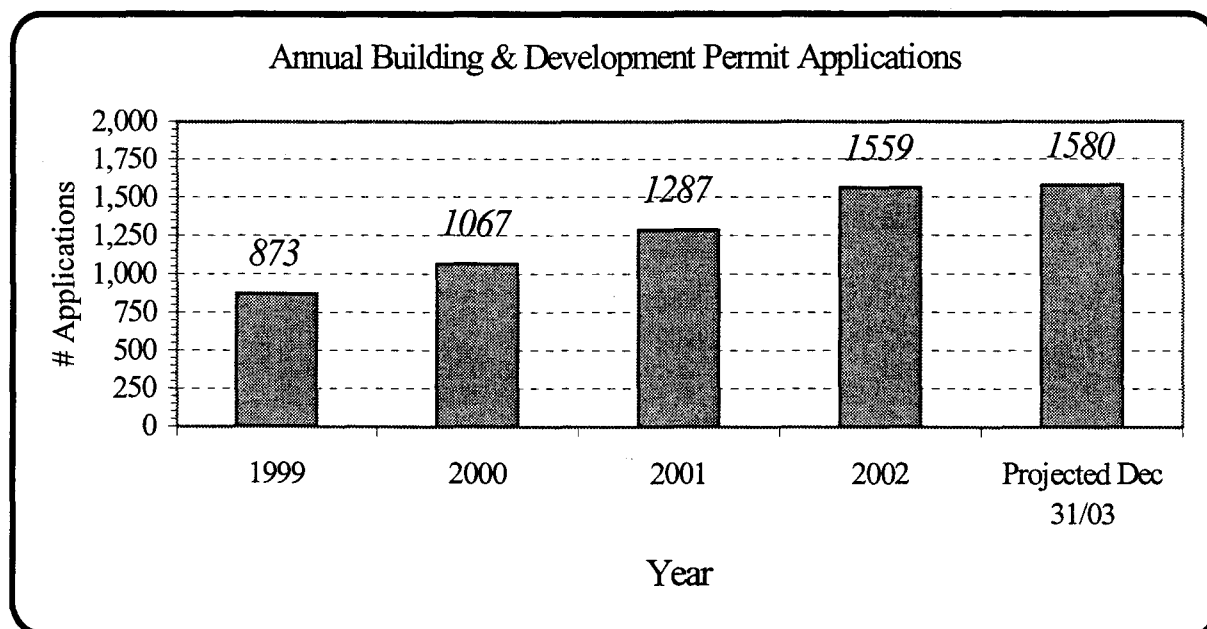
- Regularly work to improve the “one stop shopping” concept, providing our customers with the most efficient and professional service available.
- Implementation of a “Pilot” Electronic Inspections program will require staff training, electronic program development and communication with the Home Building industry. An Electronic Inspections program should reduce data entry errors, better integrate the inspection disciplines, enhance customer communication and reduce data management time. Results from the pilot project will be reviewed and a determination will be made about the implementation of a full program.
- Increased costs for Inspections & Licensing services and staffing in order to maintain Code compliance, appropriate customer service standards and to appropriately respond to development and community requests. Temporary staff are required to meet customer service demand.
- Complaints received will be reviewed and enforcement followed through to ensure the integrity of the Nuisance and Land Use bylaws are maintained. Additional Site Inspector help is required to complete this.
- Based on a call for proposals, a new Animal Control contract was awarded to Alberta Animal Services in 2003. Staff are working with Alberta Animal Services to enhance public understanding of animal control.
- Continue to work and liaise with the Downtown Business Association and other affiliated organizations. The Department Manager is a member of the Parking Advisory Committee.
- The implementation of a new Fees and Charges program will require financial resources to contract professional support in completing the review. A thorough review has not been completed since 1996.

PERFORMANCE MEASURES

- Inspections** – complete inspections within the time limits reflected in the Quality Management Plan (90% of inspections completed the same day as requested). Due to increase in construction volumes, it is difficult to attain this objective. Inspectors are averaging 8-10 inspections/day.



- Development** – Attempt to maintain a 3-week review process for presentation of development projects to the Municipal Planning Commission (due to volume of building/development applications, 4 weeks has become the norm).



Telephone Automated Call Distribution – Maintain an 80% grade of service base. This is based on the number of calls the Department receives/answers or are abandoned.

Year	Telephone Calls Incoming (including Faxes Incoming & Outdoing)	Grade of Service %
2001	41612 (no stats for 6 months)	78.5 (based on 6 months)
2002	85823	82.6
2003	56709 (to end of October)	87

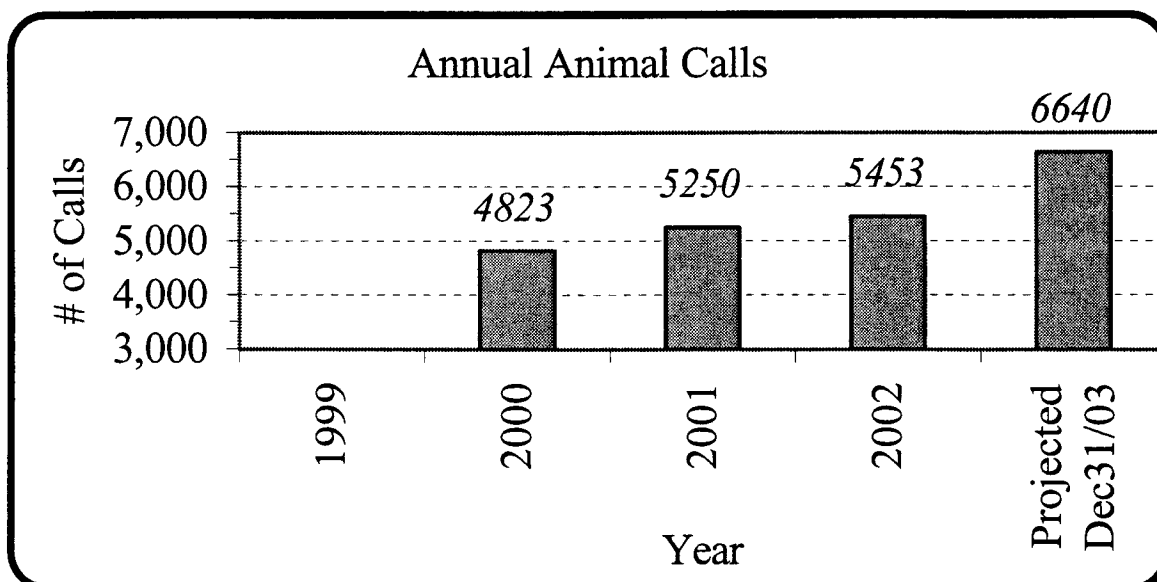
• **Front Counter Customers**

FRONT COUNTER CUSTOMERS			
	Development	Parking	Total
June	761	270	1031
July	761	286	1047
August	765	201	966
September	879	232	1111
October	800	259	1059
November			
December			
Total			

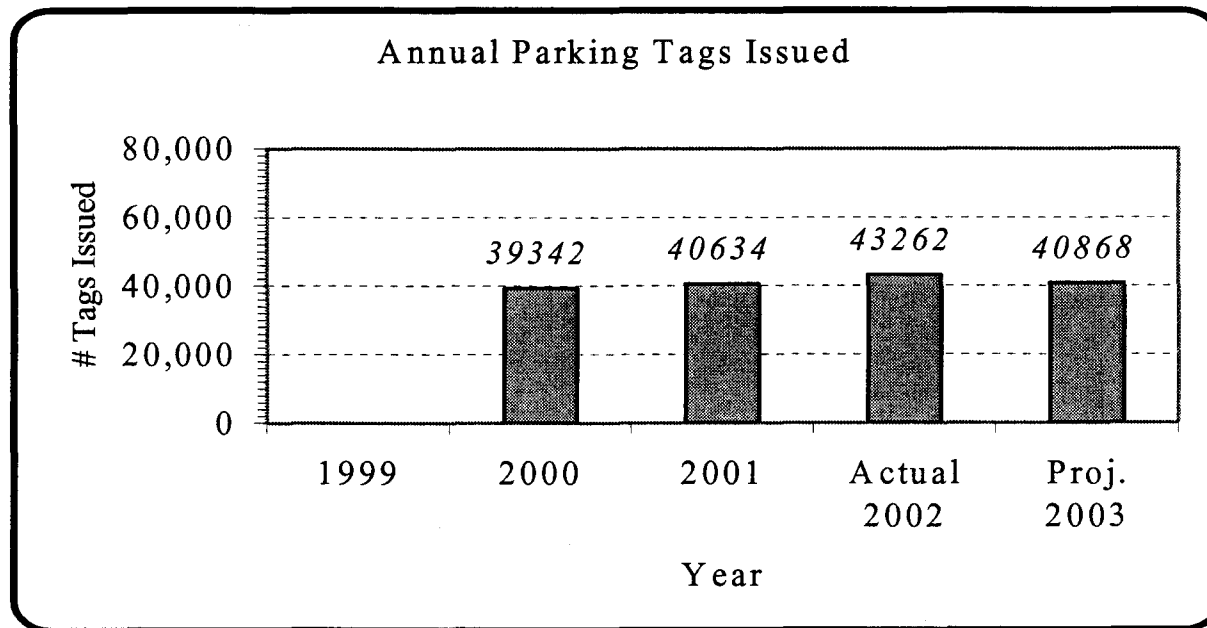
• **Licensing** – maintain an up to date inventory of licenses issued and renewal timelines.

• **Animal Control Program** – 2% increase in public complaint calls to AB Animal Services. Most common complaints are barking dogs and dogs running at large.

- significant city growth has increased enforcement demands of AB Animal Services.



- **City Hall Operations** – develop a City Hall Facility Life Cycle Plan identifying an appropriate maintenance and infrastructure replacement schedule.
- **Parking Administration** – document customer complaints received and ensure they are appropriately administered.



GROWTH/COSTS

With continued community growth and development the Inspections & Licensing Department, in order to maintain appropriate service levels, requires the following:

- Current staff levels, even with the addition of temporary support, make it difficult to provide appropriate customer service. Significant overtime work is being required by staff to meet the demand now, not calculating future city growth requirements. This type of work environment will eventually result in personal health issues and employee burnout. In looking ahead to 2004/2005/2006, the Department will require the following:

Year	Position	Status	Funding Request
2004	Inspector Supervisor (includes office equipment) (for 2004 \$25,000 of the \$65,000 from BU #271 Contractual Serv.)	Full-Time Permanent	\$ 65,000
	Administrative Assistant – Records Management Clerk (includes office equipment)	Full-Time Permanent	\$ 35,000
	Site Inspector	Temporary (6 months)	\$ 20,000
	Landscape Plan Inspector	Temporary (285 hours)	\$ 8,700
2005	Customer Service Clerk	Full-Time Permanent	\$ 40,000

SERVICE DEMAND COSTS

- Currently there is public interest relating to increased animal control. When received, these requests will be reviewed by administration and a report presented to City Council. Implications of increased animal control could require additional funding for staffing and contract support.
- Implementation of an Electronic Inspection Program – cost \$120,000 (2004 IT Services).
- Review and potential implementation of an Electronic Parking Management Program – cost To Be Determined (2004/2005)
- Appropriate and thorough enforcement of the City of Red Deer Land Use Bylaw and other Department bylaws. The Department continues to receive an increased number of public inquiries and complaints. Presently the Department is unable to provide an appropriate response on all occasions.

RISK MANAGEMENT DISCLOSURE

Department staff strive to ensure that the regulations of the various codes, Land Use Bylaw, Quality Management Plan, plus appropriate project follow-up is completed and adhered to. Community and business growth has been significant over the last three years putting additional pressure and challenges on Inspections & Licensing staff to maintain regulation compliance while meeting customer service standards. Department risk has been assigned to the following areas:

1. Inspection Process

The City of Red Deer Quality Management Plan outlines an inspection process that not only includes initial work review – it also requires follow up inspections to ensure identified code violations have been corrected. With the current staffing levels, the Inspections & Licensing Department has been able to maintain timely and effective initial inspections, but follow up and further site analysis has at times been lacking or not completed in a timely fashion. This has resulted in standards/regulations not being met or development/building conditions not being complied with. One example of this is Sand Source operating without an appropriate Occupancy Permit.

2. Development Review Process

Development applications are received and reviewed by front counter staff and the Permits & Licensing Supervisor. Applications have not only increased in numbers but also the complexity of construction has increased and regulated site requirements have become more specific and difficult to review. In addition to the Land Use Bylaw and other provincial codes there have been other municipal planning documents adopted that require careful review to ensure their requirements are incorporated in new

development of re-development construction (ie Greater Downtown Action Plan, Parkvale Design Regulations). Time required to review applications has increased for both development and building permits. Presently Development staff manage the approval process but very seldom have time to complete a development compliance assessment on the site once construction commences. There is a risk that what was approved may not in fact be constructed.

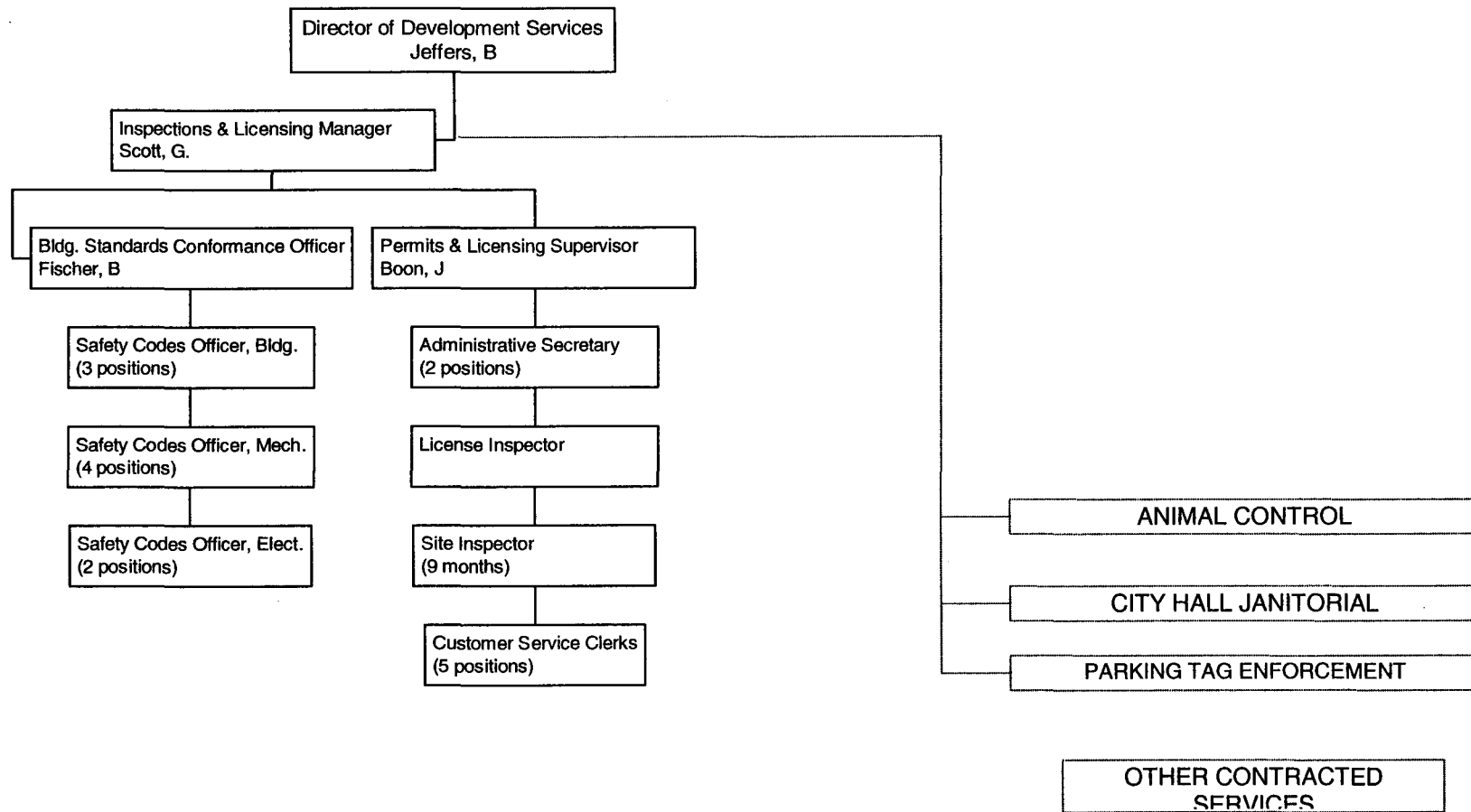
3. **Site Inspections**

The City of Red Deer has specific bylaws that help maintain a clean, safe community and environment. Based on City growth and community awareness over the last 2 years, the Site Inspector has been unable to maintain appropriate response to public complaints resulting in a lack of enforcement. Enforcement is a very important part of the overall Bylaw Management program. This could have a negative impact on the clean image of our community unless additional site inspection support is made available.

4. **Human Resources**

Appropriate staffing levels are necessary to not only meet customer/business demands but to also ensure that work dynamics and responsibilities are manageable and do not result in excess employee stress. Based on the workload over the last two years, employees have been asked to work extensive overtime hours and this has resulted in employees that are on edge, plus feel constant pressure of having to complete work quickly and not as thoroughly as they would like. This type of work atmosphere has the potential to result in errors and employee sick time.

DEPARTMENT ORGANIZATION CHART



**THE CITY OF RED DEER 2004, 2005 AND 2006 BUDGETS
DEPARTMENT OPERATING BUDGET SUMMARY**

PROGRAM: Summary**DEPARTMENT: Inspections & Licensing****DIVISION: Development Services****DESCRIPTION OF PROGRAM - Business Unit(s) - 270, 271, 273, 275, 281, 341, 342**

Maintenance and daily operation of City Hall.
 Process & issue all types of Permits, Business Licenses & Taxi Licenses.
 Provide inspections to all phases of construction to ensure compliance to applicable Codes.
 The repair and maintenance of all City parking meters, ticket dispensers and parking lots.
 Administer the City on-street and off-street parking program.
 Administer the Animal Control Program.

CHANGES IN BUDGET -**CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR**

Service - Permit Turnovers
 Meeting Standards

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Aging City Hall facility infrastructure - Mechanical/Ventilation systems.
 Appropriate staffing levels to meet customer expectations.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,343,348	\$1,390,792	\$1,407,397	1.2%
General & Contracted Services	692,234	816,683	839,241	2.8%
Materials, Supplies & Utilities	274,754	311,586	346,392	11.2%
Other	12,729	12,400	12,400	0.0%
SUB-TOTAL	\$2,323,065	\$2,531,461	\$2,605,430	2.9%
Internal Charges & Transfers	542,632	610,433	560,795	-8.1%
TOTAL EXPENDITURE	\$2,865,697	\$3,141,894	\$3,166,225	0.8%
REVENUE	(3,649,710)	(3,187,500)	(3,221,500)	1.1%
NET TAX LEVY	(\$784,013)	(\$45,606)	(\$55,275)	
Percent Change		5.8%	121.2%	
EQUIVALENT FULL TIME POSITIONS	19.8	20.8	21.0	1.0%

**THE CITY OF RED DEER 2004, 2005 AND 2006 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: City Hall Operation
DEPARTMENT: Inspections & Licensing
DIVISION: Development Services

DESCRIPTION OF PROGRAM - Business Unit(s) - 270

Maintenance and daily operation of City Hall.
 Maintain the building to a standard acceptable to those that use the building.
 Maintain and operate City Hall as effectively as possible, given that the building must be available beyond usual working hours resulting in operational standards higher than other buildings.
 Begin to establish a Facility Life Cycle Plan for City Hall.
 Administer the City Hall janitorial contract.

CHANGES IN BUDGET -

No significant changes.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

No changes in level of service.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

A Ventilation System Evaluation report was completed by Wiebe Forest Engineering Ltd. on the City Hall building. In the report, Wiebe Forest indicates that the existing heating and ventilator equipment is beginning to reach the limit of its life expectancy.
 A mechanical study was completed in 2003 and a Facility Life Cycle Plan will be completed in 2004.
 New janitor contract for 2004 with an expected increase of 33%. (Business Plan Funding Requirement)

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$143	\$0	\$0	
General & Contracted Services	98,263	171,174	170,967	-0.1%
Materials, Supplies & Utilities	216,893	254,719	264,991	4.0%
Other				
SUB-TOTAL	\$315,299	\$425,893	\$435,958	2.4%
Internal Charges & Transfers	68,539	64,000	54,000	-15.6%
TOTAL EXPENDITURE	\$383,838	\$489,893	\$489,958	0.0%
REVENUE	1,152	0	0	
NET TAX LEVY	\$382,686	\$489,893	\$489,958	0.0%
Percent Change		128.0%	100.0%	
EQUIVALENT FULL TIME POSITIONS				

**THE CITY OF RED DEER 2004, 2005 AND 2006 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Protective Services
DEPARTMENT: Inspections & Licensing
DIVISION: Development Services

DESCRIPTION OF PROGRAM - Business Unit(s) - 271

Inspect all phases of Development/Construction.
 Issue permits for construction work including plumbing, gas, heating, and electrical.
 Issue Development Permits.
 Inspections carried out as stated in the Quality Management Plan.
 Provide inspections and issue permits within appropriate timelines.
 Provide follow-up inspections ensuring compliance with approved development plans (ie landscape design).
 Provide support and follow-up inspections for public complaints.

CHANGES IN BUDGET -

No changes for current year.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

To effectively and efficiently deliver and supervise Inspection services, a new Inspection Supervisor position is required.
 Public inquiries and complaints are increasing significantly.
 The Inspections & Licensing Department requires the services of a Temporary Site Inspector from April to September.
 The transition to electronic filing has generated significant additional scanning and file administration. To maintain standards, a new file clerk position is requested.
 Funding for a Landscape Plan Inspector is requested to ensure compliance with Municipal Planning Commission approval.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

The review and adoption of a new fees and charges program.
 Maintaining appropriate response to community complaints.
 Electronic inspection and parking management programs.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,067,024	\$1,046,451	\$1,058,814	1.2%
General & Contracted Services	85,571	103,784	106,691	2.8%
Materials, Supplies & Utilities	18,943	21,483	34,085	58.7%
Other	30			
SUB-TOTAL	\$1,171,568	\$1,171,718	\$1,199,590	2.4%
Internal Charges & Transfers	9,567	92,000	80,000	-13.0%
TOTAL EXPENDITURE	\$1,181,135	\$1,263,718	\$1,279,590	1.3%
REVENUE	(2,157,724)	(1,700,000)	(1,734,000)	2.0%
NET TAX LEVY	(\$976,589)	(\$436,282)	(\$454,410)	4.2%
Percent Change		-55.3%	4.2%	
EQUIVALENT FULL TIME POSITIONS		17.8		-100.0%

**THE CITY OF RED DEER 2004, 2005 AND 2006 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Animal Control

DEPARTMENT: Inspections & Licensing

DIVISION: Development Services

DESCRIPTION OF PROGRAM - Business Unit(s) - 273

60 hours of patrol per week; office open 5 days per week, plus a half day on Saturday.
24-hour emergency response.
Review and monitor contractor's monthly activities.
Monitor complaints.

CHANGES IN BUDGET -

No changes for current year.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

No changes in level of service in 2004.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Public pressure to implement a Cat Licensing program.

Animal Control Bylaw - may require amendment to more effectively manage and control "dangerous dogs".

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$0	\$0	\$0	
Contracted Services	227,292	234,445	241,009	2.8%
Legal Services	4,023	5,115	5,258	2.8%
Miscellaneous Services - SPCA	0	12,276	12,620	2.8%
Grant to SPCA	12,400	12,400	12,400	0.0%
TOTAL EXPENDITURE	\$243,715	\$264,236	\$271,287	2.7%
REVENUE	(130,144)	(150,000)	(150,000)	0.0%
NET TAX LEVY	\$113,571	\$114,236	\$121,287	
Percent Change		100.6%	106.2%	
EQUIVALENT FULL TIME POSITIONS	0.0	0.0	0.0	#DIV/0!

**THE CITY OF RED DEER 2004, 2005 AND 2006 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Licensing

DEPARTMENT: Inspections & Licensing

DIVISION: Development Services

DESCRIPTION OF PROGRAM - Business Unit(s) - 275

Issuance of Business & Taxi Licenses

Ensure compliance of the Home Occupation business licenses (permitted and discretionary).

Regular monitoring of the Taxi business for appearance and safety. Two meter checks per year and rate reviews.

Bi-annual taxi review of taxi licenses and vehicles.

Ensuring all business requiring licenses are licensed. Ensure appropriate customer service levels are maintained.

Site review in the field.

CHANGES IN BUDGET -

No changes for current year.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Exploring purchasing Business Licenses "on line"

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

None.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$72,962	\$117,194	\$118,315	1.0%
General & Contracted Services	2,235	4,154	4,270	2.8%
Materials, Supplies & Utilities	3,071	3,785	13,805	264.7%
Other				
SUB-TOTAL	\$78,268	\$125,133	\$136,390	9.0%
Internal Charges & Transfers	8,781	9,914		-100.0%
TOTAL EXPENDITURE	\$87,049	\$135,047	\$136,390	1.0%
REVENUE	(390,730)	(348,500)	(348,500)	0.0%
NET TAX LEVY	(\$303,681)	(\$213,453)	(\$212,110)	
Percent Change		70.3%	99.4%	
EQUIVALENT FULL TIME POSITIONS	1.5	1.5	1.5	0.0%

**THE CITY OF RED DEER 2004, 2005 AND 2006 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Bylaws Administration

DEPARTMENT: Inspections & Licensing

DIVISION: Development Services

DESCRIPTION OF PROGRAM - Business Unit(s) - 281

Administration of the City Parking program as contained in Council Policy, various parking studies and consultation with the Downtown Business Association.

Provide parking that is responsive to "users" needs and in compliance with Council's objective.

Administer the Parking Tag Enforcement program.

CHANGES IN BUDGET -

Adoption of a standardized level of support for an RCMP Bylaw Officer (67%) or \$40,200/officer.
The Inspections & Licensing Department supports 3 officers; increase from \$92,407 to \$120,600.
Parking Administration utility paying for Public Parking Lot Litter Cleaning: \$13,000.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Bylaw Office support.
Re-assignment of costing for public parking lot litter pickup from Public Works to Parking Administration.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Electronic Parking Management program for the Downtown.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$129,923	\$151,430	\$152,551	0.7%
General & Contracted Services	273,390	284,034	296,677	4.5%
Materials, Supplies & Utilities	7,213	10,230	10,516	2.8%
Other	300			#DIV/0!
SUB-TOTAL	\$410,826	\$445,694	\$459,744	3.2%
Internal Charges & Transfers	543,142	535,306	521,256	-2.6%
TOTAL EXPENDITURE	\$953,968	\$981,000	\$981,000	0.0%
REVENUE	(953,968)	(981,000)	(981,000)	0.0%
NET TAX LEVY	\$0	\$0	\$0	
Percent Change		#DIV/0!	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS		2.5	2.5	0.0%

**THE CITY OF RED DEER 2004, 2005 AND 2006 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Parking Administration
DEPARTMENT: Inspections & Licensing
DIVISION: Development Services

DESCRIPTION OF PROGRAM - Business Unit(s) - 341, 342

The supply and operation of attractive, safe, publicly owned parking within The City of Red Deer, in a financially responsible manner. This service includes:

- Nine parking lots supplying 528 stalls (116 metered).
- 1130 on street metered stalls downtown.
- 641 one hour free parking stalls with signs

To provide the public with properly working parking meters and parking lot ticket dispensers.
 To provide scheduled preventative maintenance to all City parking meters to ensure that all meters are completely refurbished every 3 years.

Lot sweeping to remove dust and improve appearance on a regular basis.

Snow removal and ice control as required to ensure that vehicles do not become stuck or damaged.

To minimize the number of complaints of malfunctioning parking meters and ticket dispensers by routine maintenance.

To minimize the number of complaints regarding the appearance and condition of the parking lots.

To inspect and make repairs on complaints received by the Inspections department within 24 hours.

To inspect and make repairs on complaints received directly within 2 hours.

CHANGES IN BUDGET -

No changes in current year.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Parking lots P5 and a large portion of P6 have been eliminated for the Transit Terminal.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

No significant budget issues.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$72,466	\$75,717	\$77,717	2.6%
General & Contracted Services	1,463	1,701	1,749	2.8%
Materials, Supplies & Utilities	28,634	21,369	22,995	7.6%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$102,563	\$98,787	\$102,461	3.7%
Internal Charges & Transfers	(87,579)	(90,787)	(94,461)	4.0%
TOTAL EXPENDITURE	\$14,984	\$8,000	\$8,000	0.0%
REVENUE	(14,984)	(8,000)	(8,000)	0.0%
NET TAX LEVY	\$0	\$0	\$0	
Percent Change		#DIV/0!	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS		1.6	1.5	-6.3%

LAND AND ECONOMIC DEVELOPMENT DEPARTMENT

BUSINESS PLAN 2004-2006

MISSION

To encourage sustainable economic growth of Red Deer by facilitating private developments, developing and marketing City owned land, and promoting the City, to both internal and external customers, in a timely and cost effective manner.

MANDATE

The City of Red Deer Strategic Plan (2002-05) - Economic Development:

- *Our citizens should have access to economic opportunity in a community that values sustainable growth.*
- **Promotion and Marketing - Our Goal:** *To foster local business retention and to attract diverse, long term economic growth, including tourism, by a partnered approach to marketing Red Deer and Central Alberta.*
- **Land Development – Our Goal:** *To play a key role in ensuring a timely supply of serviced residential, commercial and industrial land, to support the economic and community goals for Red Deer and the Region.*

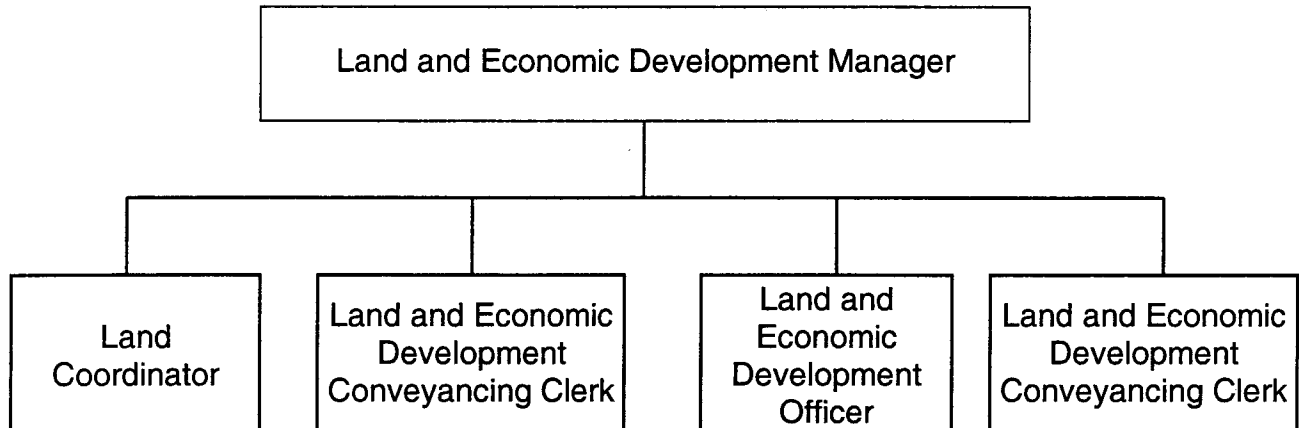
City Council Policies:

- **Policy No. 4501 – Economic Development:** *The City shall maintain a program of economic development to create jobs and broaden the industrial and commercial tax base of the City. This will be achieved through the following services: the encouragement of local businessmen and entrepreneurs in their efforts to expand their existing businesses, and undertake new endeavors; external economic development activity is to be concentrated in attracting business and industry to Red Deer; the continuation of a Land Bank for industrial, commercial and residential development; the marketing of industrial and commercial land; and the general promotion of the City.*
- **Policy No. 4502 – Land Banking / Development Program:** *The purpose of this policy is to provide for the continuance of the City's Land Banking and Land Development Programs. The function of the Land Bank will vary with the type of land, however, the main purposes will be: (a) to ensure an adequate supply of lots on an economical basis; and (b) to ensure progressive, orderly development of land within the City; these programs will be carried out in a manner that will compliment and encourage private development, while promoting the broader goals of economic and orderly development; all residential and industrial lands are to be sold at market value, as directed by Council; and profits from land sales will be used to offset development costs, or as directed by City Council.*

➤ **Land Bank Administration Business Plan (1998-2002) - Mission Statement:**

The function of the Land Bank administration is to ensure that there is an adequate supply of serviced and unserved industrial, commercial and residential land, to provide for economic and orderly development of the City of Red Deer.

ORGANIZATIONAL STRUCTURE



INTRODUCTION

The City of Red Deer experienced a fourth strong growth year in a row in 2003, resulting in a busy year for the department staff. Highlights of the achievements and challenges we faced in 2003 include:

- Continued to develop a stronger relationship with the Red Deer Chamber of Commerce and Red Deer County through the implementation of projects outlined in the 3C Marketing Strategy. Highlights include the continued distribution of our promotional video and CD-ROM and quarterly newsletter 'Red Deer Prospects', and we started development of a new regional community profile.
- Continued to promote Red Deer's record economic growth through several local and national media publications, including the Edmonton Journal/National Post project completed in May 2003.
- Continued to work with and facilitate growth of local business and attract new business to Red Deer including the Convergys call centre that will employ up to 500 people by year end.
- L&ED section of the City web site, is the third most popular with over 72,000 page views in the first half of the year or 397 page views per day.
- Continued to work with the Downtown Business Association to implement recommendations in the Greater Downtown Action Plan and Main Street Program, including implementation of the downtown banners. Facilitated many Development Services one-stop clients with major projects.
- Completed the Land Bank inventory and balance sheet as part of the future industrial land reports and presented the results to Council in a workshop.

- Completed negotiations to acquire and option land for future industrial purposes and the potential relocation of the West Yards.
- Experienced continued strong demand for residential lots with Kentwood West being completed and an additional phase in Lancaster Green Phase being brought on in October.
- Completed the sale and option of a 13.6 acre multifamily site to two local developers in Kentwood West.
- Co-developed the last phase of Edgar Industrial Park adjacent to Highway 2 with Collicutt Energy Services and implemented environmental solution to filter surface water run-off through an end of pipe storm interceptor facility.
- Assisted other City departments with their land acquisition and disposal needs or Developers wanting to buy road right of ways and parkland, which continues to take increasing amounts of time.
- As of October 2003, land sales are on target to meet or exceed business plan target.

The most urgent challenges facing the City with regards to future growth is related to 'Investment Readiness' in the following areas:

- Future industrial land - Edgar Industrial Park may be totally sold out by the end of 2004 or early into 2005 and additional inventory was acquired in Riverside Heavy Industrial Park. Administration has now completed servicing and demand studies and reported the recommendations to Council. Over the next two years the goal is to reach agreement with Red Deer County for possible partnerships and annexation with the first development occurring in 2006.
- Residential land – Inventories of City owned residential land are depleting and an investment to acquire additional future land maybe required in the short term to support Land Bank initiatives.
- Commercial land – L&ED and PCPS will commence a study, funded in the 2003 Subdivision Capital budget, to update the absorption rates projected for commercial land in the Growth Study and appropriate locations for future commercial zoning.
- Internally, department staff are continuing to feel increasing work load pressure due to the increased volume of inquiries and transactions in this very active economic cycle we have been experiencing. As a result, some important performance standards for customer service and response times have been negatively impacted. A Business Plan Funding Request has been submitted for a 0.50 FTE permanent part-time clerical position to be funded in part by the Land Bank.

Initiatives will be based on the following strategies outlined for Land and Economic Development in the City's Strategic Plan.

- 2.1.1 Develop and maintain partnerships with municipalities, the Province, business, and other stakeholders, to facilitate new economic development initiatives and investment in Red Deer and across the Region.
- 2.1.2 Identify service gaps and opportunities to actively market the red Deer Region as a place well suited for business and industry.
- 2.1.3 Assess our regulations, protocols and practices and facilitate development to minimize obstacles, where practical and appropriate.

- 2.1.4 Promote our amenities, including recreation facilities, parks, human services, heritage, culture and other attractions in Red Deer and Central Alberta, as assets to support a quality lifestyle, the growth of tourism, and economic development.
- 2.1.6 Work with Red Deer County and other municipalities along the Highway 2 corridor, to develop and maintain an integrated economic development strategy.
- 2.2.1 Maintain The City's market share of residential lot sales up to a maximum of 25% annually, and actively encourage private sector participation in the needs assessment, development, marketing and sale of all land uses.
- 2.2.2 Sell City land at market value and where appropriate make land available to developers based on approved land use plans.
- 2.2.3 Continue to work with Red Deer County to achieve mutually acceptable growth patterns, including staged annexation or other options for residential, commercial and industrial purposes and complementary infrastructure.

OBJECTIVES

- | | |
|------------|--|
| Objective: | Internal committee to start implementing Council approved solution for the future supply of serviced industrial land. |
| Success: | Meeting project timelines as prescribed, public acceptance, agreement on uncontested annexation bid or joint development model. |
| Objective: | To develop a business case to determine if the City should increase our inventory of raw residential land to support Land Bank initiatives. |
| Success: | Complete business case and if required receive Council approval to acquire additional land. |
| Objective: | To continue building the relationship and implementing 3C marketing strategies with the Chamber and County. |
| Success: | One major initiative (Eg. regional community profile) to be completed and utilized by all partners by December 31, 2004. |
| Objective: | Update the Land Bank Administration Business Plan for the year ending December 31, 2003. |
| Success: | Completion of the business plan and presentation to City Council by June 30, 2004. |
| Objective: | Promote Red Deer by participating in provincial initiatives such as Trade Team Alberta and KPMG Competitiveness Study (2004) as funds are available in the budget. |
| Success: | Completion of the project(s) and receiving potential investment leads. |
| Objective: | Work with the Engineering Department to implement the land development projects outlined in the Subdivision Capital Budget for 2004 and market the lands in a timely manner. |
| Success: | The lands being fully developed and available for customer possession as early in the summer construction season as possible or by September 30, |

2004 at the latest.

Objective: To continue to liaise, network with Provincial and community stakeholders and businesses including conducting a proactive business visitation program and manufacturing survey.

Success: Meet performance measures for business visitations and complete manufacturing survey by December 31, 2004.

Objective: To continue to support the Central Alberta Economic Partnership by providing staff resources as required and participating in the Business Advisory Network, AlbertaFirst.com and EDA Alberta.

Success: Active participation and positive feedback.

Objective: Investigate the merits of obtaining municipal accreditation through the Certified Economic Development Accreditation Program subject to available manpower and budget.

Success: Initiate application and receive accreditation by December 31, 2004.

IMPLICATIONS OF THE BUSINESS PLAN

1. Mission and mandate of the department will be achieved by implementing the strategies outlined in the City of Red Deer Strategic Plan and City Council Policies for Land and Economic Development.
2. Co-operative marketing opportunities with the Red Deer Chamber of Commerce and Red Deer County will be implemented and the City's relationships with these stakeholders will be strengthened.
3. Program for increased external promotion and marketing will be implemented.
4. A clear direction for the supply of future serviced industrial, commercial and residential land, and an understanding of the financial position and implications to the Land Bank will be determined.
5. The Land Bank will be managed to ensure a continued positive return on investment to the City.
6. Customer service levels and staff workloads will be managed to try to improve delivery standards. A Business Plan Funding Request has been submitted for a 0.50 FTE permanent part-time clerical position to meet this result.

PERFORMANCE MEASURES

1. Positive feedback from key stakeholders and customers.
2. Meet with a minimum of ten businesses weekly.

3. Obtain approvals on offers to purchase and complete land sales agreements/legal documents in a timely manner.
4. Land sales meet or exceed projections in the capital budget.
5. Population growth and building permit statistics meet or exceed budget expectations.

GROWTH COSTS

Future Acquisition of Additional Raw Land and Front-end Service Trunk Lines

In order to maintain a supply of raw land for industrial development, the Land Bank will be required to exercise options to acquire additional raw land by 2005. In addition, substantial costs will also be incurred by the City to fund the front-end extension of new trunk service lines that will eventually be recaptured through off-site levies.

Administration has reviewed the financial position of the Land Bank and determined as of Dec. 31, 2002, the Subdivision Reserve Fund is approximately \$25 million. Should adequate funds not be available then financing maybe required.

In addition the record levels of absorption we experienced over the last several years and has significantly depleted the inventory of residential raw land. As a result Kentwood West is now fully developed and we must front end the initial development costs to enter into a new quarter section Johnstone Crossing. Similarly, Lancaster Green will be completed in 2004, leaving only Oriole Park West and College Park North remaining in inventory. L&ED will review whether additional raw residential land is required to meet the Land Bank goals and objectives.

Greater Downtown Action Plan

Land and Economic Development has postponed two Business Plan Funding Requirements for one-time funding from the Provincial Centennial Grant in 2003 to implement two recommendations in the GDAP Implementation Matrix. The first is for \$30,000.00 to conduct a Market Research Study and the second is for \$2,500.00 to develop a program to market the downtown as a commercial shopping district. These initiatives will not be undertaken this year unless the Provincial Centennial Grant is reinstated or an alternate funding source is identified.

SERVICE DEMAND COSTS

Internally, department staff are continuing to feel increasing work load pressure due to the increased volume of inquiries and transactions in this very active economic cycle we have been experiencing. As a result, some important performance standards for customer service and response times have been negatively impacted. A Business Plan

Funding Request has been submitted for a 0.50 FTE permanent part-time clerical position to be funded in part by the Land Bank.

RISK MANAGEMENT DISCLOSURE

The primary risk that L&ED faces relates to subdivision development to determine an appropriate amount of development to anticipate customer demand while not investing too much into servicing infrastructure that revenues are not recouped in a timely manner. There is also risk in not having the raw land inventory to meet the goals of the Land Bank. To mitigate risk there are Council policies and business plans in place to manage development practices.

**THE CITY OF RED DEER 2004 BUDGETS
DEPARTMENT OPERATING BUDGET SUMMARY**

PROGRAM: Land and Economic Development
DEPARTMENT: Land and Economic Development
DIVISION: Development Services

DESCRIPTION OF PROGRAM - Business Units - 290,291,297

Mission: To promote economic opportunity and sustainable growth of Red Deer by facilitating one-stop development services, ensuring the supply of serviced land, and marketing Red Deer and area to our internal and external customers in a timely and cost effective manner.

CHANGES IN BUDGET -

- * General and Contracted Services increased slightly due to the allocatin of insurance costs and legal services.
- * Other expenditures decreased due to lower debenture payments for Land Development as the debt is being paid down.
- * Internal Charges and Transfers decreased primarily due to the expiry of a debenture debt while proposed land development in the capital budget remains equivalent in dollar value to last year.
- * The net revenue from subdivision development is not sufficient enough to fully fund operating and capital costs in 2004 resulting in almost \$2.9 million transfer from subdivision reserves. This is primarily due to front end investment with revenues following in later years. Note: Accounting for land purchase for subdivision development = \$3,573,000 representing a projected net gain to the Subdivision Reserve Fund of \$683,398 in 2004.
- * Approval for an expenditure for \$125,000 from Subdivision Reserve is requested for future industrial land - Option fees.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

- * Customer service levels and response times have been negatively impacted due to the increased volume of inquiries and transactions in this very active economic cycle we have been experiencing over the last 3 to 4 years. We have used overtime and casual relief help, budgeted in the Land Bank business unit 297, to try to manage the additional workload but are not maintaining the expected levels of customer service.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

- * Due to the above, we have submitted a Business Plan Funding Request in 2004 for an additional (0.50 FTE) staff member to be funded in part by the Land Bank.
- * The current Subdivision Reserve Fund as of Dec. 31, 2002 is in the magnitude of \$25 million dollars which will be required to fund the purchase and development of future industrial lands. A significant amount of work will be required to build potential partnership with Red Deer County, an annexation and marketing plan and to amend statutory plans.
- * As well, residential land inventory for raw land has been diminished and additional land maybe required to be purchased in the near future to support land bank activities and goals. Funding would be from the Subdivision Reserve Fund.
- * Additional land administration funds may be required for projects such as electronic records management.
- * 2 BPFR for the GDAP implementation matrix remain unfunded and postponed since 2002
- * Additional economic development programming funds may be required for projects such as for '3C' joint marketing, CEDAP designation, and collecting and populating data for a comprehensive business directory.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$309,059	\$335,424	\$340,347	1.5%
General & Contracted Services	61,667	83,615	86,855	3.9%
Materials, Supplies & Utilities	3,307	4,850	4,850	0.0%
Other	1,100,881	623,256	590,767	-5.2%
SUB-TOTAL	\$1,474,914	\$1,047,145	\$1,022,819	-2.3%
Internal Charges & Transfers	15,331,101	13,619,664	13,556,710	-0.5%
TOTAL EXPENDITURE	\$16,806,015	\$14,666,809	\$14,579,529	-0.6%
REVENUE	(16,604,943)	(14,437,242)	(14,345,487)	-0.6%
NET TAX LEVY	\$201,072	\$229,567	\$234,042	
Percent Change		14.2%	1.9%	
EQUIVALENT FULL TIME POSITIONS		5.0	5.0	0.0%

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Economic Development
DEPARTMENT: Land and Economic Development
DIVISION: Development Services

DESCRIPTION OF PROGRAM - Business Unit - 290

- * The City of Red Deer Strategic Plan (2002-05) - Economic Development:
Our citizens should have access to economic opportunity in a community that values sustainable growth.
- * Promotion and Marketing - Our Goal: To foster local business retention and to attract diverse, long term economic growth, including tourism, by a partnered approach to marketing Red Deer and Central Alberta.
- * Policy No. 4501 – Economic Development – The City shall maintain a program of economic development to create jobs and broaden the industrial and commercial tax base of the City. This will be achieved through the following services: the encouragement of local businessmen and entrepreneurs in their efforts to expand their existing businesses, and undertake new endeavors; external economic development activity is to be concentrated in attracting business and industry to Red Deer; the continuation of a Land Bank for industrial, commercial and residential development; the marketing of industrial and commercial land; and the general promotion of the City.
- * To support the Central Alberta Economic Partnership by providing staff resources as required.
- * To liaise and network with community stakeholders and businesses through meetings, events, and business visitations.
- * To implement external joint marketing initiatives contained in the '3C' Strategic Marketing Plan, where feasible within the existing budget and available funding programs, with our partners the Red Deer Chamber of Commerce and Red Deer County. Projects include Market Red Deer, an ambassador type of marketing program utilizing the CD-Rom/video, enhanced Internet presence through electronic (.pdf) versions of the Red Deer Prospects newsletter, industry specific or cluster reports and completing a new regional community profile.
- * Implement GDAP goals identified in the Implementation Matrix if an appropriate funding source becomes available.

CHANGES IN BUDGET -

- * Status quo budget with some minor re-allocation of expenditures to better reflect actuals.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

- * Customer service levels and response times have been negatively impacted due to the increased volume of inquiries and transactions in this very active economic cycle we have been experiencing over the last 3 to 4 years. We have used overtime and casual relief help, budgeted in the Land Bank business unit 297, to try to manage the additional workload but are not maintaining the expected levels of customer service.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

- * Due to the above, we have submitted a Business Plan Funding Request in 2004 for an additional (0.50 FTE) staff member to be funded in part by the Land Bank.
- * 2 BPFR for the GDAP implementation matrix remain unfunded and postponed since 2002
- * Additional economic development programming funds may be required for projects such as for '3C' joint marketing, CEDAP designation, and collecting and populating data for a comprehensive business directory.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$90,709	\$99,298	\$101,491	2.2%
General & Contracted Services	37,411	47,970	49,760	3.7%
Materials, Supplies & Utilities	2,249	3,000	3,000	0.0%
Other	7,351			
SUB-TOTAL	\$137,720	\$150,268	\$154,251	2.7%
Internal Charges & Transfers				
TOTAL EXPENDITURE	\$137,720	\$150,268	\$154,251	2.7%
REVENUE	(3,727)	(500)	(500)	0.0%
NET TAX LEVY	\$133,993	\$149,768	\$153,751	
Percent Change		11.8%	2.7%	
EQUIVALENT FULL TIME POSITIONS		1.45	1.45	0.0%

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Land Section

DEPARTMENT: Land and Economic Development

DIVISION: Development Services

DESCRIPTION OF PROGRAM - Business Unit - 291

- * Land Development – Our Goal: To play a key role in ensuring a timely supply of serviced residential, commercial and industrial land, to support the economic and community goals for Red Deer and the Region.
- * Policy No. 4502 – Land Banking / Development Program – The purpose of this policy is to provide for the continuance of the City's Land Banking and Land Development Programs. The function of the Land Bank will vary with the type of land, however, the main purposes will be: (a) to ensure an adequate supply of lots on an economical basis; and (b) to ensure progressive, orderly development of land within the City; these programs will be carried out in a manner that will compliment and encourage private development, while promoting the broader goals of economic and orderly development; all residential and industrial lands are to be sold at market value, as directed by Council; and profits from land sales will be used to offset development costs, or as directed by City Council.
- * Maintain current inventories and market values of city owned land.
- * To administrate the various leases and agreements covering City owned land.
- * At the request of various departments, acquire land for our use, such as roads, utility easements, etc.
- * Market residential and surplus lands on behalf of the City.

CHANGES IN BUDGET -

- * Status quo budget with some minor re-allocation of expenditures to better reflect actuals.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

- * Customer service levels and response times have been negatively impacted due to the increased volume of inquiries and transactions in this very active economic cycle we have been experiencing over the last 3 to 4 years. We have used overtime and casual relief help, budgeted in the Land Bank business unit 297, to try to manage the additional workload but are not maintaining the expected levels of customer service.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

- * Due to the above, we have submitted a Business Plan Funding Request in 2004 for an additional (0.50 FTE) staff member to be funded in part by the Land Bank.
- * Additional land administration funds may be required for projects such as electronic records management.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$63,271	\$66,724	\$67,216	0.7%
General & Contracted Services	5,797	12,225	12,225	0.0%
Materials, Supplies & Utilities	619	850	850	0.0%
Other	117			
SUB-TOTAL	\$69,804	\$79,799	\$80,291	0.6%
Internal Charges & Transfers				
TOTAL EXPENDITURE	\$69,804	\$79,799	\$80,291	0.6%
REVENUE	(2,725)			
NET TAX LEVY	\$67,079	\$79,799	\$80,291	
Percent Change		19.0%	0.6%	
EQUIVALENT FULL TIME POSITIONS		1.05	1.05	0.0%

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Land Development & Land Bank Mgmt

DEPARTMENT: Land and Economic Development

DIVISION: Development Services

DESCRIPTION OF PROGRAM - Business Unit - 297

- * Land Development – Our Goal: To play a key role in ensuring a timely supply of serviced residential, commercial and industrial land, to support the economic and community goals for Red Deer and the Region.
- * Policy No. 4502 – Land Banking / Development Program – The purpose of this policy is to provide for the continuance of the City's Land Banking and Land Development Programs. The function of the Land Bank will vary with the type of land, however, the main purposes will be: (a) to ensure an adequate supply of lots on an economical basis; and (b) to ensure progressive, orderly development of land within the City; these programs will be carried out in a manner that will compliment and encourage private development, while promoting the broader goals of economic and orderly development; all residential and industrial lands are to be sold at market value, as directed by Council; and profits from land sales will be used to offset development costs, or as directed by City Council.
Note: These cost centres represent a zero net tax levy to the City as they are a self funded through land sales.
- * To supply up to 25% of the City's serviced residential land requirements.
- * To develop the final phase of Lancaster Green, commence development of Johnstone Crossing, the final phase of Edgar Industrial Park and commence development of a parcel in Riverside Heavy Industrial Park.
- * The Subdivision Reserve fund is contributing \$660,000 for relief of taxation. This transfer reflects that the City's investment in subdivision development is providing a return to the City's taxpayers for the investment in subdivision development and the associated risk. *Note: annual interest from Subdivision Reserve Fund are also transferred to general revenue.*
- * To identify raw land suitable for future industrial needs and proceed with the steps necessary to develop land for the future economic expansion.
- * Submit an annual Land Bank report to City Council.

CHANGES IN BUDGET -

- * General and Contracted Services increased slightly due to the allocatin of insurance costs and legal services.
- * Other expenditures decreased due to lower debenture payments for Land Development as the debt is being paid down.
- * Internal Charges and Transfers decreased primarily due to the expiry of a debenture debt while proposed land development in the capital budget remains equivalent in dollar value to last year.
- * The net revenue from subdivision development is not sufficient enough to fully fund operating and capital costs in 2004 resulting in almost \$2.9 million transfer from subdivision reserves. This is primarily due to front end investment with revenues following in later years. *Note: Accounting for land purchase for subdivision development = \$3,573,000 representing a projected net gain to the Subdivision Reserve Fund of \$683,398 in 2004.*
- * Approval for an expenditure for \$125,000 from Subdivision Reserve is requested for future industrial land - Option fees.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

- * Customer service levels and response times have been negatively impacted due to the increased volume of inquiries and transactions in this very active economic cycle we have been experiencing over the last 3 to 4 years. We have used overtime and casual relief help, budgeted in the Land Bank business unit 297, to try to manage the additional workload but are not maintaining the expected levels of customer service.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

- * Due to the above, we have submitted a Business Plan Funding Request in 2004 for an additional (0.50 FTE) staff member to be funded in part by the Land Bank.
- * The current Subdivision Reserve Fund as of Dec. 31, 2002 is in the magnitude of \$25 million dollars which will be required to fund the purchase and development of future industrial lands.
- * As well, residential land inventory for raw land has been diminished and additional land maybe required to be purchased in the near future to support land bank activities and goals. Funding would be from the Subdivision Reserve Fund.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$155,079	\$169,402	\$171,640	1.3%
General & Contracted Services	18,459	23,420	24,870	6.2%
Materials, Supplies & Utilities	439	1,000	1,000	0.0%
Other	1,093,413	623,256	590,767	-5.2%
SUB-TOTAL	\$1,267,390	\$817,078	\$788,277	-3.5%
Internal Charges & Transfers	15,331,101	13,619,664	13,556,710	-0.5%
TOTAL EXPENDITURE	\$16,598,491	\$14,436,742	\$14,344,987	-0.6%
REVENUE	(16,598,491)	(14,436,742)	(14,344,987)	-0.6%
NET TAX LEVY	\$0	\$0	(\$0)	
Percent Change		#DIV/0!	-166.2%	
EQUIVALENT FULL TIME POSITIONS		2.5	2.5	0.0%

Public Works Department Business Plan 2004

MISSION

“To deliver efficient, friendly, high quality service to the public in a safe, cost-effective manner.”

MANDATE

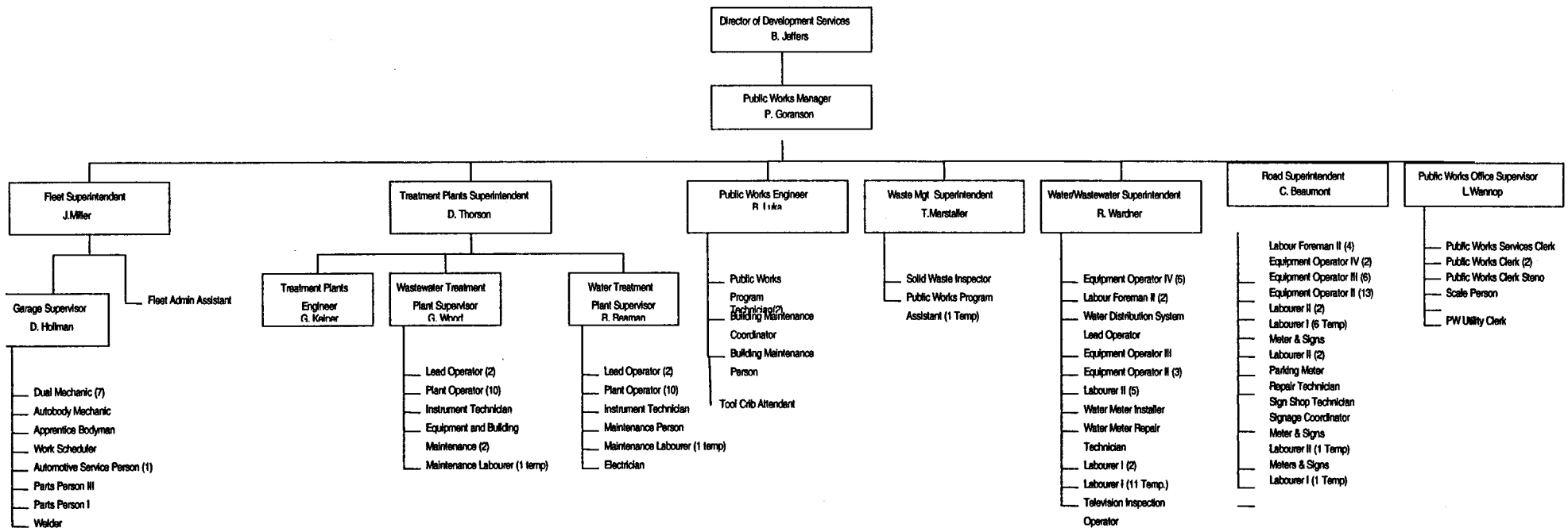
The mandate of the Public Works Department is to:

- manage and maintain the Roads, Bridges, Lanes, Sidewalks, Signs, and Storm Sewer Drainage system;
- operate and maintain the Wastewater Treatment Plant and sewage collection system;
- operate and maintain the Water Treatment Plant and water distribution system;
- manage the collection of garbage and recyclables and the disposal of solid waste;
- manage the Water, Sewer, and Solid Waste utilities to ensure that rates are adequate and long-range technical and financial plans are in place; and
- maintain the City fleet of equipment and monitor and manage the financial status of the fleet.

The global economy is based on a system of connected local governments and economies; the country with the strongest cities will out-perform other countries.¹ Developing and maintaining a strong base infrastructure is the mandate of the Public Works Department (Public Works) and is pivotal in keeping our City competitive.

¹ Maclean's June 3, 2002, Saving our Cities, Mary Janigan, p 23

ORGANIZATIONAL STRUCTURE



INTRODUCTION

Following is the three-year business plan for the programs that are managed by the Public Works. The focus of the business plan is on the year 2004. Some of the objectives are longer term and will elapse into the subsequent years.

The business plan has been developed with input from key Department staff. The actions and objectives were determined from:

- Strategic planning discussions with the department Supervisors.
- Department related initiatives identified in the City Strategic Plan.
- Consideration of the changing external environment that is having a more dynamic impact on the programs that will be provided in future years.

Table 1 indicates the summary of expenditures and revenues for Public Works' administered programs.

Table 1 Budget Summary Table

Description	2002 Actual	2003 Budget	2004 Budget
Operating Expenditures			
Garage/Equipment Fleet	\$4,107,146	\$4,469,919	\$4,923,115
Public Works Administration	\$2,334,614	\$2,210,424	\$2,160,804
Roads	\$4,938,299	\$5,167,547	\$5,299,434
Airport	\$185,674	\$186,366	\$186,360
Water Utility	\$8,870,195	\$9,266,757	\$9,889,021
Wastewater Utility	\$7,522,472	\$7,800,446	\$8,426,728
Solid Waste Utility	\$7,520,408	\$7,739,573	\$8,022,272
Total Operating Expenditures	\$35,478,806	\$36,841,032	\$38,907,734
Operating Revenue			
Garage/Equipment Fleet	(4,107,146)	(4,469,919)	(4,923,115)
Public Works Administration	(422,650)	(220,758)	(215,181)
Roads	(1,233,158)	(1,305,590)	(1,372,465)
Airport	(53)	(47)	(39)
Water Utility	(8,870,200)	(9,266,757)	(9,889,021)
Wastewater Utility	(7,522,470)	(7,800,446)	(8,426,728)
Solid Waste Utility	(7,520,405)	(7,739,573)	(8,022,273)
Total Operating Revenues	(29,676,087)	(30,803,090)	(32,848,822)
Net Property Tax Levy	\$5,802,721	\$6,037,942	\$6,058,912
% Change		4.1%	0.3%

Results Achieved and Challenges Encountered in 2003

Table 2, The Public Works Department Report Card, indicates the entire list of Department objectives from the 2003 Business Plan. It is impressive that, of the original total of 45, 95 % were either totally or partially accomplished.

Table 2 2003 Public Works Department Report Card

OBJECTIVE DESCRIPTION	COMMENTS	ACCOMPLISHED	
		YES	NO
General Public Works Department Objectives			
<ul style="list-style-type: none">• Increase staff performance through more training and effective, regular performance evaluations. <i>Measure: 98% of WP&R completed.</i>	<ul style="list-style-type: none">• 90 % WP&R completed in 2002.		
<ul style="list-style-type: none">• Continue to maintain a high priority for safety. <i>Measure: Reduction in prior years accidents by 10%.</i>	<ul style="list-style-type: none">• Vehicle incidents down 20% (25/2001, 20/2002)	✓	
<ul style="list-style-type: none">• Continue to look for increasingly cost-effective ways of maintaining City infrastructure. <i>Measure: Implement two new initiatives that increase effectiveness.</i>	<ul style="list-style-type: none">• Developed new budget process• New database developed for tracking Contract key dates	✓	
<ul style="list-style-type: none">• Ensure that environmental issues are addressed in the operation of our Department. <i>Measure: No AEP violations, one new environmental initiative implemented.</i>	<ul style="list-style-type: none">• No AEP violations• Monitoring storm outfalls	✓	
<ul style="list-style-type: none">• Develop public/private partnerships for service delivery. <i>Measure: Successful partnerships implemented.</i>	<ul style="list-style-type: none">• Utilizing project progress management tool with consultants on wastewater upgrade	✓	
<ul style="list-style-type: none">• Provide adequate facilities for operation. <i>Measure: Action items implemented in 2003.</i>	<ul style="list-style-type: none">• Purchased land through landbank for new west yards	✓	

OBJECTIVE DESCRIPTION	COMMENTS	ACCOMPLISHED	
		YES	NO
	<ul style="list-style-type: none"> Conducted preliminary design for modernization of Public Works bldg. 		
<ul style="list-style-type: none"> Measure effectiveness of service delivery. <i>Measure: Process implemented with each Section developing one set of measures.</i>	<ul style="list-style-type: none"> Implemented benchmarking in water and wastewater utilities 		
<ul style="list-style-type: none"> Continue to improve on building maintenance group operation. <i>Measure: Customer satisfaction survey results positive.</i>	<ul style="list-style-type: none"> Discussed w/ users and they are satisfied that BMG filling a vital role 	✓	
<ul style="list-style-type: none"> Plan for long-term resource requirements. <i>Measure: Resource plan completed by end of 2003.</i>	<ul style="list-style-type: none"> Established monthly "mega" project review sessions w/ Director and plant staff Planning departmental organizational review in 2004 		
<ul style="list-style-type: none"> Ensure that required land holdings are obtained for operational needs. <i>Measure: Land needed for operations are optioned.</i>	<ul style="list-style-type: none"> Purchased land for new West Yard, identified landfill as snow storage site 	✓	
<ul style="list-style-type: none"> Address vandalism problem of City infrastructure. <i>Measure: Reduction in vandalism related costs.</i>	<ul style="list-style-type: none"> Set up system to track costs, (\$17,000 in first 12 months) 		

OBJECTIVE DESCRIPTION	COMMENTS	ACCOMPLISHED	
		YES	NO
<ul style="list-style-type: none"> Determine appropriate strategy for construction practices in City right-of-ways. <i>Measure: Procedures implemented prior to 2003 construction season.</i>	<ul style="list-style-type: none"> Implemented pavement degradation fee for some utility excavations within city ROW 		
<ul style="list-style-type: none"> Provide adequate and appropriate management accounting information. <i>Measure: Review of rates completed and recommendations implemented.</i>	<ul style="list-style-type: none"> Utility rate model revised for consistency and ease of input scenarios Rate review in key areas completed 	✓	
<ul style="list-style-type: none"> New Public Works Office Supervisor able to assume all duties and budget responsibilities of position as soon as possible. <i>Measure: New incumbent is effectively active in position.</i>	<ul style="list-style-type: none"> L. Wannop hired and has developed many effective practices 	✓	
<ul style="list-style-type: none"> Department records management is updated, refined, and streamlined to include treatment plants, garage, all reports, reference documents, and contracts. <i>Measure: All files are identified and records easily retrievable from their respective locations.</i>	<ul style="list-style-type: none"> Continued commitment and progress 		
<ul style="list-style-type: none"> Continue Co-Op Engineering Student program. <i>Measure: Student in place by January 2003 and technical and administrative assistance provided to all areas of department.</i>	<ul style="list-style-type: none"> Hired new Co-op student Fresno Beeren 	✓	
<ul style="list-style-type: none"> Ensure utility billing activity is accurate, timely, and accountable to The City of Red Deer and the department by participating in Utility Billing contract review. <i>Measure: The best utility billing option will be selected.</i>	<ul style="list-style-type: none"> New vendor chosen and implementation in progress for October start 	✓	
<ul style="list-style-type: none"> Complete Department requirements associated with the GDAP and the RMARDP <i>Measure: Action items completed in 2003</i>	<ul style="list-style-type: none"> Completed 	✓	

OBJECTIVE DESCRIPTION	COMMENTS	ACCOMPLISHED	
		YES	NO
Water/Wastewater Objectives			
<ul style="list-style-type: none"> Complete a review and update the sewer bylaw to reflect current requirements. <i>Measure: Update Sewer bylaw in 2003.</i>	<ul style="list-style-type: none"> Defer to 2004 		✓
<ul style="list-style-type: none"> Determine if adequate reinvestment is occurring in underground infrastructure. <i>Measure: Report with recommendations by mid 2003.</i>	<ul style="list-style-type: none"> Corrosion review in progress 		
<ul style="list-style-type: none"> Decrease sanitary main and service blockages. <i>Measure: Decrease in sanitary main and service blockages from previous year.</i>	<ul style="list-style-type: none"> Piloting replacement of five services using pipe bursting in October 	✓	
<ul style="list-style-type: none"> Determine impact of changing regulations on stormwater management requirements. <i>Measure: Report with recommendations in 2003.</i>	<ul style="list-style-type: none"> Monitoring program for outfalls in place Attended meetings with Calgary and AE regarding storm regulations 		
Equipment Fleet Objectives			
<ul style="list-style-type: none"> Ensure long-term financial stability for equipment capital purchases. <i>Measure: Financial Plan in place for 2004 Business Plan.</i>	<ul style="list-style-type: none"> Report commissioned and completed Implementation decisions fall 2003 	✓	
<ul style="list-style-type: none"> Investigate feasibility of Fleet being source for all short-term vehicle rentals for City staff. <i>Measure: Contract in place by end of second quarter 2003.</i>	<ul style="list-style-type: none"> Contract in place of all City use 	✓	
<ul style="list-style-type: none"> Modify the Garage loaner program to meet demand for summer rentals. <i>Measure: Recommendation in place by end of fourth quarter 2003.</i>	<ul style="list-style-type: none"> Reviewed in 2003, need to review 2004. 		
<ul style="list-style-type: none"> Increase visibility of cost of Partsroom operation. <i>Measure: Lower mark-up rate for low effort parts.</i>	<ul style="list-style-type: none"> Separated into separate self recovering business unit 	✓	

OBJECTIVE DESCRIPTION	COMMENTS	ACCOMPLISHED	
		YES	NO
<ul style="list-style-type: none"> Monitor the emissions of the City's Fleet. <i>Measure: Standards in place by end of first quarter 2003.</i> 	<ul style="list-style-type: none"> Monitoring done Reported results to EAB, no standards currently available 	✓	
<ul style="list-style-type: none"> Increase amount of repair/troubleshooting information available to mechanical staff. <i>Measure: Repair/troubleshooting manual software installed by second quarter 2003.</i> 	<ul style="list-style-type: none"> Installed ALLDATA software on mechanics workstations 	✓	
<ul style="list-style-type: none"> Focus more effort on Fleet Administration. <i>Measure: Increased analysis of patterns developing in Fleet by end of fourth quarter 2003.</i> 	<ul style="list-style-type: none"> Analysis will be done by end of 2003 		
<ul style="list-style-type: none"> Improve customer access to Garage. <i>Measure: Renovations complete by end of second quarter 2003.</i> 	<ul style="list-style-type: none"> Front counter renovations completed 	✓	
Treatment Plants Objectives			
<ul style="list-style-type: none"> Pursue regional partnerships for water and wastewater treatment. <i>Measure: Regional partnership entered into.</i> 	<ul style="list-style-type: none"> Continue meeting and doing parallel plant planning to provide water Regional wastewater on hold 		
<ul style="list-style-type: none"> Utilize National Wastewater benchmark information to assist in making management and operational decisions. <i>Measure: Changes implemented based on two areas that appear to require improvement.</i> 	<ul style="list-style-type: none"> Benchmark data used in water and wastewater utility business plans by Supt. 	✓	
<ul style="list-style-type: none"> Investigate methods to facilitate improvements to improve upstream watershed management as a means to protect the raw water source. <i>Measure: One new initiative implemented to improve upstream watershed.</i> 	<ul style="list-style-type: none"> AUMA initiative currently underway to lobby province 		

OBJECTIVE DESCRIPTION	COMMENTS	ACCOMPLISHED	
		YES	NO
<ul style="list-style-type: none"> Develop/review crisis management processes related to water treatment. <i>Measure: Recommendations in 2003</i>	<ul style="list-style-type: none"> Crisis communication plan developed 	✓	
<ul style="list-style-type: none"> Update filing system to meet current City standard and with the goal of improving accessibility of records. <i>Measure: Filing system up to date by year end.</i>	<ul style="list-style-type: none"> In progress 		
Roads Objectives			
<ul style="list-style-type: none"> Recover the true long-term costs of utility trenching on pavement construction from utility companies. <i>Measure: Implement changes for 2003 construction season.</i>	<ul style="list-style-type: none"> Started charging fee for pavement degradation 		
<ul style="list-style-type: none"> Develop permanent snow storage sites in different areas of the city to prevent haul distances from getting too far. <i>Measure: Site selected and developed.</i>	<ul style="list-style-type: none"> Site selected, preliminary design complete and approvals commencing 		
<ul style="list-style-type: none"> Improve Roads section operation. <i>Measure: Actions implemented.</i>	<ul style="list-style-type: none"> Investigated alternate paint W/ Engineering and Parks developed utility bill insert regarding trees and lanes Formally involved W&WW and Parks Staff in snow and ice program 	✓	
<ul style="list-style-type: none"> Determine trends in long-term service levels. <i>Measure: Report on Roads service levels complete by end of second quarter 2003.</i>	<ul style="list-style-type: none"> Summary sheet measures reviewed and updated 		

OBJECTIVE DESCRIPTION	COMMENTS	ACCOMPLISHED	
		YES	NO
	<ul style="list-style-type: none"> Report to be completed by end of 2003 		
<ul style="list-style-type: none"> Determine long term infrastructure maintenance impacts and requirements of roads. <i>Measure: Report complete with supported recommendations by end of 2003.</i>	<ul style="list-style-type: none"> In progress, report to be completed by end of 2003 		
<ul style="list-style-type: none"> Improve effectiveness of street cleaning <i>Measure: Sweeping done earlier.</i>	<ul style="list-style-type: none"> Hired 2 contract sweepers Sweeping completion delayed due to spring snow 		
<ul style="list-style-type: none"> Commission Contractor(s) for solid waste and recycling collection contract(s). <i>Measure: Contract in place November 3, 2003.</i>	<ul style="list-style-type: none"> Contract tendered and awarded 	✓	
<ul style="list-style-type: none"> Complete Risk Management Study of old Landfill. <i>Measure: Study completed by end of second quarter 2003.</i>	<ul style="list-style-type: none"> Draft completed 	✓	
<ul style="list-style-type: none"> Determine if a partnership with members of CARWC would be in the best interests of the City. <i>Measure: Report completed with Recommendation to Council by end of second quarter 2003.</i>	<ul style="list-style-type: none"> No formal communication back from CARWC 		
<ul style="list-style-type: none"> Update the Solid Waste Master Plan (SWMP). <i>Measure: Updated plan completed by end of 2004.</i>	<ul style="list-style-type: none"> Deferred to 2004 		✓

Key Issues

Senior Staff in Public Works met to identify both Department wide issues and to identify Sectional specific issues. While it is easy to identify many threats, it is more of a challenge to clearly rank them in order of priority. While this is difficult, it is important to do as the alternative is paralysis by analysis. Prioritizing the current issues allows a focus that will create a higher potential for success and continuous improvement for Public Works. Following are the general Department and key Section Issues that have been identified as priorities to address during this three year business planning cycle.

Overall Public Works – Key Issues

There are a number of global issues that are having an impact on Public Works as an organization and as individuals within each Section. The top four general Department issues are:

1. Organizational structure has not kept current with department growth and complexity of demands.

2. Department staffing and equipment facilities are no longer adequate and require significant investment and expansion.
3. There is a growing gap between the staff that know what the operational problems are; and the available technology and tools to solve them.
4. Continued changing and more demanding expectations from other levels of government.

Organizational Structure

The Department organizational structure has not been reviewed on a comprehensive basis for over ten years. In that time the City population has grown by 21.5%² (59,826-1993 To 72,691-2003), the infrastructure that Public Works is responsible for has increased by greater than 20%.³ Staffing levels have not increased at all over that period (146 FTE-1992, 146 FTE-2001).⁴ Over that period, there have been dramatic changes and improvements in available technology. Taking advantage of these has helped keep levels of service from slipping.

Other levels of government continue to increase the demands for change and effort by the Department (See below). The demands of the public are higher and with changes in technology, the expectation is for a much quicker response time. It is now much easier for the public to send off an email of concern when at work than writing a letter. This results in more focus on short term immediate problems and less on long term strategic issues and direction. The Superintendents spend a substantial amount of time “fighting these fires” which takes away time to lead and manage business units towards long term objectives.

It is also becoming apparent that there is a widening gap between those in the Department that understand the problems and the available tools and solutions. An example of this is the understanding of the electronic drawing records and associated data. It is expected that:

- the pressure to maintain or increase levels of service will continue:
- new initiatives, such as the regional water supply, will stretch the existing capabilities further,
- many long term employees will soon be retiring.

Based on these and other concerns, a departmental organization review will be conducted to determine what change is desirable to meet these challenges.

Facilities

Having adequate facilities to “house” Department staff is a critical component to providing high levels of service. Similar to needing good roads and underground

² <http://www.city.red-deer.ab.ca>

³ city utility stat summary.xls

⁴ Council Budget Presentation 2002-04.ppt

infrastructure it is important to have facilities that support Department staff in doing their work.

There have been discussions about relocating the West Yards facilities for over ten years. This discussion has led to deferring major improvements and upgrades to the facilities. Temporary storage facilities have been constructed and minor building changes, but major improvements have not been done.

The slow constant growth in service demands within the community has “crept” up. To determine when significant internal resource changes are required is a challenging decision based on this type of growth scenario. Quite often, it is difficult to anticipate when additional resources are needed until it is too late. The need is current and is real.

There has been a reluctance over the past ten years to bring forward personnel requested budget items for a number of reasons:

- the focus of the requests has been on hard infrastructure items that have quantifiable problems if not addressed;
- the staff needs are “soft” requests and are difficult to objectively rationalize; and
- the effort needed to prepare a defensible request is significant. To prepare for an item that is unlikely to be approved amounts to a poor use of limited resources.

These issues have a number of impacts on the Department operation; they:

- make internal communication difficult;
- create morale concerns – inadequate locker/clean up facilities;
- create health/safety concerns – inadequate wastewater clean up areas; current building code non-compliance, and
- create equipment maintenance concerns – exterior storage.

There are two realistic options:

1. West Yards moving in the short-term (3 to 5 years).
2. West Yards moving in the long-term (10+ years).

The different scenarios result in different recommendations to address the facility related concerns. In the short-term scenario, partial upgrades can be done to address the immediate issues, with the intent that a new facility would be constructed in five years. In the long-term scenario, more significant phased upgrades would be done now to make the facility adequate for up to fifteen years.

Option 1 - Short-Term Move (3 to 5 years)

In this option, the commitment is made to move offsite as soon as is practical. There are immediate upgrades identified that need to be done regardless of options. As an interim measure, additional office and storage space may be available for lease in the immediate area, if there is a commitment to a “short-term – 3 to 5 year” move. The

operational problems that are created by a segmented operation will be significant and real and would only be acceptable if in place for 3 years or less.

The current estimate for a complete West Yards relocation is \$25M⁵. While other departments and sections have pressing needs to move, there is a potential to do a phased move. Initial (very conceptual) estimate for a phased development is shown in Table 2.

A pre-design study completed in 2003 identified \$100,000. worth of immediate changes for 2004, that were strongly recommended to address functional issues.

⁵ Relocation of the City of Red Deer West Yards Facilities, Eartheq, 2000.

Table 2 – New Yards at Riverside – Phased approach

		IN THOUSANDS OF DOLLARS				
OBJ.	CAPITAL ITEM DESCRIPTION	CD	2004 BUDGET	2005 BUDGET	2006 BUDGET	2007 BUDGET
	New Site and Building Layout and Phasing Plan	B	75			
	Purchase of Land for relocation of Yards	B		1,200		
	New Site Detailed Design	B	1,600			
	Phase 1 Development New Site - PWks	B		8,700		
	Phase 2 New Site - Transit and Garage	B			9,500	
	Phase 3 Stores	B				3,000
	TOTALS		\$1,875	\$9,900	\$9,500	\$3,000
	PROJECTED FUTURE YEAR'S OPERATING COST INCREASES			40	39	
Source: Relocation of the City of Red Deer West Yards Facilities, Earth Tech, 2000, p37,p45,p47.						

\$25 Million

Option 2 – Long Term Move (+10 years)

In this option, a commitment is made to stay in the area for the long term. It also involves committing to modernize and expand the existing facilities to accommodate current concerns and growth requirements. Only considering the Public Works Administrative Building, (West Yards also includes: Civic Garage, Transit and Stores), the estimated cost to modernize and provide a facility for the long-term is \$3.0 M.

There will be expansion and modernization required in all of the facilities at West Yards at some point in the near future. This may involve an expanded Transit Garage, expanded Civic Garage, and changes to Stores. These improvements are not quantified in the \$3.0 M estimate.

Discussion

The question then is: Should an investment of \$3.0 M be made to upgrade the existing building or should that money be put towards a new facility?

There is an increasing momentum in the community to redevelop the West Yards area as part of the Riverlands Redevelopment Plan. There seems to be both public and political support for the redevelopment that was not there a number of years ago. Each

study that involves public input tends to raise the profile and the expectation that the area will soon be redeveloped.

Gap Between Problem Understanding and Technology

A lot of the work that is done by the Department involves a high amount of data management. This may relate to: recording of maintenance done on hydrants or valves for liability reasons, keeping track of how effective crews are on their assigned work, tracking sidewalk repair requirements, or analyzing the growth of infrastructure for estimating future maintenance and capital costs.

The Department staff in most cases understands what the problem is and will come up with a means to deal with it. The problem is that there are often better, more effective means of solving the problem using existing technology. Department staff is not always aware of this technology. Many times when in-depth discussions occur with other Departments such as Engineering or Information Technology, it becomes apparent that there are tools available, that the City has access to that could be used for assistance in solving the Department problems.

This gap is created due to a number of factors: as departments grow, there is a tendency to not understand the nature of what the other department is working on, the staff in the Department is made up of a high proportion of non-technical staff, and resources are not always in the right location.

Government Legislation/Regulation Changes

There continues to be a downloading and an increasing level of effort required by the Department to address impacts by other levels of government. Following is a partial list of examples of changes that have had a significant impact on how the Department operates:

- **Water:**
 - A.Env. require on-line testing reporting
 - A.Env. require formal quality control and quality assurance (QA/QC) program and procedures for laboratory tests.
 - A.Env. – higher level of treatment required.
 - Canadian Environmental Protection Act (CEPA) requiring reporting and submittal of Environmental Emergency Plans
 - CEPA Reporting of National Pollutant Inventory
- **Wastewater:**
 - A.Env. – requiring removal of ammonia, phosphorus and disinfection.
 - A.Env. – require formal QA/QC Program for laboratory tests.
 - A.Env. – Individual field assessment and testing prior to lagoon sludge application
- **Waste Management:**
 - A.Env. audit of compost operation

- CEPA involvement in municipal landfills (Fisheries Act)
- **Storm Sewer:**
 - A.Env. change in loading requirements
- **Roads:**
 - CEPA is requiring reduced use of road salt and the implementation of strict operational and reporting requirements.

Each of these changes has increased or will increase demands for Department resources.

Equipment Fleet - Key Issues

Rates

Increasing inflationary pressures, which result in higher fleet equipment rates, are creating more concerns for Fleet customers. These cost/price pressures are resulting in more focus on implementing measures to educate Fleet customers on cost implication of decisions and concerns with increasing rental rates.

A workshop will be held with all Fleet User Representatives and respective Department Heads invited to attend. The focus will be on helping the Fleet Users understand the principles of the rates as well as to gain an understanding of how the Fleet management system operates.

Financial-Capital Replacement

An extensive review of the long-term viability of the funding of the equipment replacement was commissioned and completed in 2003. The study conducted by Western Management Consultants was focused on three main tasks:

- Determine the long-term financial feasibility of the current Fleet funding model,
- Determine if it is feasible to fund additional/growth equipment through the Fleet,
- Determine the financial feasibility of including the emergency service equipment in the Fleet.

The study concluded that the current funding model for replacement of existing equipment is feasible over the long-term. This is shown in Figure 1. It also concluded that the additional/growth of the equipment fleet could be funded through the existing model, as long as rates were adjusted to include the anticipated cost of the additions to the future fleet.

The study concluded that adding all of the Emergency Equipment into the Fleet would have a significant impact, see bottom line of Figure 1. To maintain the fleet reserve

from going into a deficit a one time or phased cash injection of \$2.23 M is required and an increased annual operating cost of approximately \$500,000. Figure 2 shows the results of the financial modeling with the cash injection. A business plan funding request is being submitted for consideration to fund this change.

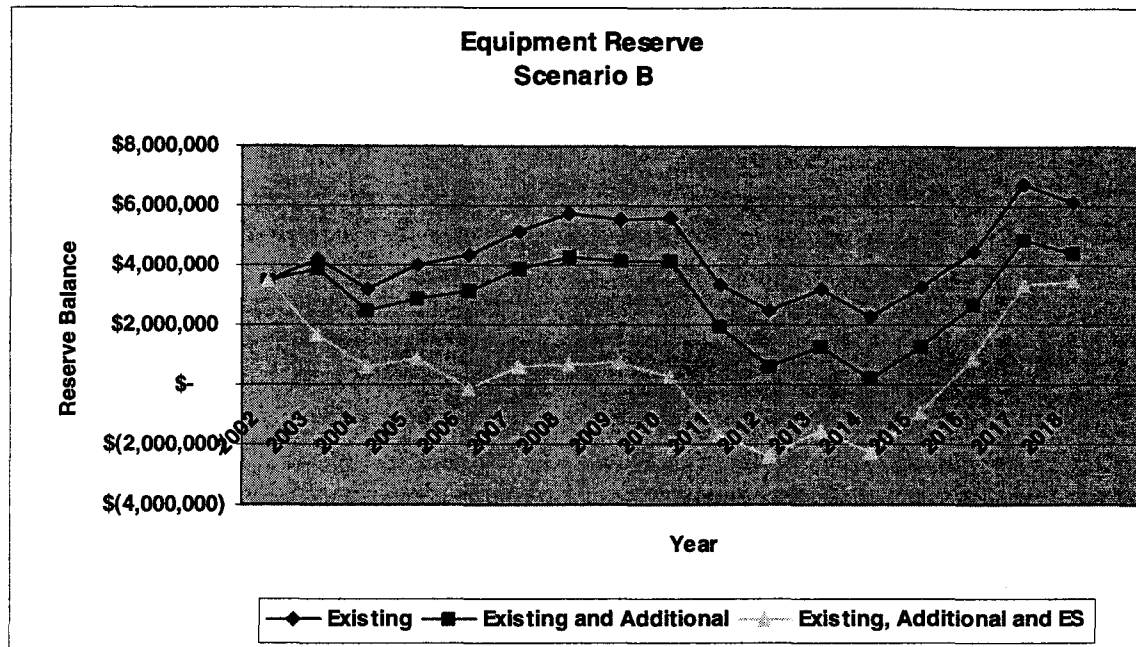


Figure 1 Equipment Reserve Financial Projections⁶

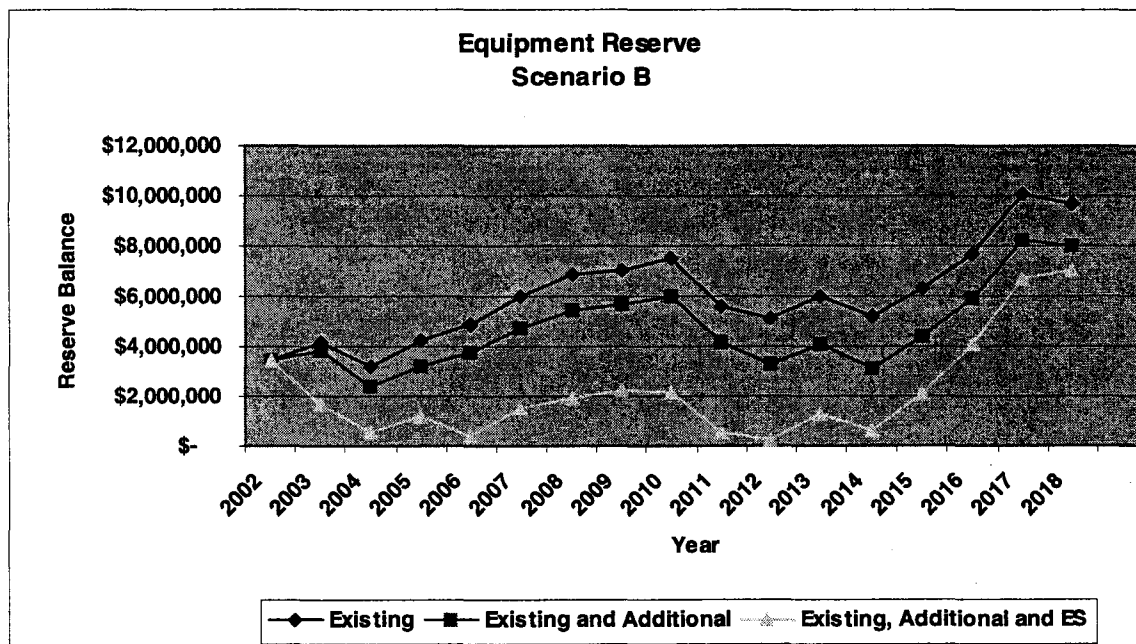


Figure 2 Equipment Reserve Financial Projections w/ \$2.23 M Cash Injection⁷

⁶ The CORD Fleet Equipment Funding Review, Oct. 2003, Western Management Consultants.

Financial-Capital Additional/Growth

The transparency and financing of additional equipment was also reviewed as part of the fleet financing review. Senior management wanted to ensure that Council was given the opportunity to debate additions to the Equipment Fleet. The other concern was to determine the best method of long-term financing for these additions to ensure that funding is available when required. How best to do this was not reviewed as part of the commissioned study, but was investigated by staff.

The outcome of this review resulted in a recommendation that all departments are required to present additional equipment requests to Council as part of the major capital budget presentation. This will give Council the opportunity to review the requests in conjunction with other capital requests during budget deliberations.

Funding for future additional equipment will be accomplished by surcharging individual fleet user groups based on the anticipated growth estimated for the individual groups. Investigations are underway to determine the logistics of doing this. The concept is that the funds must be set aside in a reserve allocated for additional equipment, yet still be approved by Council prior to being spent.

Public Works Administration - Key issues

The key issues that the Public Works Administration area will be focusing on are:

- Making better use of resources to improve customer service and to expand the scope of information that is readily available.
- Documentation of procedures necessary to ensure consistency, easier cross-training and smoother job transitions.
- Improved time management during peak periods of public inquiries and department activities.
- Completion of records management indexing of paper files and implementation of an improved electronic file management system in preparation for the move to PC Docs.

Roads – Key Issues

The key issues identified regarding the Roads area are:

- growth of the city,
- infrastructure condition,
- required deicing changes, and,
- storm sewer regulation changes.

⁷ The CORD Fleet Equipment Funding Review, Oct. 2003, Western Management Consultants.

Rapid growth and escalating public expectations continues to create challenges for the Roads related programs. These daily immediate demands tend to take the focus of supervising staff away from strategic and long-term program planning.

There are signs that the roadway infrastructure is deteriorating. Four of the last five years, the sidewalk replacement funds were not adequate to replace all of the sidewalks designated for replacement. Newer developed areas are requiring significant sidewalk replacements in areas less than five years old; investigations are being made to changing the standards for construction to improve this.

Figure 3 indicates the overall pavement quality of the roadways in the city. From these estimates, the overall quality has deteriorated 12% over the last seven years. The 2003 index is based on system estimates that will be verified with field collected data in 2004.

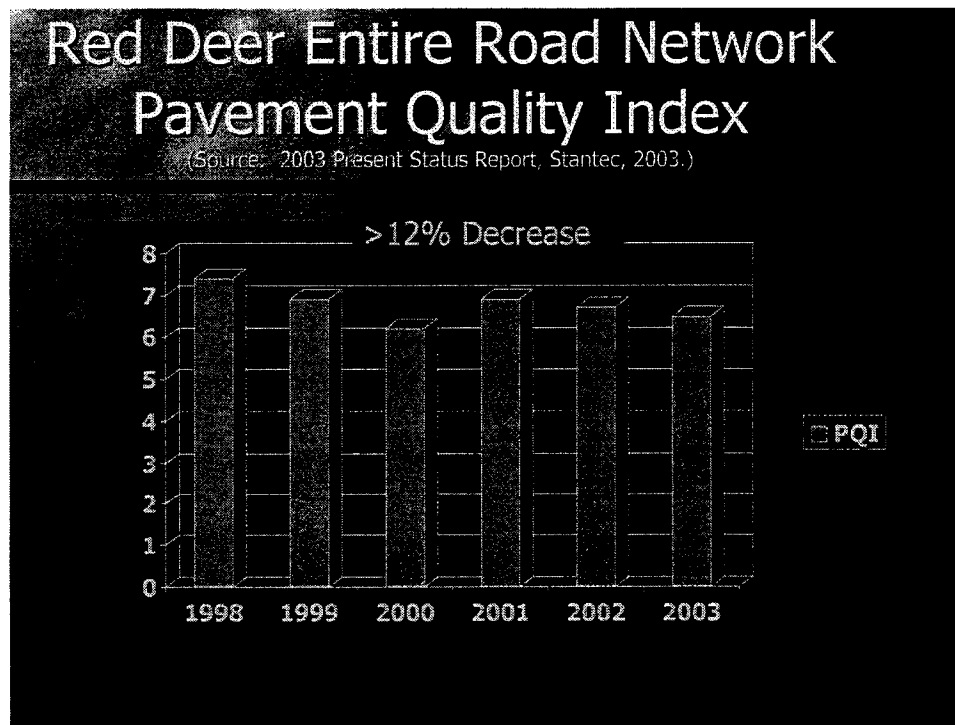


Figure 3 - Red Deer Entire Road Network Pavement Quality Index

CEPA has been considering implementing regulations that would deem road salt a toxic substance. This debate has been ongoing for a number of years and if implemented would have a very significant impact on the snow and ice fighting industry. It appears now that at a minimum, municipalities will have to demonstrate due diligence in how salt is used and stored. This will involve extensive operator training, different types of application equipment, more precise tracking of use, and reporting requirements to the federal agencies.

Alberta Environment is implementing measures in areas of the province to regulate storm sewers based on total loading on rivers going through cities. This creates concerns regarding suspended and dissolved solids that are washed into the river throughout the City through the storm sewer. Potential impacts and strategies to address will be determined. This will ultimately lead to higher costs to operate and maintain the storm sewer system. The current storm costs less than 5% of the Department tax based budget. If this increases significantly, alternate more equitable/user pay systems of funding may be required. One option, a storm water utility, will be investigated.

Water Utility – Key Issues

Financial - Rates

The sales projections for water are based on a 2.6% residential growth and a 1.3% commercial growth in annual sales volume above the 2003 estimated actual. Based on utilizing the Council approved utility rate model, the required rate increases are 6% in 2003, 5% in 2004, 4% in 2005 and 3% in 2006.

The costs to operate the water utility are projected to be considerably higher for 2004 than was predicted at this time last year. The significant increases are: utility billing and meter reading \$134K, chemicals \$52K, natural gas \$406K (Total +/- \$600K). The estimated water sales volumes were also decreased to a more conservative estimate based on reduced volumes for 2003. The net result is a higher than anticipated reliance on the rate stabilization reserve for 2004, 2005, and 2006.

Appendix A shows how the average residential water rates of the cities in the province compare with the City 2004 rate. With these increases for 2004, the City rates will still be 32% below the provincial average for cities.

A deemed debt to equity ratio of 60/40 was used with a deemed debt interest of 6% and a return on equity of 9.4%.

Figure 4 shows the projected water rates to 2010, based on the major capital estimates within the budget document. It also shows the relation to other municipal rates in the province.

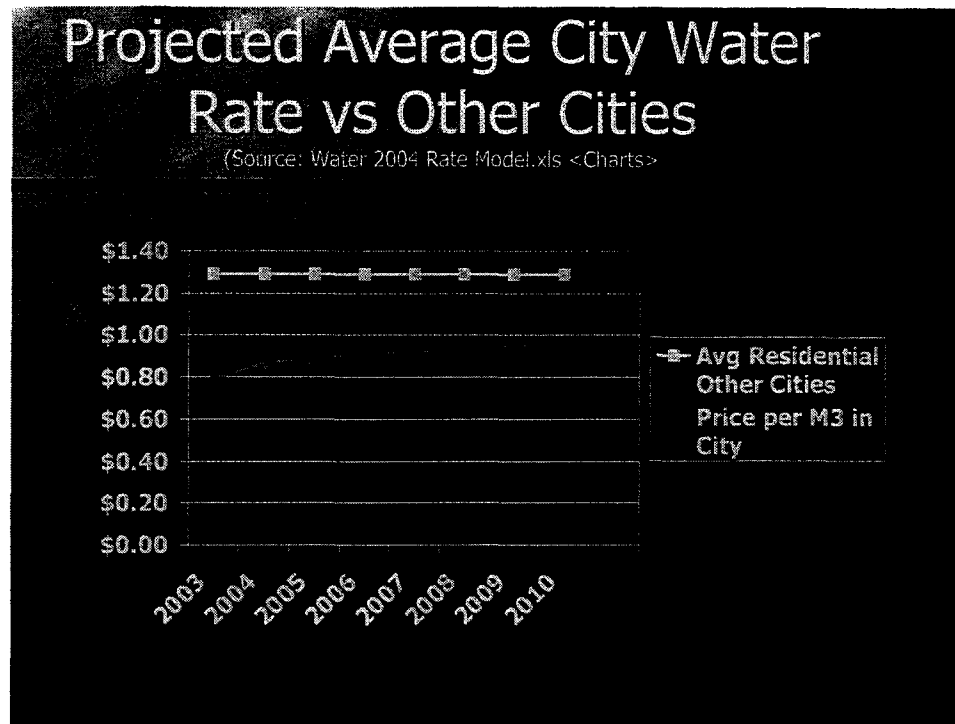


Figure 4 - Projected Average City Water Rate vs Other Cities

Financial – Capital Financing

Recommended upgrade options will have a significant impact on the Water Utility. The rate projections are based on the least cost option, which is upgrading clarifiers, filters, and utilizing ultra violet disinfection.

Figure 5 shows graphically the projected available cash and the impact of the major capital requirements. The result is that debt of \$4.0 M is required to meet the capital financing needs of the Water Utility. This does not consider the impact of providing water to the region. As indicated in Figure 5, the water reserve is anticipated to grow substantially by 2010 (over \$10M). This creates a potential to utilize this for other needs. It is recommended that this remain unallocated for now, due to uncertainties that arise with plant upgrades and the potential capital that may be required to invest for Regional water provision.

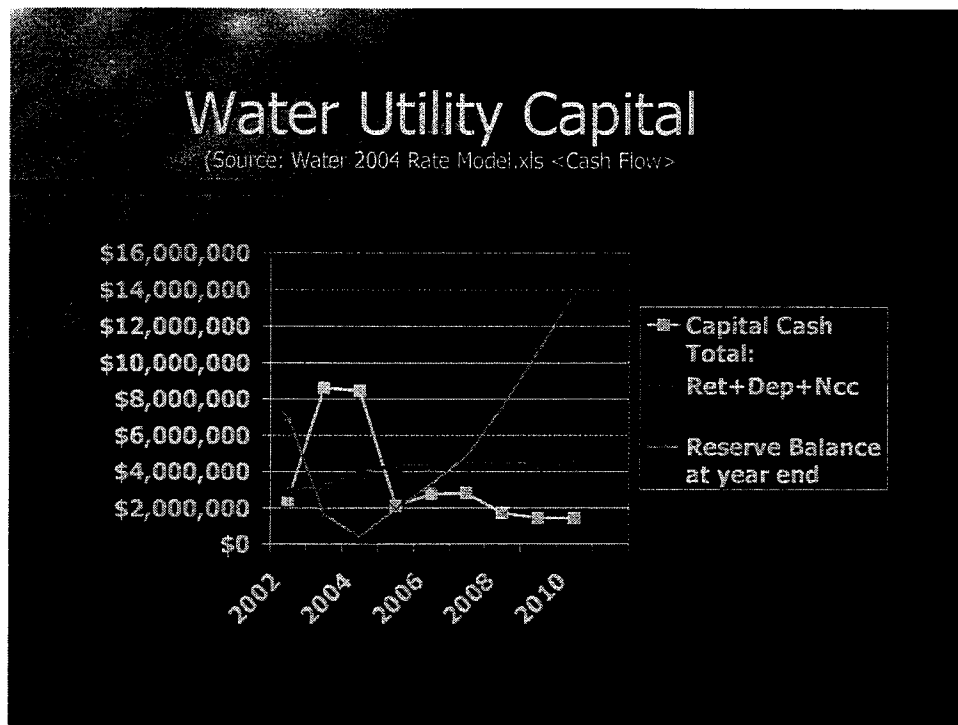


Figure 5 – Water Utility Capital

Operational - Treatment

Key Operational Issues that will be addressed in 2004 are:

- new QA/QC lab requirements
- develop water rationing program
- implement site security changes
- continue plant upgrade
- Operating Approval negotiation.

Operational - Distribution

There has been significant growth in demand for service installations for private developers. This has created large resource constraints, creating difficulties getting the mandated maintenance work completed.

Other issues that will be reviewed in 2004:

- Require de-chlorination of flush water,
- Investigate billing for development water use, and
- Review hydroscope program.

Wastewater Utility – Key Issues

Financial - Rates

The sales projections for wastewater are based on a 2.6% growth in residential and 1.3% growth in commercial annual sales volumes above 2002 estimated actual. The Council approved utility rate model was applied to develop the required revenues. These were prudently adjusted in order to balance future increases of 5% - 2004, 5% - 2005, and 5% - 2006.

Appendix A shows how the average residential wastewater rates of cities in the Province compare to the City's 2004 rates. With the recommended increases, the City rates will still be 15% below the provincial average.

Figure 6 indicates the projected change in residential wastewater rates from 2004 to 2010.



Figure 6 – Projected Wastewater Rate vs Other Cities

Financial – Capital Financing

The current projection is for \$34 M of major capital expenditures in the wastewater utility between 2003 and 2009, Figure 7. The current reserve balance will be depleted by the year 2003. Therefore, debt financing in the order of \$24 M will be required. The required debt will depend on the final capital costs and the financial strength of the utility when the expenditures are required. The wastewater utility was previously

predicted to require debt by 2002, but due to construction deferrals and a positive growth in sales the requirement for debt has also been deferred.

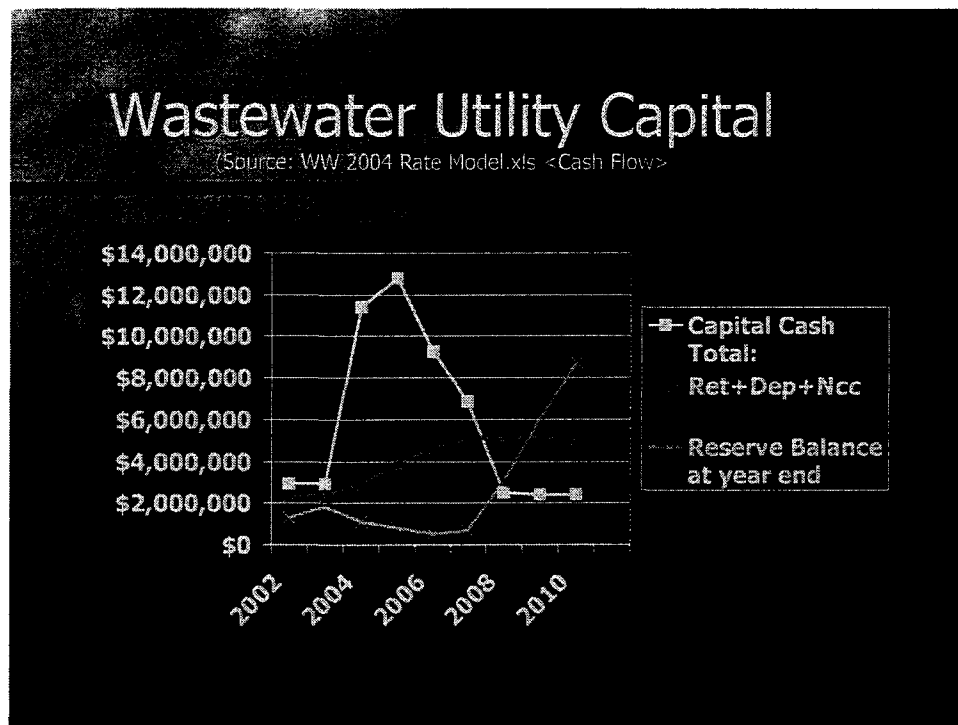


Figure 7 – Wastewater Utility Capital

Operational

The main issues identified regarding the wastewater utility are:

- existing sewer bylaw needs to be reviewed and updated to reflect: changing operating requirements, new contaminant concerns, and enforcement concerns.
- Implement QA/QC measures in lab,
- Operationalize the Source Control Inspector.

Solid Waste – Key Issues

The key issues identified relating to solid waste are:

- Solid waste master plan needs updating,
- Increased litter in public areas,
- Should the City be involved in providing a liquid waste disposal site?
- The dry landfill site is nearing capacity.

Financial - Rates

Appendix A shows the residential solid waste rates for numerous municipalities in the province. Based on the average, the City 2004 rate will be approximately 4% below. The sales projections for the collection contracts are based on 2.6% residential and 0% commercial growth. The recommended rates for residential garbage increase 0.4% (\$7.02 to \$7.05), for residential recycling increase 13.3%, (\$2.93 to \$3.32), and for multi-family recycling increase 20% (\$2.45 to \$2.94). Based on the typical commercial garbage service (3 yd bin collected once per week) the commercial rate will decrease 1/3% (\$57.79 to 2003 to \$56.06 – 2004).

The primary reason for the significant increase in residential and multi-family recycling rates is an increase in the new contractor rates. The tendered low contractor costs went up 13.4% on the residential and 25.9% on the multi-family from the 2003 contract costs. While this is a significant increase, the resulting 2004 residential rate equates to about a 5% increase over what the 1994 rate, see Figure 8, was (\$3.15 – 1994, \$3.32 – 2004). Therefore in ten years the rate has increased less than 1/2 % per year when calculated on a compounding basis.

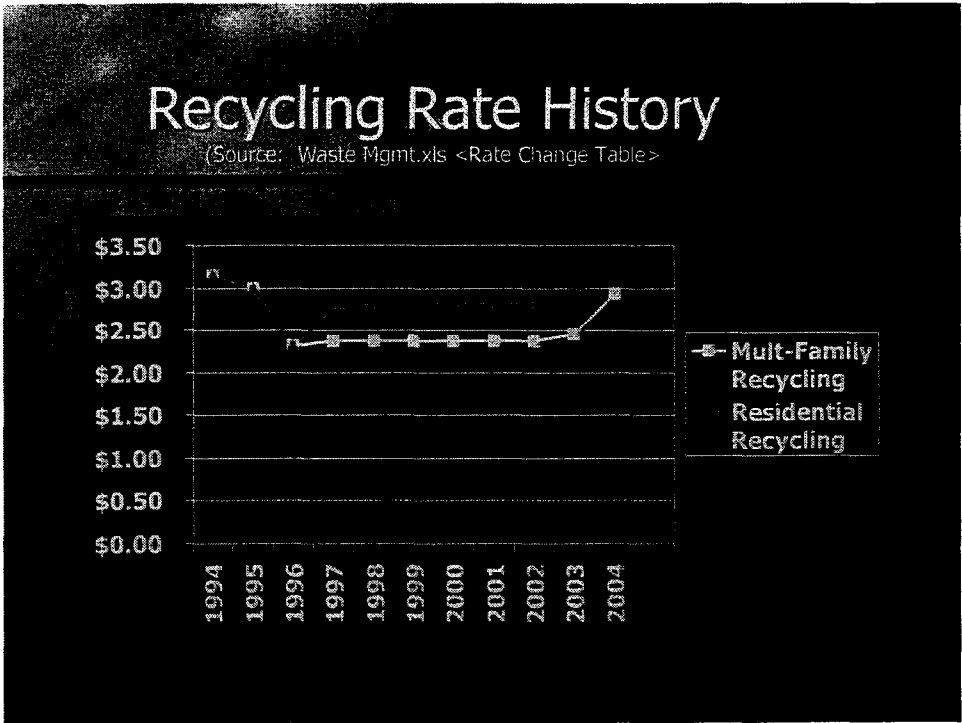


Figure 8 - Recycling Rate History

The multi-family 2004 rate equates to a decrease of 6.7% from the 1994 rate (\$3.15 – 1994, \$2.94 – 2004). This indicates that over the life of the last contract the City customers received a considerable benefit in a reduced cost.

The landfill sales projections are based on a volume of growth of 2.0% of the 2003 budget. The landfill fees for regular garbage will be increased by \$2.00/tonne (from \$33 to \$35/tonne).

Financial – Capital Financing

A review of closure and post closure costs will be conducted in 2004. This may have an impact on future landfill rates.

OBJECTIVES AND ACTION BY SECTION

Section 1.0: General Public Works Department

1.1 OBJECTIVE: • Increase staff performance through more training and effective, regular performance evaluations.

ACTIONS (\$):

- a. Increase emphasis and opportunity to provide more and better training.
- b. Meet with CUPE and other stakeholders to develop training expectation plan.
- c. Perform Department Organizational review (\$50K)

MEASURE: • 98% of WP&R completed.

RESPONSIBILITY: • Department Supervisors (a), Public Works Manager (b), (c).

1.2 OBJECTIVE: • Continue to maintain a high priority for safety. Address construction staff and traffic safety concerns.

ACTIONS (\$):

- a. Set up Ad hoc working group.
- b. Meet with interest groups (Road Builders, other contractors, utility companies).
- c. Meeting RCMP.
- d. Investigate construction zone fine escalations.
- e. Develop public communication plan (\$25K)

MEASURE: • Implement actions to reduce risks.

RESPONSIBILITY: • Department Employees, Public Works Manager

1.3 OBJECTIVE: • Continue to look for increasingly cost-effective ways of maintaining City infrastructure.

ACTIONS (\$):

- a. Investigate the benefits/costs of having a Public Works IT/graphics operator on-site.

MEASURE: • Implement two new initiatives that increase effectiveness.

RESPONSIBILITY: • Public Works Manager

1.4 OBJECTIVE: • Ensure that environmental issues are addressed in the

operation of our Department.

- ACTIONS (\$):**
- a. Keep current with regulations.
 - b. Work with the Environmental Advisory Board (EAB) on these issues.
 - c. Work with Alberta Environmental Protection (AEP) on issues related to the Department.
- MEASURE:**
- No AEP violations, any significant environmental program change is discussed with EAB
- RESPONSIBILITY:**
- Treatment Plant, Water and Wastewater, and Waste Management Superintendents

1.5 OBJECTIVE: • Provide adequate facilities for operation.

- ACTIONS (\$):**
- a. Make decision on long or short term move: Present recommendations to S.M.T. and City Council
 - b. Modernize and expand West yards (\$ 3.0M) or commence phased development on new site (\$ 25 M).
- MEASURE:**
- Action items implemented in 2004.
- RESPONSIBILITY:**
- Public Works Engineer (b), Public Works Manager (a)

1.6 OBJECTIVE: • Measure effectiveness of service delivery.

- ACTIONS (\$):**
- a. Develop valid and comparable indicators of service to measure past performance and to develop standards.
 - b. Involve stakeholder staff in generating and tracking measures.
 - c. Investigate using unit price as measure.
 - d. Provide timely reporting and feedback on selected measures.
 - e. Review overtime and vacation management procedures.
- MEASURE:**
- Process implemented with each Section developing one set of measures.
- RESPONSIBILITY:**
- Public Works Office Supervisor (a,b,c,d), Public Works Manager (e).

1.7 OBJECTIVE: • Address vandalism problem of City infrastructure.

- ACTIONS (\$):**
- a. Meet with RCMP to determine appropriate strategies.
 - b. Develop public education program targeted at vandalism that "we all pay for".
- MEASURE:**
- Reduction in vandalism related costs.
- RESPONSIBILITY:**
- Public Works Manager (a).

1.8 OBJECTIVE: Determine appropriate strategy for construction practices in

City right-of-ways	
ACTIONS (\$):	<ul style="list-style-type: none"> a. Consider long-term road maintenance requirements. b. Consider traffic impact of construction. c. Consider safety concerns of construction workers and public during construction. d. Develop a plan for organized construction within street network. e. Consider utility company interests.
MEASURE:	<ul style="list-style-type: none"> • Procedures implemented prior to 2004 construction season.
RESPONSIBILITY:	<ul style="list-style-type: none"> • Public Works Engineer.
1.9 OBJECTIVE: Provide adequate and appropriate management accounting information.	
ACTIONS (\$):	<ul style="list-style-type: none"> a. Ensure appropriate staff receive financial reports in a manner that assists in proper decision making b. Investigate graphical presentation c. Conduct regular variance analysis and investigation in a timely manner d. Review of all third party rates for appropriate cost recovery
MEASURE:	<ul style="list-style-type: none"> • Review of rates completed and recommendations implemented.
RESPONSIBILITY:	<ul style="list-style-type: none"> • Public Works Office Supervisor.
1.10 OBJECTIVE: Develop cost and schedule controls	
ACTIONS (\$):	<ul style="list-style-type: none"> a. Develop controls to monitor the progress and productivity of the City's PW workforce to ensure Foremen can plan their work and understand their manpower requirements, and to provide feedback to management b. Develop "score card" approach for construction work
MEASURE:	<ul style="list-style-type: none"> • Pilot programs developed in 2004
RESPONSIBILITY:	<ul style="list-style-type: none"> • Public Works Engineer
1.11 OBJECTIVE: Develop procedures for Underground Permitting	
ACTIONS (\$):	<ul style="list-style-type: none"> a. Develop standard procedures for permitting and approving underground excavations by contractors and private utility companies
MEASURE:	<ul style="list-style-type: none"> • Implementation in 2004
RESPONSIBILITY:	<ul style="list-style-type: none"> • Public Works Engineer
1.12 OBJECTIVE: Investigate impact of West Nile concerns on Department operations	

- ACTIONS (\$):**
- a. Survey other municipalities to see what measures have been implemented and their effectiveness
 - b. Review programs to see impact of changes
 - c. Discuss with Parks staff
- RESPONSIBILITY:**
- Public Works Engineer

Section 2.0: Public Works Administration

2.1 OBJECTIVE: Department records management is updated, refined, and streamlined to include treatment plants, garage, all reports, reference documents, and contracts.

- ACTIONS (\$):**
- a. Complete inventory and index all central files and files in offices (\$15K).
 - b. Complete inventory of other material, classify and file correctly.
 - c. Review, inventory same at plants. Ensure all necessary copies are in central files.
 - d. Review fleet files to ensure same.
 - e. Evaluate electronic records and participate in electronic records management process when it commences. Ensure paper copies are in central files where appropriate.
- MEASURE:**
- All files are identified and records easily retrievable from their respective locations.
- RESPONSIBILITY:**
- Public Works Office Supervisor.

2.2 OBJECTIVE: Better use of human resources

- ACTIONS (\$):**
- a. Review of all admin support staff job descriptions
 - to clarify roles and responsibilities
 - to ensure variety and maintain job interest
 - to ensure an equitable distribution of the workload
 - b. Provide more cross-training of staff
- MEASURE:**
- a. Job descriptions reviewed and adjusted as required by Q1
 - b. Alternate available for most tasks by Q4
- RESPONSIBILITY:**
- PW Office Supervisor

2.3 OBJECTIVE: Better use of technical resources/software

- ACTIONS (\$):**
- a. Promote and encourage training of staff in use of software (ie. JDE, Excel, Access, etc)
 - b. Investigate use of JDE for tracking statistics (intent is to capture more information within a common, supported database)

- MEASURE:
- c. Investigate Infinium/JDE interface for labour recharges as a possibility for tracking FTE's through a 'home base' BU
 - a. All staff have taken one training course/seminar by Q4
 - b. Procedures in place to enter, retrieve, and track more info in JDE by Q2
 - c. Viability is determined – process implemented, if applicable by Q2
- RESPONSIBILITY:
- PW Office Supervisor

2.4 OBJECTIVE: Determine if a common department support pool is a viable means of accomplishing clerical tasks

ACTIONS (\$): a. Review the organization/role of all clerical staff across the PW department

MEASURE: • Review is completed and recommendations made to PW Dept Manager – appropriate actions taken by Q4

RESPONSIBILITY: • PW Office Supervisor

2.5 OBJECTIVE: Develop and maintain written procedures for specific tasks

ACTIONS (\$): a. Encourage staff to document one task per quarter

MEASURE: • Library of procedures built by Q4

RESPONSIBILITY: • PW Office Supervisor/Staff

2.6 OBJECTIVE: Promote cross-training of duties

ACTIONS (\$): a. Implement training of alternates for key tasks

MEASURE: • Key tasks & alternates identified, cross-training done by Q4

RESPONSIBILITY: • PW Office Supervisor/Staff

2.7 OBJECTIVE: Improved time management during peak periods of public inquiries and department activities

ACTIONS (\$): a. Hire additional ½ time permanent clerk steno to provide customer service, backup for fulltime clerk steno, and recording and retrieval of statistics. Intent is to better spread workload and allow current staff improved opportunities to complete tasks in a timely manner (ie. entry of revenues and expenses in the relevant month, analysis of work orders for completion, etc) (\$25K).

MEASURE: • Position filled, general reduction in stress levels Q1

RESPONSIBILITY: • PW Office Supervisor

2.8 OBJECTIVE: • Records management program complete for past records and up-to-date for current records

ACTIONS (\$): a. Continue making use of the expertise of retirees for

- indexing of paper records
- b. Make use of additional ½ time permanent clerk steno (identified in .7 above) to ensure current records are being properly filed and indexed
- c. Ensure master file index is being consistently applied/interpreted at all PW sites
- MEASURE:
- a. Indexing of paper records throughout department complete by Q4
- b. Current files stored in timely fashion, readily retrievable, annual update of physical location/index complete – Q4
- c. New electronic file structure in place Q1, staff trained in its use
- d. Databases at garage, treatment plants and central PW files are consistent
- RESPONSIBILITY:
- PW Office Supervisor

Section 3.0: Building Maintenance Group

- 1.1 OBJECTIVE: • Continue to improve building maintenance group operation
- ACTIONS (\$):
- a. Meet on regular basis with stakeholders to obtain feedback and input
- b. Review recommendations and decide if the building maintenance group will manage the City janitorial contract
- MEASURE: • Positive customer satisfaction survey results
- RESPONSIBILITY: • Public Works Engineer

- 1.2 OBJECTIVE • Succession planning for building maintenance group personnel (possible retirement in 2007)
- ACTIONS (\$):
- a. Develop checklists for scheduled routine maintenance of all client buildings
- b. Develop work procedures and define level of service standards
- c. Review safe working practices
- MEASURE: • Operating Procedures 2005/2006
- RESPONSIBILITY: • Public Works Engineer

- 1.3 OBJECTIVE • Improve level of service provided by the Tool Crib to client departments
- ACTIONS (\$):
- a. Complete an "Evaluation Survey" of end users to review current strengths and weaknesses
- b. Establish a committee from client departments to obtain feedback and to provide direction
- c. Develop procedures to improve the efficiency, level of service and utilization of the Tool Crib

- d. Develop or purchase database to automate tool control
 - e. Automate and establish preventative, maintenance system, check on JD Edwards as a potential system
- MEASURE:
- Positive customer satisfaction survey results
 - Procedures and database by the end of 2004
- RESPONSIBILITY:
- Public Works Engineer

- 3.4 OBJECTIVE: • Establish routine work program for the Co-op Engineering Student
- ACTIONS (\$): • Develop a routine work program for the Co-op student which is consistent year to year
- MEASURE: • Implemented in 2004
- RESPONSIBILITY: • Public Works Engineer

Section 4.0: Water/Wastewater

- 4.1 OBJECTIVE: • Complete a review and update the sewer bylaw to reflect current requirements.
- ACTIONS (\$):
- a. Activate working committee
 - b. Public input
 - c. Research (\$28.5K)
 - d. Review existing water and wastewater rate structures for need of change (\$25)
- MEASURE: • Update Sewer bylaw in 2004.
- RESPONSIBILITY: • Public Works Engineer, Tech Trt Staff, Public Works Manager (d).

- 4.2 OBJECTIVE: • Determine impact of changing regulations on stormwater management requirements.
- ACTIONS (\$):
- a. Consult with regulating officials and other municipalities to determine long term implications.
 - b. Generate report outlining implications and recommended actions.
 - c. Determine if a storm water utility should be implemented (\$25K).
- MEASURE: • Report with recommendations in 2003.
- RESPONSIBILITY: • Public Works Manager(c), Water and Wastewater Superintendent (a,b).

- 4.3 OBJECTIVE: • Assure detention ponds operate properly. During periods of heavy rainfall, problems may result that require immediate attention.
- ACTIONS (\$):
- a. Develop consistent standards for the design and installation of new storm ponds

- b. Provide input on the design and placement of new ponds.
- c. Prepare an operational plan for each of the existing detention ponds
 - Ensure operational plans for future ponds are prepared
- d. Prepare a detailed set of as-builts and information for each detention pond
 - Ensure as-builts for future ponds are prepared
- e. Educate staff in the operation of all ponds.
- f. Prepare plans for emergency vehicles and Public Works office

MEASURE: • No significant maintenance problems in ponds.
 RESPONSIBILITY: • Water and Wastewater Superintendent

4.4 OBJECTIVE: • De-Chlorinate water used for flushing water mains

ACTIONS (\$): a. Purchase de-chlorinator in 2004 – (\$1.5K)
 b. Track costs associated with this vs benefits

MEASURE: • Flushing water de-chlorinated.

RESPONSIBILITY: • Water and Wastewater Superintendent

4.5 OBJECTIVE: • Excavate existing anodes installed fifteen years ago to determine usable life

ACTIONS (\$): a. Prepare map of anodes older than 15 years
 b. Check anodes when excavating in areas with these anodes

MEASURE: • Program of replacement established by end of Q2

RESPONSIBILITY: • Water and Wastewater Superintendent

4.6 OBJECTIVE: • Identify services that were installed with thin wall P.E. and schedule for proactive replacement

ACTIONS (\$): a. Check as-built information to determine age of existing water services
 b. Note all services installed prior to 1984
 c. Check leak statistics for each area
 d. Schedule and budget for 2005, 2006 and 2007

MEASURE: • Plan in place for replacement by end of Q2

RESPONSIBILITY: • Water and Wastewater Superintendent

4.7 OBJECTIVE: • Review Hydroscope Cost benefits

ACTIONS (\$): a. Check cost of main replacement vs anode replacement
 b. Identify any failures in mains rehabilitated with anodes and partial replacement vs total replacement
 c. Identify cost benefits of hydroscoping

- MEASURE: • Review completed with recommendation by end of Q1
 RESPONSIBILITY: • Water and Wastewater Superintendent

4.8 OBJECTIVE: • Determine if developers should be billed for water consumption when constructing new subdivisions or properties

- ACTIONS (\$):**
- a. Check with other municipalities to determine if they bill for this usage
 - b. Estimate total water consumed in this manner
 - c. Determine the best approach for billing, if deemed as required

- MEASURE: • Provide recommendation by end of Q2
 RESPONSIBILITY: • Water and Wastewater Superintendent

Section 5.0: Equipment Fleet

5.1 OBJECTIVE: • Focus more effort on Fleet maintenance activities

- ACTIONS (\$):** • Increase mechanic staff by 1 FTE position
MEASURE: • Work loads backlog are maintained or reduced
RESPONSIBILITY: • Fleet Superintendent

5.2 OBJECTIVE: • Increase efficiency of data entry for Partsroom and mechanic comment entry

- ACTIONS (\$):**
- a. Investigate what equipment is available for bar code reader and it's compatibility with existing computer system
 - Increase office staff by 0.5 FTE to assist in data entry
- MEASURE:** • Data entered more efficiently by end of Q3
RESPONSIBILITY: • Fleet Superintendent

5.3 OBJECTIVE: • Review of Loaner Fleet and age

- ACTIONS (\$):**
- a. Investigate whether loaner fleet should be increased by the new vehicles
- MEASURE:** • Report completed by the end of second quarter of 2004
RESPONSIBILITY: • Fleet Superintendent

5.4 OBJECTIVE: • Installation of a new hoist to increase lift capacity

- ACTIONS (\$):**
- a. Remove and replace existing hoist with new hoist with increased lift capacity (\$25K)
- MEASURE:** • Installation of hoist by third quarter of 2004
RESPONSIBILITY: • Fleet Superintendent

5.5 OBJECTIVE: • Installation of new control system for Garage HVAC system

ACTIONS (\$): a. Removal and replacement of failing existing control system (\$25K)

MEASURE: • New system installed and reduced building maintenance costs

RESPONSIBILITY: • Fleet Superintendent

5.6 OBJECTIVE: • Implement long-term financial plan recommendations for additional equipment.

ACTIONS (\$): a. Determine logistics and system changes for additional equipment funding.

b. Meet to discuss and establish growth estimates for Fleet Users.

c. Implement recommendations.

MEASURE: • Plan adapted and implemented by end of Q1

RESPONSIBILITY: • Fleet Superintendent (a,b,c)

5.7 OBJECTIVE: • Determine if welding design drawings should be required.

ACTIONS (\$): a. Review risk concerns of projects that welders are involved in.

b. Determine what level of work requires professional approval.

c. Implement a revised process if required and communicate with customers.

MEASURE: • Plan implemented by end of Q2

RESPONSIBILITY: • Fleet Superintendent

5.8 OBJECTIVE: • The majority of Fleet Representatives understand how fleet rates are developed.

ACTIONS (\$): a. Review and update Fleet Policy Document.

b. Conduct Fleet Policy workshop.

c. Test Fleet users for understanding of rate development.

MEASURE: • Greater than 50% of Fleet users pass the "quiz".

RESPONSIBILITY: • Fleet Superintendent

Section 6.0: Treatment Plants

6.1 OBJECTIVE: • Pursue regional partnerships for water and wastewater treatment.

ACTIONS (\$): a. Provide facilitative support to both water and wastewater groups.

- b. Continue to work with stakeholders.
 - c. Set up "in City" working group of Engineering Manager, Director of Development Services and Public Works Manager
- MEASURE:
- Regional partnership entered into.
- RESPONSIBILITY:
- Public Works Manager

6.2 OBJECTIVE: • Establish a fully functional QA / QC laboratory program per AENV for Water Treatment Plant and WWTP

ACTIONS (\$): a. Develop an ongoing QA / QC laboratory program for all parameters, in the AENV Approval

b. Hire a contract QA / QC Chemical Specialist

MEASURE: • The QA / QC program will meet all AENV and CRD requirements by end of the second quarter of 2005

RESPONSIBILITY: • TP Superintendent

6.3 OBJECTIVE: • Continue to develop a comprehensive water rationing program & matrix

ACTIONS (\$): a. Further development of all the stages involved in a water-rationing program (\$20K)

b. update the bylaw

c. fine structure

d. public input

e. survey other municipalities

MEASURE: • A more detailed water rationing program, refined matrix and bylaw by end of first quarter of 2004

RESPONSIBILITY: • WTP Supervisor: Treatment Plant Superintendent

6.4 OBJECTIVE: • To implement automatic reporting of monthly data to AENV and meet the AENV additional bacteriological testing requirements

ACTIONS (\$): a. Develop & carry out all the activities to monthly transfer the reporting data to AENV (\$10.5K)

b. Complete the required bacteriological testing in the distrib. system

MEASURE: a. The plant will be automatically reporting by the fourth quarter of 2004

b. All bacteriological testing will be done in the distribution system by the beginning of the first quarter of 2004

RESPONSIBILITY: • Treatment Plant Superintendent

6.5 OBJECTIVE: • Implement reasonable security measures for the WTP facilities

ACTIONS (\$): a. With the aid of a consultant / architect, completely isolate the water treatment facilities, keeping it functional and aesthetically pleasing (\$40K)

b. The WTP facility will be isolated

- MEASURE: • Measures implemented by the end of the fourth quarter of 2004
- RESPONSIBILITY: • TP Superintendent

6.6 OBJECTIVE: • Develop benchmarks that improve performance and operation efficiency.

ACTIONS (\$): a. Participate in the benchmarking program workshops and develop new benchmarking parameters

MEASURE: • Establish key benchmarks for the WTP & WWTP that assist in monitoring plant performance and efficiencies by the first quarter of 2004

RESPONSIBILITY: • TP Superintendent

6.7 OBJECTIVE: • Finalize Water Treatment Plant Approval to Operate

- a. Commission Consultant to assist.
- b. Discuss with A. Buv.
- c. Address issues.

MEASURE: • Successful approval in place

RESPONSIBILITY: • Treatment Plant Superintendent

6.8 OBJECTIVE: • A smooth transition and expansion of the Source Control program

ACTIONS (\$): a. Enforcement through this position requires a wide variety of sampling, monitoring, auditing, preparation of surcharge letters and site visits (\$1.5K)

MEASURE: • The incumbent will take over all the programs, maintaining them and working towards enhancing the programs, to reduce shock loads and the discharge of over strength material into the collection system transition by third quarter of 2004

RESPONSIBILITY: • TP Superintendent

6.9 OBJECTIVE: • Evaluate the Disposal Station Monitor position effectiveness as a part time or full time requirement

ACTIONS (\$): a. Monitor the enforcement of the disposal station for compliance

MEASURE: • If compliance of the customers at the disposal station improves, the Monitor position will continue as part time by the end of the second quarter of 2004

RESPONSIBILITY: • WWTP Supervisor

6.10 OBJECTIVE: • Evaluate cost effectiveness to land farm yearly or every

second year	
ACTIONS (\$):	a. Send out a tender with three options, yearly and every two years application. The third option is to have the contractor do all preparation work by the fourth quarter of 2004
MEASURE:	• Decision made by end of Q2 2004
RESPONSIBILITY:	• WWTP Supervisor
6.11 OBJECTIVE:	• Establish the additional BNR sampling, testing and trending of the results for the upgraded BNR process (\$10.5K)
ACTIONS (\$):	a. Identify all additional sampling and tests required and justify the economic feasibility of contract verses in house analysis
MEASURE:	• Recommendation by the fourth quarter of 2004
RESPONSIBILITY:	• WWTP Supervisor

Section 7.0: Roads

7.1 OBJECTIVE:	• Ensure snow on ice practices meet the new Environment Canada Salt Management Guidelines
ACTIONS (\$):	a. Review salt storage practices. b. Review salt application practices. c. Investigate liquid de-icing pros/cons and operational costs
MEASURE:	• Comply with acceptable salt management practices.
RESPONSIBILITY:	• Roads Superintendent.
7.2 OBJECTIVE:	• Investigate solutions to alleviate delays in summer maintenance and construction work caused by late spring snow storms and rain which delays spring clean up.
ACTIONS (\$):	a. Investigate additional staff and equipment or contracting.
MEASURE:	• Summer maintenance and construction is complete.
RESPONSIBILITY:	• Roads Superintendent
7.3 OBJECTIVE:	• Succession planning to replace aging workforce and document knowledge base.
ACTIONS (\$):	a. Investigate staff demographics. b. Document procedures and historical data.
MEASURE:	• Succession plan is complete.
RESPONSIBILITY:	• Roads Superintendent.
7.4 OBJECTIVE:	• Minimize road closure risks for construction activities and special events.
ACTIONS (\$):	a. Ensure staff and volunteers are trained. b. Investigate tamper proof signing.
MEASURE:	• Road closure risks are reduced.
RESPONSIBILITY:	• Roads Superintendent.

7.5 OBJECTIVE: • Maintain level of service relative to growth of the City.

ACTIONS (\$): a. Increase budgets or find more efficiencies.
b. Conduct comprehensive field pavement inspection (MPMS) (\$90K)

MEASURE: • Level of service will be maintained.

RESPONSIBILITY: • Roads Superintendent (a), Public Works Engineer (b).

7.6 OBJECTIVE: • Recover the true long-term costs of utility trenching on pavement construction from utility companies.

ACTIONS (\$): a. Contact other municipalities that have done similar studies.
b. Conduct literature search on the topic.
c. Meet with stakeholders to obtain their input.
d. Develop recommendations for change.

MEASURE: • Implement changes for 2004 construction season.

RESPONSIBILITY: • Public Works Engineer

7.7 OBJECTIVE: • Determine long-term infrastructure maintenance impacts and requirements of roads.

ACTIONS (\$): a. Review growth and project maintenance costs.
b. Identify resource requirements to maintain current levels of service.
c. Report prepared documenting results.

MEASURE: • Report complete with supported recommendations by end of 2004.

RESPONSIBILITY: • Roads Superintendent.

7.8 OBJECTIVE: • Review City's involvement in maintenance of Terrace Park.

ACTIONS (\$): a. Research history of maintenance agreement.
b. Recommend action plan.

MEASURE: • Review complete and recommendations followed.

RESPONSIBILITY: • Public Works Manager.

7.9 OBJECTIVE: • Develop permanent South snow storage site

ACTIONS (\$): a. Receive public input on proposed location
b. Obtain approval of Alberta Environmental Protection
c. Commission detailed design and construction

MEASURE: • Site developed in 2004

RESPONSIBILITY: • Public Works Engineer.

7.10 OBJECTIVE: • Develop storage area and procedures for identifying and handling hazardous materials

- ACTIONS (\$):
- a. Review regulatory requirements
 - b. Design and prepare construction budget in 2004
 - c. Prepare procedures for identification and handling
- MEASURE:
- Construct in 2005
- RESPONSIBILITY:
- Public Works Engineer.

7.11 OBJECTIVE: • Review Used Winter Sand Recycling

- ACTIONS (\$):
- a. Review regulatory requirements for disposal of used winter sand
 - b. Review feasibility and costs to recycle used winter sand
- MEASURE:
- Recommendations for future implementation
- RESPONSIBILITY:
- Public Works Engineer.

Section 8.0: Waste Management

8.1 OBJECTIVE: • Determine if a partnership with members of CARWC would be in the best interests of the City.

- ACTIONS (\$):
- a. Meet with Administration of CARWC.
 - b. Assess impact on City facilities/resources/customers.
 - c. Report to Council.
- MEASURE:
- Report completed with Recommendation to Council.
- RESPONSIBILITY:
- Public Works Manager

8.2 OBJECTIVE: • Address increased levels of litter in public areas

- ACTIONS (\$):
- a. Share litter control person with Parks Maintenance for the summer months (3 days per week at Waste Management and 2 days per week at Parks Maintenance)
 - b. Increase frequency of litter control along haul routes (\$4.5K)
- MEASURE:
- Litter control person hired by middle second quarter 2004
- RESPONSIBILITY:
- Waste Management Superintendent

8.3 OBJECTIVE: • Implement recommendations from Environmental Management Plan for old Landfill

- ACTION (\$):
- a. Implement recommendations.
 - b. Consider remaining recommendations for 2005 budget.
- MEASURE:
- Recommendations implemented by end of 3rd Quarter.

RESPONSIBILITY: • Waste Management Superintendent.

8.4 OBJECTIVE: • Refine closure and post closure costs

ACTION (\$): a. Contract consultant time to update closure and post closure costs for old landfill and waste management site (\$12K)

MEASURE: • Updated closure and post closure costs available by end of second quarter 2004

RESPONSIBILITY: • Waste Management Superintendent.

8.5 OBJECTIVE: • Update the Solid Waste Master Plan (SWMP)

ACTION (\$): a. Set terms of reference and project scope
b. Contract required resources (\$50K)
c. Conduct update
d. Take recommendations to Council for adoption.

MEASURE: • SWMP updated by end of fourth quarter 2004

RESPONSIBILITY: • Waste Management Superintendent (a,b,c), Public Works Manager (d).

8.6 OBJECTIVE: • Increase waste diversion

ACTION (\$): a. Investigate adding recyclable materials to blue box program
b. Investigate wood/construction materials diversion

MEASURE: • Recommendations in place by end of second quarter 2004

RESPONSIBILITY: • Waste Management Superintendent

8.7 OBJECTIVE: • Investigate feasibility/need for a facility to accept car wash/sump waste materials

ACTION (\$): a. Quantify need for a facility (\$25K)
b. Investigate best practices from other facilities

MEASURE: • Recommendations in place by end of second quarter 2004

RESPONSIBILITY: • Waste Management Superintendent

8.8 OBJECTIVE: • Identify future site for dry landfill operations

ACTION (\$): a. Determine processing options for new site
b. Quantify costs for setting up new dry landfill (\$5K)
c. Identify potential sites

MEASURE: • Sitting report completed by end of fourth quarter 2004

RESPONSIBILITY: • Waste Management Superintendent

8.9 OBJECTIVE: • Implement recommendations from Waste Management Communications Plan

ACTION (\$):

- a. Expand customer survey to multifamily units (\$4.5K)
- b. Develop an advertising campaign (\$16K)
- c. Create materials for Welcome Wagon package (\$1K)
- d. Expand website information

MEASURE: • Reduced calls to Public Works

RESPONSIBILITY: • Waste Management Superintendent

IMPLICATIONS OF THE BUSINESS PLAN

Budget Guideline Implications

The budget has been prepared to meet the guidelines established by Council. The following items have been identified as needs that can not be funded within the approved guidelines and will not be completed unless additional funding can be obtained.

Unfunded Budget Needs

The following table indicates the requests for additional funding from the Public Works Department:

Item	Program/Sub-Program	Bus. Unit	2004	2005	2006	Total
1	Snow and Ice	344, 345, 346	110,000	110,000	110,000	330,000
2	Spring Clean Up	349	50,000	50,000	50,000	150,000
3	Street and Curb Painting	330	20,000	20,000	20,000	60,000
4	Street Sweeping	350	20,000	20,000	20,000	60,000
5	½ Time Public Works	310	10,600	6,700	6,700	24,000
6	Increased Downtown Snow Removal	345	150,000	150,000	150,000	450,000
Totals:			360,600	356,700	356,700	1,074,000
7	Dept. Organizational Review (\$50,000 = \$10k	310	0			0

	Reallocated Admin+ \$20K Water + \$20K Wastewater)					
8	New "West Yards"	6316	1,875,000	9,900,000	9,500,000	21,275,000
	Building Modernization	6316	100,000			100,000
9	Storm Lift Station Pumps	337	30,000	0	30,000	60,000
10	Storm Utility Review	310	25,000	0	0	25,000
11	Snow Storage Site		250,000	0	0	250,000
12	Worker Safety	310	25,000	0	0	25,000
	Totals:		2,305,000	9,900,000	9,530,000	21,735,000

A more detailed description of each of the Business Plan Funding Requirements (BPFR) is provided in Section 4.

PERFORMANCE MEASURES

Please see section summary sheets.

GROWTH COSTS

The BPFR's related to sanding/snow and ice control, street sweeping, spring clean up, street and curb painting and Public Works Administrative Clerk all relate directly or indirectly to growth of the city and the related infrastructure. The funding requests amount to a total ongoing request for \$210,000. per year from tax based funds.

Within the Public Works Fleet there are three additional units that are require funding that are related to growth in the City. Approval is requested for the following:

1. Roads - Sander : \$20,000
2. Roads - Walk Behind Pavement Marker : \$20,000
3. Wastewater Plant – ½ Ton Source Inspector : \$30,000

These units are additions to the Fleet and would be funded from the Fleet Reserve. The first two are to help address growth in order to maintain existing levels of services in the Roads area. The third unit is to facilitate the inspection of commercial wastewater customers throughout the City. Which was a new initiative started in 2003 funded through the Wastewater Utility.

RISK MANAGEMENT DISCLOSURES

Records Management

Records Management is a key risk mitigation measure to defend against legal challenges, to help make well-informed decisions and reports. Continued funding for temporary staff to get records up to date is included. The additional funding request for Administrative Staff is partially to assist in long-term records management for the Department.

Worker Safety

The significant increase in traffic levels across the city has increased the number of confrontations and potential for accidents for workers performing maintenance within road right-of-ways. Concerns have been expressed by staff. Funding is being requested to investigate options to lessen these risks and to potentially develop a promotional campaign to educate the public.

Federal/Provincial Jurisdictional Understanding

New Federal Government involvement in traditional Provincial jurisdiction is creating concerns for the landfill and treatment plant industries. A recent prosecution of the City of Moncton by Environment Canada for their landfill that met provincial legislation is an example of a recent increase in focus by federal agencies. To help address this concern, the treatment plant budget includes funds for a Quality Control Specialist. The landfill risk management study is being done to address concerns in that area.

Salt As A Toxic Substance

Environment Canada has been threatening to declare road salt a toxic substance. This could drive up the cost of snow and ice management significantly as other de-icer alternatives are much more costly. If the city does not comply with the changes, it could be in violation of federal legislation. Funding for snow and ice and snow storage are related to this potential change.

Staff Building Facility Concerns

A recent investigation of West Yards Building identified a number of concerns that create risk; no female locker facilities, open male locker facilities, electrical main box adjacent to sprinkler system, and a leaky roof. Funds have been requested to upgrade the building.

Changing Storm Regulations

Changing storm regulations are likely to change the cost and standards for how storm water runoff is managed. A storm water utility will be investigated as a means to help manage storm water costs and to allocate costs and fees on a more user pay basis.

Sidewalk Snow Clearing Bylaw

The current sidewalk snow clearing bylaw is enforced in residential areas on a complaint basis. There is some case law that suggests enforcement on this basis is not defensible. This creates a liability risk for the city. To proactively inspect residential sidewalks would require additional resources. Following each snowstorm and on a regular basis all sidewalks would have to be inspected and follow up with the owner done. There have been no additional steps taken to address this.

Water Treatment

The highest risk area is the water treatment and distribution areas. There has been a much higher level of awareness given to potable water in Canada since the Walkerton and North Battleford events. Both provincial and federal legislators continue to put more laws in place to legally obligate the owning municipalities. The upgrades currently underway at the water plant are to address some of the new and anticipated changes. There are also funding requests for QA/QC staff to facilitate reporting and develop approved testing procedures and protocol.

West Nile Virus

The West Nile Virus outbreak is creating concerns across Canada and in Alberta. From the Department perspective, this creates two main risks: one is for our staff working outside, and two, for areas where ponding occurs such as catch basins and standing water on streets and gutters. There may be a change in focus required regarding these areas where mosquitoes breed that involves different practices. The normal practice related to standing water has been to not repair unless it is being done as part of a regular sidewalk replacement or roadway crown paving. This will be reviewed to determine what steps should be taken by the Department in 2004.

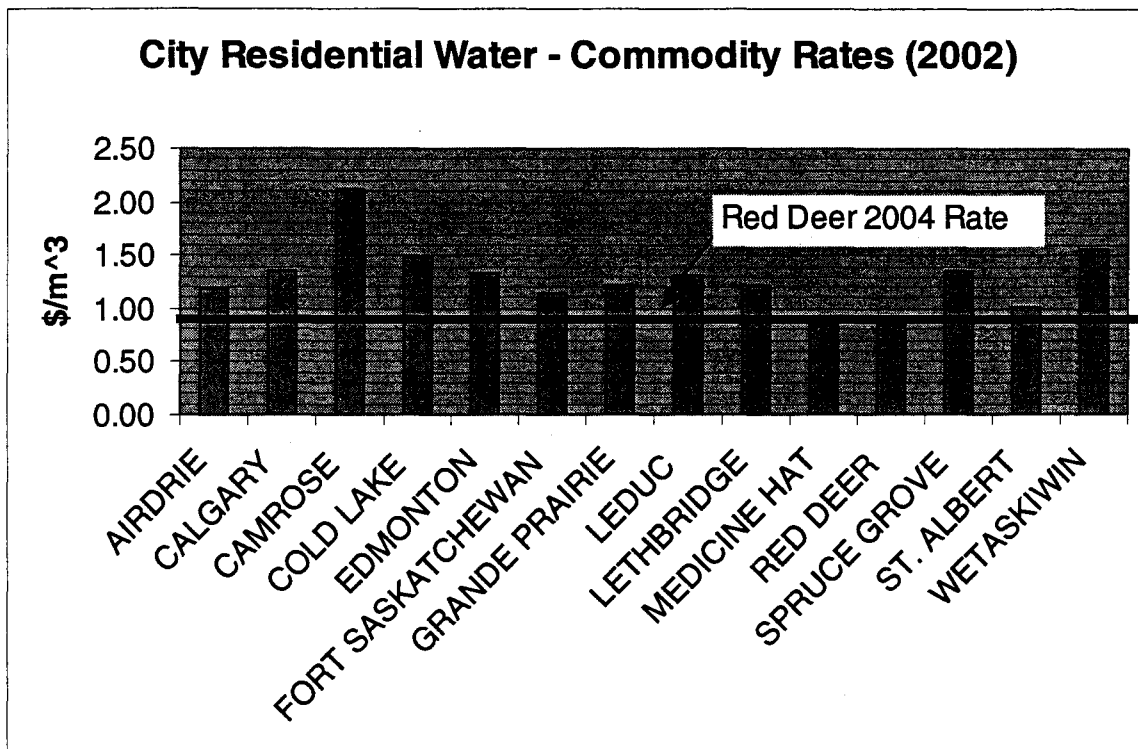
Continued Focus on "Fire Fighting"

Due to the rapid growth of the city and the tendency for increased demands to grow slowly over time, time spent on day-to-day issues continues to increase. Instead of having time to spend on long-term planning and program evaluation, key senior supervisors are having to continue to deal with short-term issues. The risk with this is that there will be a growing tendency to "do existing things well", but no conscious decisions on "if we are doing the right things". There is a Departmental Organizational Review planned for 2004 to investigate this concern.

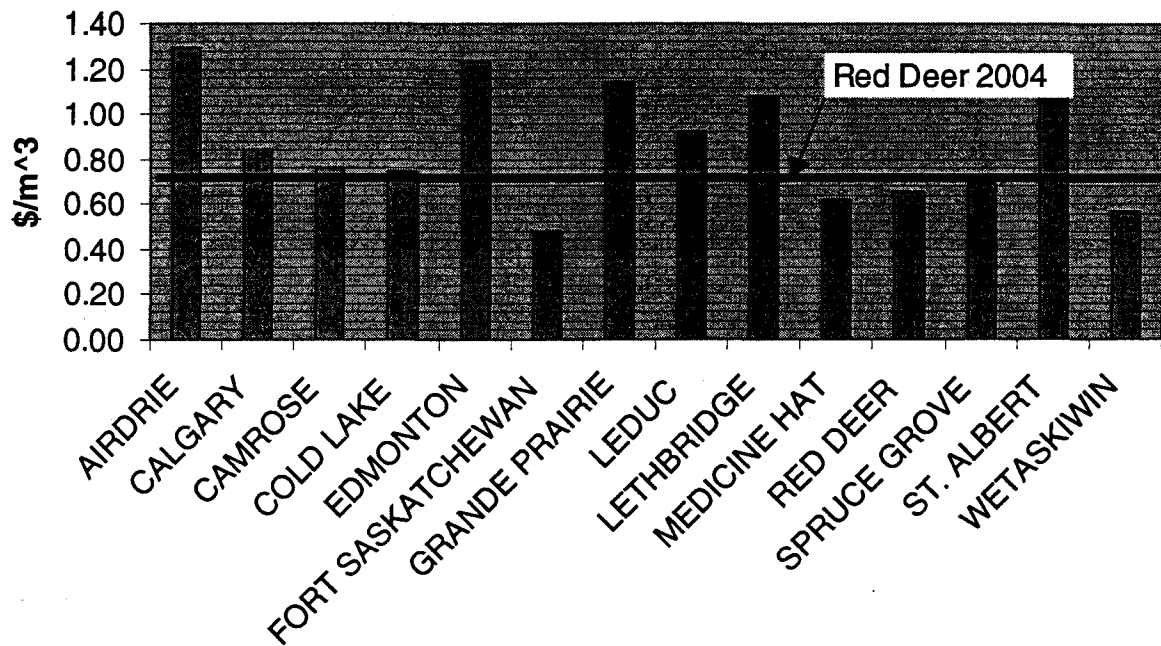
APPENDIX A

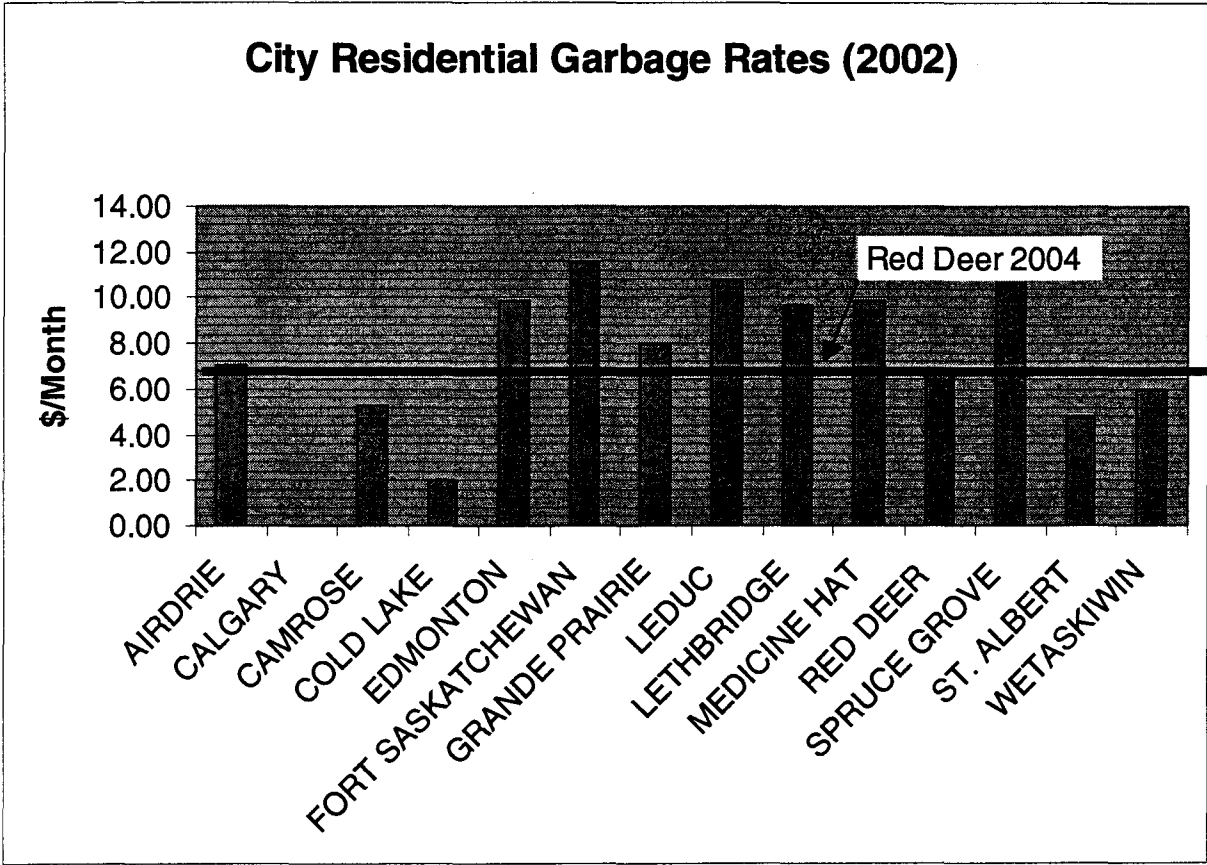
Utility Rate Comparisons⁸

⁸ \\Chfs\data\public works\Budget\2004\BchMrk2001Email\Version from Gary Mullin Sept 16 2003.xls <II-Cities>



City Residential Wastewater - Commodity Rates (2002)





**THE CITY OF RED DEER 2004 BUDGET
DEPARTMENT OPERATING BUDGET SUMMARY**

PROGRAM: Department Summary
DEPARTMENT: Public Works
DIVISION: Development Services

DESCRIPTION OF PROGRAM - Public Works Department -

The mandate of the Publics Works Department is:

- manage and maintain the Roads, Lanes, Sidewalks, Signs, and Storm Sewer Drainage System;
- operate and maintain the Wastewater Treatment Plant and Sewage Collection System;
- operate and maintain the Water Treatment Plant and the Water Distribution System;
- manage the collection of garbage and recyclables and the disposal of solid waste;
- manage the Water, Sewer and Solid Waste utilities to ensure that rates are adequate and long-range technical and financial plans are in place
- maintain the City fleet of mobile equipment and monitor the financial performance of the fleet; and
- provide support for the operation of the Red Deer Industrial Airport.

To deliver efficient, friendly, high quality service to the public in a safe, cost effective manner.

CHANGES IN BUDGET -

Department Approved 2003 budget	\$	6,037,942
adjust program technician to actual	(831)	
adjust PW engineer to less than evaluated rate	(13,916)	
debenture payments reduced	(46,586)	
payroll benefit percentage increase allocation	8,247	
2.8% CPI increase	74,056	20,970
2004 Budget Guideline		6,058,912
2004 Budget to date		6,058,913
		1

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

See Section & Area summary sheets

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

See Section & Area summary sheets

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$7,073,578	\$7,854,001	\$7,803,074	-0.6%
General & Contracted Services	\$7,858,928	\$8,715,660	\$9,440,684	8.3%
Materials, Supplies & Utilities	\$5,240,430	\$5,502,604	\$6,504,549	18.2%
Other	\$4,002,118	\$5,035,761	\$5,907,525	17.3%
SUB-TOTAL	\$24,175,054	\$27,108,026	\$29,655,832	9.4%
Internal Charges & Transfers	\$7,849,959	\$5,438,087	\$4,503,788	-17.2%
TOTAL EXPENDITURE	\$32,025,013	\$32,546,113	\$34,159,620	5.0%
REVENUE	(\$26,222,297)	(\$26,508,171)	(\$28,100,707)	6.0%
NET TAX LEVY	\$5,802,716	\$6,037,942	\$6,058,913	0.3%
Percent Change		4.1%	0.3%	
EQUIVALENT FULL TIME POSITIONS		140.5	149.5	6.4%

**THE CITY OF RED DEER 2004 BUDGET
SECTION OPERATING BUDGET SUMMARY**

PROGRAM: Garage & Fleet Operation (Section 300)
DEPARTMENT: Public Works
DIVISION: Development Services

DESCRIPTION OF PROGRAM - Business Units 300, 301, 302 & 303

The Fleet will provide the City with a self-funding, well maintained fleet of equipment to enable the customers to carry out their responsibilities in an efficient and effective manner.

CHANGES IN BUDGET -

See Area summaries

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,091,949	\$1,137,164	\$1,151,333	1.2%
General & Contracted Services	690,047	539,610	584,210	8.3%
Materials, Supplies & Utilities	1,617,130	1,650,800	1,796,800	8.8%
Other	60,060	1,142,345	1,390,772	21.7%
SUB-TOTAL	\$3,459,186	\$4,469,919	\$4,923,115	10.1%
Internal Charges & Transfers	(2,805,825)	(4,294,919)	(4,748,115)	10.6%
TOTAL EXPENDITURE	\$653,361	\$175,000	\$175,000	0.0%
REVENUE	(653,361)	(175,000)	(175,000)	0.0%
NET TAX LEVY	\$0	\$0	(\$0)	
Percent Change		#DIV/0!	-224.3%	
EQUIVALENT FULL TIME POSITIONS		20.0	19.6	-2.0%

**THE CITY OF RED DEER 2004 BUDGET
SECTION OPERATING BUDGET SUMMARY**

PROGRAM: Public Works General (Section 310)
DEPARTMENT: Public Works
DIVISION: Development Services

DESCRIPTION OF PROGRAM - Business Units - 310, 352 & 353

To provide services to support the Public Works operation including:

- administrative, clerical, accounting & technical services
- staff management, policy and program development & implementation
- provide prompt, courteous and effective responses to requests for service or assistance
- accurate labour and equipment time entry
- manage and maintain adequate aggregate stockpiles for use by operating departments
- timely and accurate tracking of expenditures to be recovered by billings to third parties

CHANGES IN BUDGET -

See Area Summary

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

None

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,051,800	\$1,141,008	\$1,123,671	-1.5%
General & Contracted Services	47,094	72,120	71,222	-1.2%
Materials, Supplies & Utilities	61,611	48,605	47,600	-2.1%
Other	1,493,296	1,545,627	1,474,961	-4.6%
SUB-TOTAL	\$2,653,801	\$2,807,360	\$2,717,454	-3.2%
Internal Charges & Transfers	(319,190)	(596,936)	(556,649)	-6.7%
TOTAL EXPENDITURE	\$2,334,611	\$2,210,424	\$2,160,805	-2.2%
REVENUE	(422,650)	(220,758)	(215,181)	-2.5%
NET TAX LEVY	\$1,911,961	\$1,989,666	\$1,945,624	
Percent Change		4.1%	-2.2%	
EQUIVALENT FULL TIME POSITIONS		17.5	19.5	11.4%

**THE CITY OF RED DEER 2004 BUDGET
SECTION OPERATING BUDGET SUMMARY**

PROGRAM: Streets, Roads & Sidewalks (Section 321)
DEPARTMENT: Public Works
DIVISION: Development Services

DESCRIPTION OF PROGRAM - Business Units - 305 to 359 (does not incl BU 310, 352 or 353)

The Streets, Roads & Sidewalk section of Public Works includes the following program areas:

- Building Maintenance - provides cost effective, efficient, routine and scheduled maintenance to all City buildings and structures, and provides an efficient tool crib operation to support various operating departments
- Sign Maintenance & Installation - supplies, maintains, repairs and installs signs as required, and to provide road closures for City crews and third party contractors
- Concrete & Asphalt repairs for others - provides concrete and asphalt repairs made necessary by underground utility permit work, and provide curb cuts and driveway crossings at owner's request
- Road Maintenance - performs work necessary to provide a safe, level driving surface for vehicles and to prevent water ponding (includes asphalt patching, crack sealing, crowning paving, repair frost boils & potholes, oiling, and pavement markings), and repair and maintain sidewalks in a safe condition
- Lane Grading & Restoration - maintains 197 km of lanes to predetermined standards
- Drainage Maintenance - clear plugged culverts, catchbasins, ditches & gutters of snow, ice and debris, thaw catchbasins as required
- Storm Sewer Maintenance - maintain the piped drainage system so that it operates efficiently when storm events occur, maintain lift stations and storm detention ponds
- Snow & Ice Control - maintain City streets in safe winter driving conditions in accordance with Council policy, and remove snow from designated sidewalks within the City
- Street Sweeping - provide a spring cleanup of all City streets to remove sanding materials from winter operations, and provide a summer sweeping program

CHANGES IN BUDGET -

See program area summaries

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

See program area summaries

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

See program area summaries

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,809,212	\$2,200,139	\$1,979,751	-10.0%
General & Contracted Services	1,487,505	1,810,875	1,748,607	-3.4%
Materials, Supplies & Utilities	820,375	939,561	892,647	-5.0%
Other	94,664	94,664	94,664	0.0%
SUB-TOTAL	\$4,211,756	\$5,045,239	\$4,715,669	-6.5%
Internal Charges & Transfers	726,535	122,308	583,765	377.3%
TOTAL EXPENDITURE	\$4,938,291	\$5,167,547	\$5,299,434	2.6%
REVENUE	(1,233,159)	(1,305,590)	(1,372,465)	5.1%
NET TAX LEVY	\$3,705,132	\$3,861,957	\$3,926,969	65,012
Percent Change		4.2%	1.7%	
EQUIVALENT FULL TIME POSITIONS		39.6	40.6	2.5%

**THE CITY OF RED DEER 2004 BUDGET
SECTION OPERATING BUDGET SUMMARY**

PROGRAM: Airport Utility (Section 360)
DEPARTMENT: Public Works
DIVISION: Development Services

DESCRIPTION OF PROGRAM - Business Units - 360 to 379

To provide support to the Red Deer Regional Airport Authority, and to provide financial support as agreed in Council resolution of February 23, 1998.

CHANGES IN BUDGET -

None

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

See Area summary

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

See Area summary

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$0	\$0	\$0	0.0%
General & Contracted Services	0	0	0	0.0%
Materials, Supplies & Utilities	120	0	0	0.0%
Other	205,872	205,512	205,505	0.0%
SUB-TOTAL	\$205,992	\$205,512	\$205,505	0.0%
Internal Charges & Transfers	(20,317)	(19,146)	(19,146)	0.0%
TOTAL EXPENDITURE	\$185,675	\$186,366	\$186,359	0.0%
REVENUE	(53)	(47)	(39)	-17.0%
NET TAX LEVY	\$185,622	\$186,319	\$186,320	0.0%
Percent Change		0.4%	0.0%	
EQUIVALENT FULL TIME POSITIONS		0.0	0.0	0.0%

**THE CITY OF RED DEER 2004 BUDGET
SECTION OPERATING BUDGET SUMMARY**

PROGRAM: Water Utility (Section 390)
DEPARTMENT: Public Works
DIVISION: Development Services

DESCRIPTION OF PROGRAM - Business Units - 387 to 406

The Water Utility section of Public Works consists of two program areas:

- Water Treatment - provides drinking water, meeting or exceeding all Alberta Environment standards, the Approval to Operate, and the Canadian Drinking Water Guidelines
- Water Distribution - operate and proactively maintain the distribution system to provide safe reliable service

CHANGES IN BUDGET -

See Area summaries

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

See area summaries

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

See area summaries

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,783,423	\$1,796,724	\$1,887,202	5.0%
General & Contracted Services	202,374	535,806	582,109	8.6%
Materials, Supplies & Utilities	1,909,472	2,047,717	2,733,863	33.5%
Other	912,414	1,209,200	1,438,030	18.9%
SUB-TOTAL	\$4,807,683	\$5,589,447	\$6,641,204	18.8%
Internal Charges & Transfers	4,062,514	3,677,310	3,247,817	-11.7%
TOTAL EXPENDITURE	\$8,870,197	\$9,266,757	\$9,889,021	6.7%
REVENUE	(8,870,199)	(9,266,757)	(9,889,021)	6.7%
NET TAX LEVY	(\$2)	\$0	\$0	
Percent Change		-107.8%	90.0%	
EQUIVALENT FULL TIME POSITIONS		34.6	42.4	22.4%

**THE CITY OF RED DEER 2004 BUDGET
SECTION OPERATING BUDGET SUMMARY**

PROGRAM: Wastewater Utility (Section 415)
DEPARTMENT: Public Works
DIVISION: Development Services

DESCRIPTION OF PROGRAM - Business Units - 415 to 428

The Wastewater Utility section of Public Works consists of two program areas:

- Wastewater Treatment - to treat wastewater from the City & Waskasoo Regional Services trunk line to meet Alberta Environmental guidelines, the plant's Approval to Operate, and our treatment plant objectives
- Wastewater Collection - maintain the wastewater collection system by cleaning, flushing, inspecting and repairing of sanitary sewers

CHANGES IN BUDGET -

See Area summaries

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

See Area summaries

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

See Area summaries

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,216,185	\$1,421,644	\$1,515,426	6.6%
General & Contracted Services	513,833	323,092	764,073	136.5%
Materials, Supplies & Utilities	804,983	758,721	973,189	28.3%
Other	1,291,666	768,513	1,273,848	65.8%
SUB-TOTAL	\$3,826,667	\$3,271,970	\$4,526,536	38.3%
Internal Charges & Transfers	3,695,804	4,528,476	3,900,192	-13.9%
TOTAL EXPENDITURE	\$7,522,471	\$7,800,446	\$8,426,728	8.0%
REVENUE	(7,522,470)	(7,800,446)	(8,426,728)	8.0%
NET TAX LEVY	\$1	\$0	\$0	
Percent Change		-84.3%	164.9%	
EQUIVALENT FULL TIME POSITIONS		25.4	24.9	-2.0%

**THE CITY OF RED DEER 2004 BUDGET
SECTION OPERATING BUDGET SUMMARY**

PROGRAM: Waste Management Utility (Section 460)
DEPARTMENT: Public Works
DIVISION: Development Services

DESCRIPTION OF PROGRAM - Business Units - 435 to 468

The Waste Management Utility section of Public Works consists of three program areas:

- Solid Waste Collection - provides a self funding garbage and yard waste collection service to all City residents
- Recycling - promote waste diversion by providing blue box and toter service to residents, and by providing education to encourage waste reduction
- Solid Waste Disposal - provides a self funding waste management facility for use by City residents and businesses, and for residential garbage from designated surrounding areas

CHANGES IN BUDGET -

See Area summaries

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

See Area summaries

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

See Area summaries

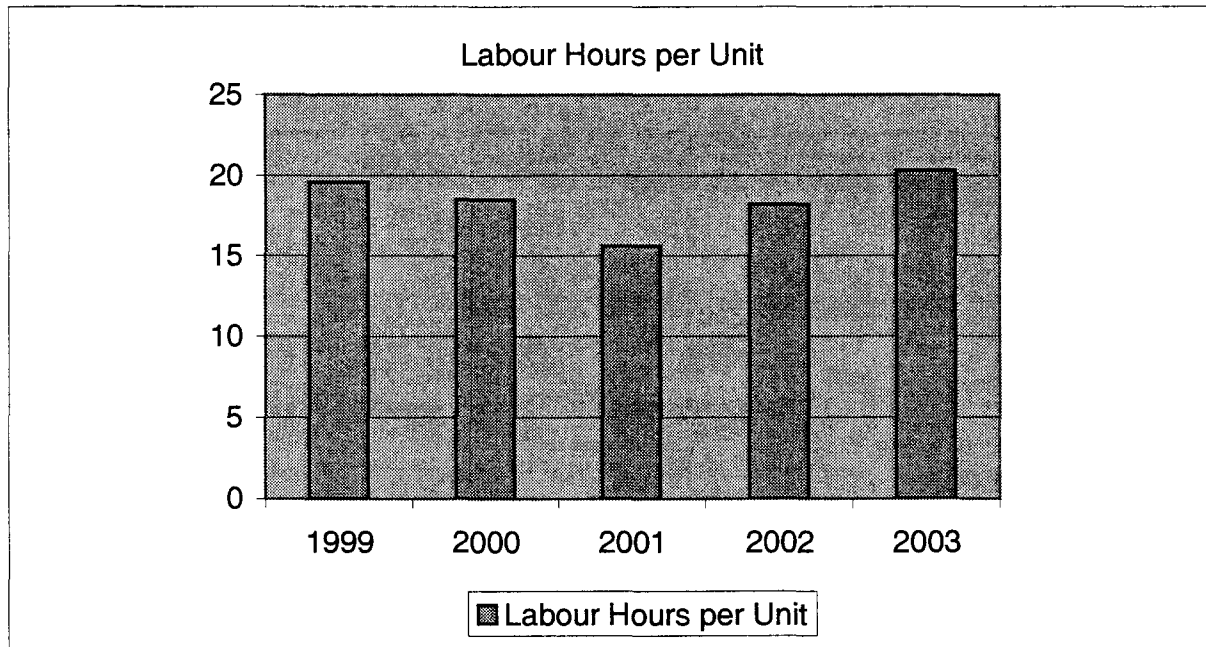
	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$121,008	\$157,322	\$145,691	-7.4%
General & Contracted Services	4,918,076	5,434,157	5,690,463	4.7%
Materials, Supplies & Utilities	26,739	57,200	60,450	5.7%
Other	(55,854)	69,900	29,745	-57.4%
SUB-TOTAL	\$5,009,969	\$5,718,579	\$5,926,349	3.6%
Internal Charges & Transfers	2,510,436	2,020,994	2,095,924	3.7%
TOTAL EXPENDITURE	\$7,520,405	\$7,739,573	\$8,022,273	3.7%
REVENUE	(7,520,405)	(7,739,573)	(8,022,273)	3.7%
NET TAX LEVY	\$0	\$0	\$0	
Percent Change		#DIV/0!	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS		3.4	2.5	-26.5%

THE CITY OF RED DEER 2004 BUDGETS AREA OPERATING BUDGET SUMMARY

PROGRAM: Garage Operation (Area 300)
SECTION: Equipment Fund (Section 300)
DEPARTMENT: Public Works

DESCRIPTION OF PROGRAM - Business Unit - 300

The Fleet will provide the City with a self-funding, well maintained fleet of equipment to enable the customers to carry out their responsibilities in an efficient and effective manner.



CHANGES IN BUDGET -

Personnel

Increased costs in regular salaries	4,265
Decrease in hourly wages by 0.5 FTE	(553)
Decrease in tool allowance by 0.5 FTE	(257)

General & Contracted Services

Increased costs for shop sump cleaning and disposal	12,000
Increased cost of equipment rental (copier)	600
Increased cost in membership fees	100
Increased due to new janitorial contract	900

Materials, Supplies & Utilities

Addition of equipment and fixtures obj.	53,000
---	--------

Other

Internal Charges & Transfers

Decrease in Fleet Equipment rental	(9,662)
Increase in Labour Recharge	6,752
Increase in Recharge recovery	(49,452)
Increase in parts/fuel mark up	(1,500)
Decrease in administration recovery	2,976
Decrease in transfers for standby generators	4,248
Increase to fuel tank reserve	5,931

**THE CITY OF RED DEER 2004 BUDGETS
AREA OPERATING BUDGET SUMMARY**

PROGRAM: Garage Operation (Area 300)
SECTION: Equipment Fund (Section 300)
DEPARTMENT: Public Works

Increase in to operating	1,252
Decrease in to capital	(30,600)
Net Change	-

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Maintain current level of service

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Debenture ends in 2004 - reduced expense in 2005 of \$46,314

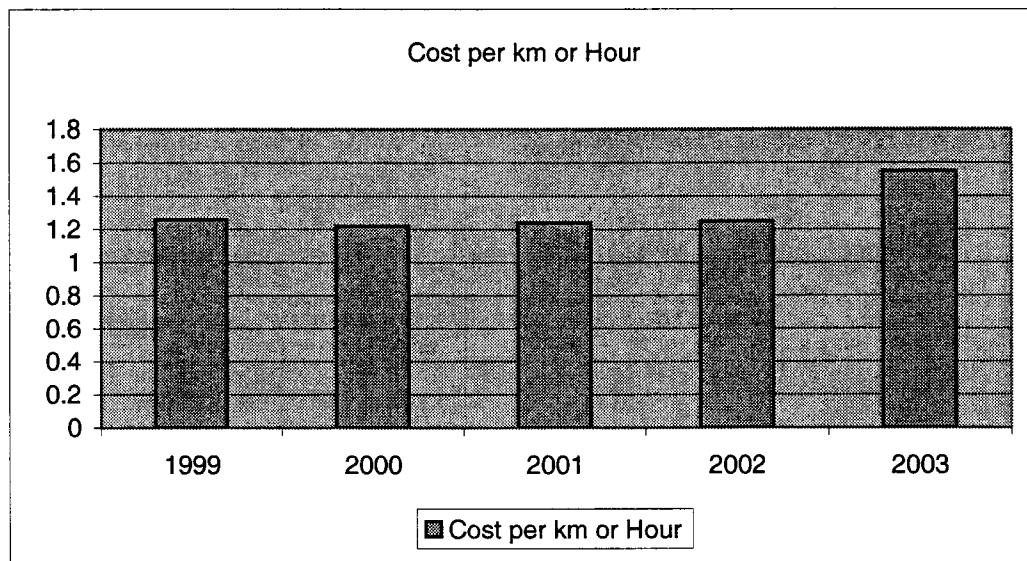
	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,090,488	\$1,032,492	\$1,035,947	0.3%
General & Contracted Services	84,596	47,190	60,790	28.8%
Materials, Supplies & Utilities	28,662	69,635	122,635	76.1%
Other	(609,252)	1,300	1,300	0.0%
SUB-TOTAL	\$594,494	\$1,150,617	\$1,220,672	6.1%
Internal Charges & Transfers	758,039	(1,118,617)	(1,188,672)	6.3%
TOTAL EXPENDITURE	\$1,352,533	\$32,000	\$32,000	0.0%
REVENUE	(518,654)	(32,000)	(32,000)	0.0%
NET TAX LEVY	\$833,879	\$0	\$0	
Percent Change		-100.0%	25.7%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

THE CITY OF RED DEER 2004 BUDGETS AREA OPERATING BUDGET SUMMARY

PROGRAM: Garage Fleet Maintenance (Area 301)
SECTION: Equipment Fund (Section 300)
DEPARTMENT: Public Works

DESCRIPTION OF PROGRAM - Business Unit - 301 & 303

The Fleet will provide the City with a self-funding, well maintained fleet of equipment to enable the customers to carry out their responsibilities in an efficient and effective manner.



CHANGES IN BUDGET -

Personnel	Increase in regular salaries	10,714.00
General & Contracted Services	Increase in freight/courier	1,500.00
	Increase in radio rental	1,000.00
	Increase in insurance	28,500.00
Materials, Supplies & Utilities	Increase in Equipment commercial	33,000.00
	Increase in Equipment inventory	20,000.00
	Increase in tires	25,000.00
	Increase in fuel	15,000.00
Other	Decrease in inventory variances	(600.00)
	Increase depreciation	249,027.00
Internal Charges & Transfers	Increase in labour recharge	133,140.00
	Increase in parts/fuel markup	18,633.00
	Increase in admin overhead costs	1,125.00
	Increase in interest charge	91,467.00
	Increase in interal revenue	(10,114.00)
	Increase Fleet equipment revenue	(269,899.00)

**THE CITY OF RED DEER 2004 BUDGETS
AREA OPERATING BUDGET SUMMARY**

PROGRAM: Garage Fleet Maintenance (Area 301)
SECTION: Equipment Fund (Section 300)
DEPARTMENT: Public Works

Increase to operating	15,111.00
Decrease to capital	(362,604.00)
Net Change	-

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Maintain current level of service

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Purchase of new radio system in 2004 - estimated at \$300,000.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,461	\$104,672	\$115,386	10.2%
General & Contracted Services	582,583	492,420	523,420	6.3%
Materials, Supplies & Utilities	1,460,271	1,483,665	1,576,665	6.3%
Other	669,312	1,141,045	1,389,472	21.8%
SUB-TOTAL	\$2,713,627	\$3,221,802	\$3,604,943	11.9%
Internal Charges & Transfers	(3,547,506)	(3,190,802)	(3,573,943)	12.0%
TOTAL EXPENDITURE	(\$833,879)	\$31,000	\$30,999	0.0%
REVENUE	0	(31,000)	(31,000)	0.0%
NET TAX LEVY	(\$833,879)	\$0	(\$1)	
Percent Change		-100.0%	-352.0%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

**THE CITY OF RED DEER 2004 BUDGETS
AREA OPERATING BUDGET SUMMARY**

PROGRAM: Garage Third Party Work (Area 302)
SECTION: Equipment Fund (Section 300)
DEPARTMENT: Public Works

DESCRIPTION OF PROGRAM - Business Unit - 302

The Fleet will provide the City with a self-funding, well maintained fleet of equipment to enable the customers to carry out their responsibilities in an efficient and effective manner.

CHANGES IN BUDGET -

Personnel	No change	-
General & Contracted Services	No change	-
Materials, Supplies & Utilities	No Change	-
Other	No change	-
Internal Charges & Transfers		
	Decrease in labour recharge	41,115
	Decrease in other internal revenue	(41,115)
	Net Change	-

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Maintain current level of service

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$0	\$0	\$0	#DIV/0!
General & Contracted Services	22,868	0	0	#DIV/0!
Materials, Supplies & Utilities	128,197	97,500	97,500	0.0%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$151,065	\$97,500	\$97,500	0.0%
Internal Charges & Transfers	(16,357)	14,500	14,500	0.0%
TOTAL EXPENDITURE	\$134,708	\$112,000	\$112,000	0.0%
REVENUE	(134,707)	(112,000)	(112,000)	0.0%
NET TAX LEVY	\$1	\$0	\$0	
Percent Change		-100.0%	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

THE CITY OF RED DEER 2004 BUDGETS AREA OPERATING BUDGET SUMMARY

PROGRAM: Public Works General (Area 310)
SECTION: Public Works General (Section 310)
DEPARTMENT: Public Works

DESCRIPTION OF PROGRAM - Business Units - 310, 352 & 353

BU 310 PW Administration:

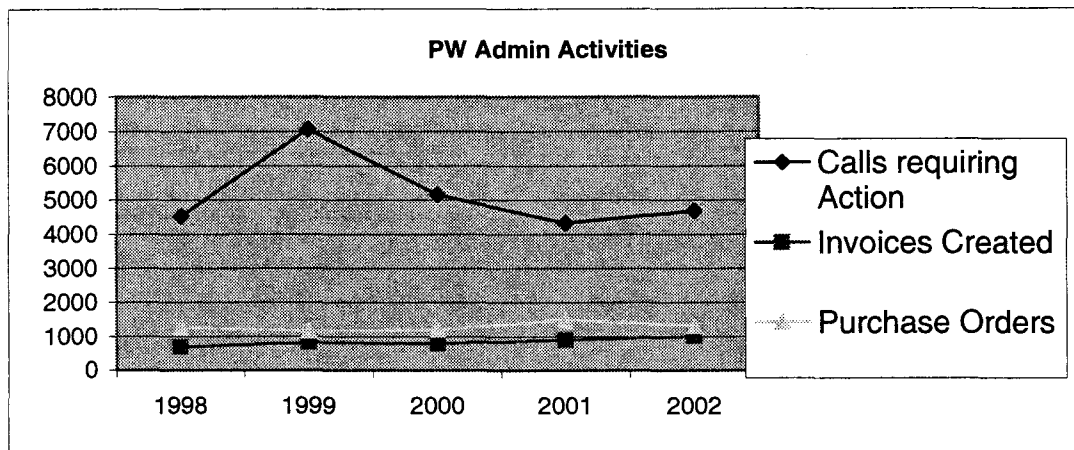
- provide clerical and accounting services for the Public Works operation
- provide prompt, courteous and effective response to requests for service, assistance and information
- ensure salary, labour, equipment and material costs are allocated correctly
- time entry for bi-weekly and daily timesheets (over 25,000 time sheets)
- 5,269 calls logged from January to end of August/03

BU 352 Scale Operations:

- manages stockpiles of gravel, sand, sanding chips and black dirt required for City operations
- registers and arranges for hired equipment
- ensure that no department experiences a delay due to lack of material

BU 353 Third Party Work Orders:

- tracks work done by PW forces for 3rd parties such as repairs for damage of City property due to vehicle accidents, excavation work for other utilities, and street closures for external agencies
- issue invoices to recover costs



CHANGES IN BUDGET -

Personnel

Adjust to reflect actual (co-op, 3rd party WO, misc)	(19,500)	
PW Engineer not at full evaluated rate	(13,916)	
Increase allowance for vacation coverage	1,079	
Allowance for records management	15,000	(17,337)

General & Contracted Services

Moved to other internal charges	(18,000)	
Consulting services (dept organizational review)	10,000	
Reduction to damage claims	(4,000)	
Increased allowances for training, conferences, etc	5,300	
Other net increases to better reflect actual	5,801	(899)

Material, Supplies & Utilities

Moved to other internal charges	(3,000)	
Equipment & Fixtures	600	
Net misc increases (office supplies, copier, etc)	1,395	(1,005)

Other

Reduction in debt principle & interest payments	(50,666)	
Recognition of inventory variances	(20,000)	(70,666)

**THE CITY OF RED DEER 2004 BUDGETS
AREA OPERATING BUDGET SUMMARY**

PROGRAM: Public Works General (Area 310)
SECTION: Public Works General (Section 310)
DEPARTMENT: Public Works

Internal Charges & Transfers

Decreased admin recovery from utilities	3,788	
Remove minor capital	(12,450)	
Transferred from 7300 & 7400 series	21,000	
Increase in fleet expense to better reflect actual	11,840	
Reduced inventory markup due to reduced costs	8,109	
Adjust 3rd party WO internal chg to reflect actual	8,000	40,287

Revenue

Reduced interest grant subsidy	4,077	
Adjustments to better reflect actuals	1,500	5,577
		<u>(44,043)</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

None

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,051,800	\$1,141,008	\$1,123,671	-1.5%
General & Contracted Services	47,094	72,120	71,222	-1.2%
Materials, Supplies & Utilities	61,611	48,605	47,600	-2.1%
Other	1,493,296	1,545,627	1,474,961	-4.6%
SUB-TOTAL	\$2,653,801	\$2,807,360	\$2,717,454	-3.2%
Internal Charges & Transfers	(319,190)	(596,936)	(556,649)	-6.7%
TOTAL EXPENDITURE	\$2,334,611	\$2,210,424	\$2,160,805	-2.2%
REVENUE	(422,650)	(220,758)	(215,181)	-2.5%
NET TAX LEVY	\$1,911,961	\$1,989,666	\$1,945,624	(44,042)
Percent Change		4.1%	-2.2%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

THE CITY OF RED DEER 2004 BUDGETS AREA OPERATING BUDGET SUMMARY

PROGRAM: Signs (Area 311)
SECTION: Streets, Roads & Sidewalks (Section 321)
DEPARTMENT: Public Works

DESCRIPTION OF PROGRAM - Business Units - 311 to 314

To maintain and repair all regulatory, information, and guide signs within the City limits (10,721 signs in 2002). To construct and install all new signs as required for new roadway construction. To provide road closures for Public Works crews as well as other utility companies and contractors. To provide repair and maintenance on the Waskasoo Parks facility signs.

To provide signage for other departments and public buildings. To provide the motoring public with safe and effective signing for regulatory conditions, guidance to destinations and information related to roadway travel. To provide guide signs for the public in public buildings. To ensure that all roadway signs are maintained in a visible condition.

Replace damaged regulatory signs within one working day from notification, 95% of time, and within two working days, 99% of time.

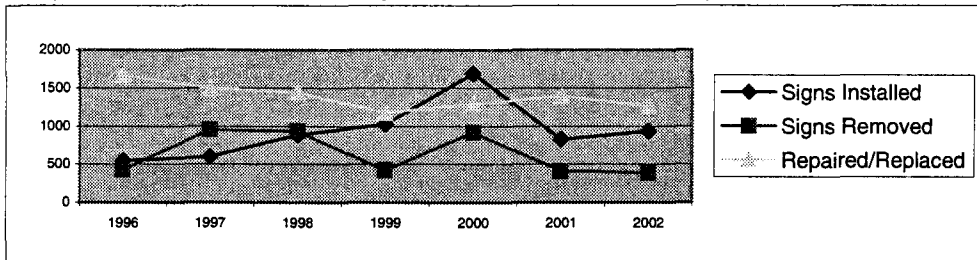
Replace Stop/Yield signs within 1 hour from notice during regular working hours 99% of the time. Outside normal working hours

Stop/Yield signs within 2 hours after notice 95% of the time, within 4 hours 99% of the time.

Wash all signs and posts once a year in the spring.

Conduct inventory survey to ensure that all signs are checked at least once every three years.

Conduct visual survey to ensure that all zones in the City are checked at least twice each year.



CHANGES IN BUDGET -

Personnel

Benefit increase of .5% 850
 Decrease wages to actual (use \$ for fleet and equip) (10,000)

Materials, Supplies & Utilities

Equipment & fixtures (Pionjar) 5,000

Internal Charges & Transfers

Fleet equipment rental 5,000
 850

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

None

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

None

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$159,557	\$179,958	\$170,808	-5.1%
General & Contracted Services	2,796	7,483	7,483	0.0%
Materials, Supplies & Utilities	95,778	105,500	110,500	4.7%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$258,131	\$292,941	\$288,791	-1.4%
Internal Charges & Transfers	(72,436)	(74,402)	(69,402)	-6.7%
TOTAL EXPENDITURE	\$185,695	\$218,539	\$219,389	0.4%
REVENUE	(4,757)	(4,000)	(4,000)	0.0%
NET TAX LEVY	\$180,938	\$214,539	\$215,389	850
Percent Change		18.6%	0.4%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

**THE CITY OF RED DEER 2004 BUDGETS
AREA OPERATING BUDGET SUMMARY**

PROGRAM: Building Maintenance (Area 315)
SECTION: Street, Roads & Sidewalks (Section 321)
DEPARTMENT: Public Works

DESCRIPTION OF PROGRAM - Business Units - 305, 315 & 316

Provides cost effective and efficient routine and scheduled maintenance to all City buildings and structures, and provides an efficient tool crib operation to support various operating departments

CHANGES IN BUDGET -

Personnel:

Benefit Rate Increase - 0.5% 884

General & Contracted Services

BU 305/315/316: CPI - 2.8% 4,093

Increase contracted services (safety training, air to sign shop, misc) 2,700

Materials, Supplies & Utilities

BU 305/315/316: CPI - 2.8% 1,212

BU 315/16: Equip. & fix. (22K trsfr from internal chg, 6.4K additional) 28,400

Internal Charges & Transfers

BU 305: Fleet Truck Rental Increase \$310/month from \$280 / month 440

BU 305: Increases to Recover Internal Costs (96)

BU 315: Revenue correctly recognized as internal recovery (14,200)

BU 315/16: Transfer to Equip. & Fixtures (22,000)

BU 315/16: Transfer from Operating (8920) Determined by Garage (2,832)

Revenue

BU 315: moved to internal recoveries 14,200

12,801

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

BU 305 - No change in level of service

BU 315 - No change in level of service

BU 316 - No change in level of service

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Renovations to PW Building to accommodate anticipated increased space requirements for personnel and equipment, and the proposed land purchase to relocate the West Yards are under review.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$150,947	\$178,530	\$179,414	0.5%
General & Contracted Services	118,815	146,200	152,993	4.6%
Materials, Supplies & Utilities	109,790	121,360	150,972	24.4%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$379,552	\$446,090	\$483,379	8.4%
Internal Charges & Transfers	(185,093)	(201,436)	(240,124)	19.2%
TOTAL EXPENDITURE	\$194,459	\$244,654	\$243,255	-0.6%
REVENUE	(11,299)	(25,075)	(10,875)	-56.6%
NET TAX LEVY	\$183,160	\$219,579	\$232,380	12,801
Percent Change		19.9%	5.8%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

**THE CITY OF RED DEER 2004 BUDGETS
AREA OPERATING BUDGET SUMMARY**

PROGRAM: Asphalt & Concrete for Others (Area 317)
SECTION: Streets, Roads & Sidewalks (Section 321)
DEPARTMENT: Public Works

DESCRIPTION OF PROGRAM - Business Units - 317, 318, 319, 320 & 329

To provide for the repair of asphalt & concrete for internal departments and external utility companies as a result of excavation permit work. Our goal is to complete the asphalt repair the same day the utility cut is made. Concrete work will be completed within 14 days of the completion of the utility work. This does not apply to winter work. Utility cuts from winter water leaks are repaired the following spring. We ensure 100% density is achieved to prevent settlement at a future date.
 NOTE: BU 317 & BU 319 are used for tax exempt third party work

CHANGES IN BUDGET

Internal Charges & Transfers

increase fleet equipment rental to reflect actual	5,000
increase other internal charges to reflect actual	1,000

Revenue

to reflect full recovery of actual charges	(6,000)
	<u>0</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR - None

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS - None

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$158,662	\$157,000	\$157,000	0.0%
General & Contracted Services	536	1,000	1,000	0.0%
Materials, Supplies & Utilities	115,329	120,000	120,000	0.0%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$274,527	\$278,000	\$278,000	0.0%
Internal Charges & Transfers	60,628	61,000	67,000	9.8%
TOTAL EXPENDITURE	\$335,155	\$339,000	\$345,000	1.8%
REVENUE	(349,733)	(339,000)	(345,000)	1.8%
NET TAX LEVY	(\$14,578)	\$0	\$0	0
Percent Change		-100.0%	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

THE CITY OF RED DEER 2004 BUDGETS AREA OPERATING BUDGET SUMMARY

PROGRAM: Roads Maintenance (Area 321)
SECTION: Street, Roads & Sidewalks (Section 321)
DEPARTMENT: Public Works

DESCRIPTION OF PROGRAM - Business Units - 321, 322, 324, 325, 326, 327, 330, 331 & 356

BU 321 - Asphalt patching - paving in areas of settlement or to fill in around manholes or water valves

BU 322 - Cracksealing - to fill cracks in roadways to prevent water infiltration which causes asphalt and roadbase damage

BU 324 - Other Roadway Mtce - this covers staff on call, pothole patching, storm cleanup and all miscellaneous road maintenance

BU 325 - Frost Boils - reconstruction of heaved or settled roadway areas

BU 326 - Crown paving - asphalt overlay on deteriorating pavement to extend the life of the roadway

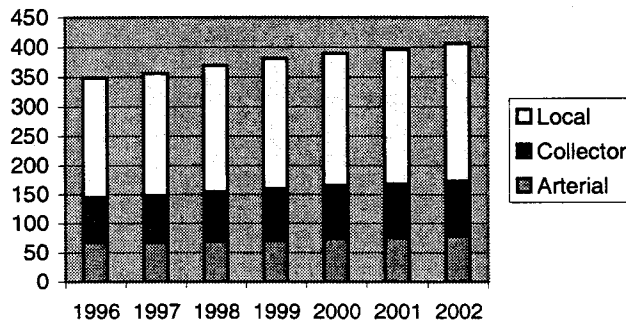
BU 327 - Sidewalk repair - repair of damaged sidewalks using grinding of trip hazards and concrete replacement

BU 330 - Street/Curb painting - painting traffic and pedestrian markings on roadways

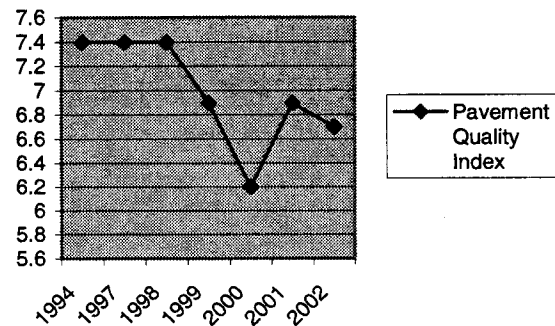
BU 331 - Pavement management system - system of inspection and data management for the condition of all roads

BU 356 - Street oiling - maintenance of all oiled/cold mix roadways

Kilometers of Roadway



Pavement Status



CHANGES IN BUDGET -

Personnel

Benefit Increase of .5%	2,485	
BU 324 growth & increase in after hour call-outs	35,300	
BU 326 Transfer of work to contractor	(5,000)	32,785

General & Contracted Services

BU 324 trsf to internal chg & personnel	(40,000)	
BU 326 Transfer of work to contractor	20,000	
BU 331 pavement management study every 3 years	90,000	70,000

Materials, Supplies & Utilities

Equipment & fixtures (BU 324, 327, 330)	14,000	
BU 326 Transfer of work to contractor	(10,000)	4,000

Internal Charges & Transfers

BU 324 adjust to better reflect actual	14,700	
BU 326 Transfer of work to contractor	(5,000)	9,700

Revenue

BU 326 grant for 75% of additional contracted work	(15,000)	
BU 331 grant for 75% of pavement mgmt study	(67,500)	(82,500)
		<u>33,985</u>

**THE CITY OF RED DEER 2004 BUDGETS
AREA OPERATING BUDGET SUMMARY**

PROGRAM: Roads Maintenance (Area 321)
SECTION: Street, Roads & Sidewalks (Section 321)
DEPARTMENT: Public Works

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

The level of service has dropped as work on the pavement marking priority list does not get done. This is directly attributed to the growth of the City and an increase in regulatory and voluntary standards the City has adopted. Not painting yellow curbs at fire hydrants has been the most obvious drop in level of service.

Funding Requests:

Requests for BU 330 \$19,028 growth in street & pavement markings

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$530,783	\$502,228	\$535,013	6.5%
General & Contracted Services	1,195,648	1,382,788	1,452,788	5.1%
Materials, Supplies & Utilities	170,731	195,986	199,986	2.0%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$1,897,162	\$2,081,002	\$2,187,787	5.1%
Internal Charges & Transfers	200,904	198,050	207,750	4.9%
TOTAL EXPENDITURE	\$2,098,066	\$2,279,052	\$2,395,537	5.1%
REVENUE	(853,349)	(930,090)	(1,012,590)	8.9%
NET TAX LEVY	\$1,244,717	\$1,348,962	\$1,382,947	33,985
Percent Change		8.4%	2.5%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

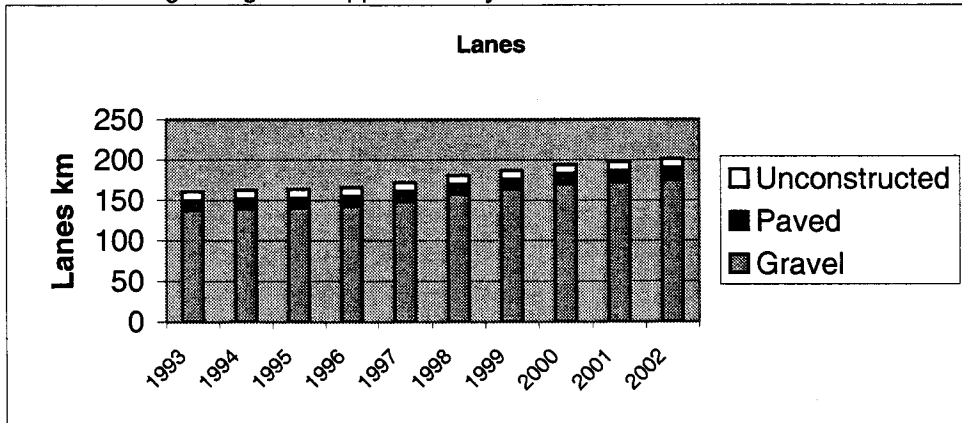
THE CITY OF RED DEER 2004 BUDGETS AREA OPERATING BUDGET SUMMARY

PROGRAM: Lane Restoration & Grading (Area 323)
SECTION: Street, Roads & Sidewalks (Section 321)
DEPARTMENT: Public Works

DESCRIPTION OF PROGRAM - Business Units - 323 & 328

To maintain the 200 kilometers of lanes. We are required to grade approximately 186 km of constructed, and 14 km of unconstructed lanes. The major lane grading takes place in the spring. Additional gravel is added to constructed lanes only. We respond to requests for lane grading throughout the summer and undertake a fall lane grading on a as required basis.

Lane restoration involves resurvey, removal of contaminated gravel and widening out the lane to original grade and width and adding new gravel. Approximately 2% of total lanes or 3.7km of lanes are restored each year.



CHANGES IN BUDGET -

Personnel

Benefit increase of .5% 321
 Maintain service level (Rds Mtce funds unexpended) 6,673

Material, Supplies & Utilities

Additional gravel etc to maintain level of service 2,570

Internal Charges & Transfers

Increased fleet charges to maintain level of service 4,070
13,634

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

None

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

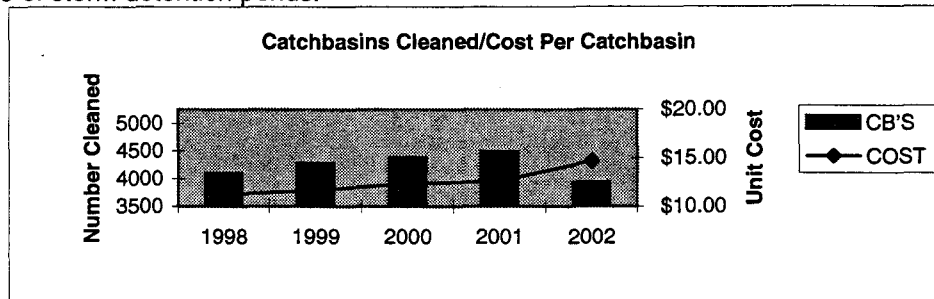
	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$54,856	\$64,196	\$71,190	10.9%
General & Contracted Services	301	0	0	#DIV/0!
Materials, Supplies & Utilities	27,333	30,792	33,362	8.3%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$82,490	\$94,988	\$104,552	10.1%
Internal Charges & Transfers	48,232	45,000	49,070	9.0%
TOTAL EXPENDITURE	\$130,722	\$139,988	\$153,622	9.7%
REVENUE	0	0	0	#DIV/0!
NET TAX LEVY	\$130,722	\$139,988	\$153,622	13,634
Percent Change		7.1%	9.7%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

THE CITY OF RED DEER 2004 BUDGETS AREA OPERATING BUDGET SUMMARY

PROGRAM: Storm Sewer (Area 333)
SECTION: Streets, Roads & Sidewalks (Section 321)
DEPARTMENT: Public Works

DESCRIPTION OF PROGRAM - Business Units - 335 to 340 & 359

To maintain the piped drainage system so that it operates efficiently when storm events occur. This includes the operation and maintenance of storm sewer mains, cleaning catch basins, maintaining lift stations, inspecting & repairing outfalls, locating infrastructure prior to excavations, and the maintenance of storm detention ponds.



CHANGES IN BUDGET -

Personnel

Adjust to better reflect actual (3,243)

General & Contracted Services

Adjust to better reflect actual (6,561)

Moved to Internal trsfr (to capital) (50,000) (56,561)

Material, Supplies & Utilities

Adjust to better reflect actual (6,396)

Internal Charges & Transfers

Adjust to better reflect actual 8,775

To Capital (\$ moved from 7305) 50,000 58,775

Revenue

Remove Developer Levies (error in 2003 budget) 7,425
 0

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Provincial legislation is moving towards requiring storm water treatment.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$86,438	\$127,637	\$124,394	-2.5%
General & Contracted Services	19,377	76,351	19,790	-74.1%
Materials, Supplies & Utilities	16,134	28,774	22,378	-22.2%
Other	94,664	94,664	94,664	0.0%
SUB-TOTAL	\$216,613	\$327,426	\$261,226	-20.2%
Internal Charges & Transfers	11,462	(35,844)	22,931	-164.0%
TOTAL EXPENDITURE	\$228,075	\$291,582	\$284,157	-2.5%
REVENUE	0	(7,425)	0	-100.0%
NET TAX LEVY	\$228,075	\$284,157	\$284,157	0
Percent Change		24.6%	0.0%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

**THE CITY OF RED DEER 2004 BUDGETS
AREA OPERATING BUDGET SUMMARY**

PROGRAM: Drainage Maintenance / Catchbasin Thawing (Area 334)
SECTION: Streets, Roads & Sidewalks (Section 321)
DEPARTMENT: Public Works

DESCRIPTION OF PROGRAM - Business Units - 333 & 334

Drainage maintenance of culverts, open ditches and creeks which require cleaning, regrading and repairs. Clearing of plugged catchbasins and gutters of snow, ice and debris.
 Thawing catchbasins and manholes in the spring using steam boilers.

CHANGES IN BUDGET

Personnel

Benefit rate increase of .5%	458
	<u>458</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

None

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$60,804	\$91,564	\$92,022	0.5%
General & Contracted Services	408	0	0	#DIV/0!
Materials, Supplies & Utilities	1,392	6,834	6,834	0.0%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$62,604	\$98,398	\$98,856	0.5%
Internal Charges & Transfers	25,080	37,000	37,000	0.0%
TOTAL EXPENDITURE	\$87,684	\$135,398	\$135,856	0.3%
REVENUE	0	0	0	#DIV/0!
NET TAX LEVY	\$87,684	\$135,398	\$135,856	458
Percent Change		54.4%	0.3%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

**THE CITY OF RED DEER 2004 BUDGETS
AREA OPERATING BUDGET SUMMARY**

PROGRAM: Snow & Ice Control (Area 343)
SECTION: Streets, Roads & Sidewalks (Section 321)
DEPARTMENT: Public Works

DESCRIPTION OF PROGRAM - Business Units - 343 to 348

To maintain City streets in safe winter driving condition. To plow snow from arterial and collector hills after approximately 50mm of snow has fallen. To remove snow from designated sidewalks within the City. Sanding shifts, which cover 24 hours per day, are implemented at the beginning of November and run to the end of March to monitor road conditions and sand streets. Plowing also takes place when an accumulation of snow starts to drift. To maintain a safe driving surface through the winter in accordance with Council Policy

The provision of an estimate for the snow & ice control program at this time is to enable the completion of the budget. Extreme fluctuations in this program due to weather dictate that this figure can only be an estimate. Expenditures within each BU may also fluctuate greatly depending on the conditions each year. Snow & ice control is undertaken to standards established by Council Policy.

Ten year costs based on 2002 dollars:

1993 - \$ 897,566

1994 - \$1,196,530

1995 - \$1,077,592

1996 - \$1,513,170

1997 - \$1,058,382

1998 - \$1,017,771

1999 - \$ 981,275

2000 - \$ 908,232

2001 - \$ 884,818

2002 - \$1,086,933

2003 - \$1,587,597 projected to year end

Five year average - \$1,089,771 based on 1999 to projected 2003 year end

CHANGES IN BUDGET -

Personnel

Additonal 2003 approved funds impact removed	(242,400)	
Benefit increase of .5%	2,097	(240,303)

General & Contracted Services

Additonal 2003 approved funds impact removed		(82,500)
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Materials, Supplies & Utilities

Additonal 2003 approved funds impact removed		(81,700)
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Internal Charges & Transfers

Additonal 2003 approved funds impact removed	(203,400)	
Additonal 2003 approved funds impact removed	610,000	406,600
		<u>2,097</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Maintaining existing level of service will require increased funding.

Funding Request

Increase sanding budget by \$110,000 for increased growth of City and increased costs.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

City growth will require budget increases to maintain current level of service.

**THE CITY OF RED DEER 2004 BUDGETS
AREA OPERATING BUDGET SUMMARY**

PROGRAM: Snow & Ice Control (Area 343)
SECTION: Streets, Roads & Sidewalks (Section 321)
DEPARTMENT: Public Works

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$380,458	\$651,595	\$411,292	-36.9%
General & Contracted Services	104,611	172,156	89,656	-47.9%
Materials, Supplies & Utilities	265,620	312,246	230,546	-26.2%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$750,689	\$1,135,997	\$731,494	-35.6%
Internal Charges & Transfers	348,185	(158,400)	248,200	-256.7%
TOTAL EXPENDITURE	\$1,098,874	\$977,597	\$979,694	0.2%
REVENUE	(11,945)	0	0	#DIV/0!
NET TAX LEVY	\$1,086,929	\$977,597	\$979,694	2,097
Percent Change		-10.1%	0.2%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

**THE CITY OF RED DEER 2004 BUDGETS
AREA OPERATING BUDGET SUMMARY**

PROGRAM: Sweeping (Area 349)
SECTION: Street, Roads & Sidewalks (Section 321)
DEPARTMENT: Public Works

DESCRIPTION OF PROGRAM - Business Units - 349 & 350

To sweep every City street of winter sanding material and winter debris every spring.
 To sweep major arterail roads twice each summer.
 To sweep the downtown business area twice each summer.
 To sweep the Gaetz Avenue 'bar strip' area weekly from the beginning of June to the end of September.

CHANGES IN BUDGET -

Personnel

BU 349 reduce to reflect actual (trsr to 8613)	(10,000)	
Benefit increase of .5%	1,187	(8,813)

Internal Charges & Transfers

BU 349 increase fleet to reflect actual	10,000	10,000
		<u>1,187</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Maintain existing level of service with budget increases.

Funding Requests

Increase Spring Cleanup \$50 000 to compensate for growth and increased costs.
 Increase Street Sweeping \$20 000 to compensate for growth and increased costs.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Growth of city increases number of roads to sweep, which requires an increase to current funding levels to maintain level of service.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$226,709	\$247,431	\$238,618	-3.6%
General & Contracted Services	45,010	24,897	24,897	0.0%
Materials, Supplies & Utilities	18,269	18,069	18,069	0.0%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$289,988	\$290,397	\$281,584	-3.0%
Internal Charges & Transfers	289,577	251,340	261,340	4.0%
TOTAL EXPENDITURE	\$579,565	\$541,737	\$542,924	0.2%
REVENUE	(2,075)	0	0	#DIV/0!
NET TAX LEVY	\$577,490	\$541,737	\$542,924	1,187
Percent Change		-6.2%	0.2%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

**THE CITY OF RED DEER 2004 BUDGETS
AREA OPERATING BUDGET SUMMARY**

PROGRAM: Airport (Area 360)
SECTION: Regional Airport (Section 360)
DEPARTMENT: Public Works

DESCRIPTION OF PROGRAM - Business Units - 360, 367, 368, 369, 370, 371, 374

Provide support to the Red Deer Regional Airport Authority
 Provide financial support as agreed in council resolution of February 23, 1998

CHANGES IN BUDGET -

None

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Agreement states that reserve 2.4316.361 be paid out to Authority after 5 years, if Council determines Airport Authority operation to be sound. Capital funding also ends after 5 years.

The 5 year period ends August 31/04

NOTE: the reserve balance to be paid out as of August 31/04 will be approx \$390,000
 (Council resolution of Sept 27/02 amended the original agreement - pay out of the reserve, plus accrued interest, is possible with 2 weeks notice subject to review of the Authority's financial statements)

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

2005:

For 2005, payment to the Authority will decrease by the \$40,000 capital amount and the interest payment of approx \$19,145. Internal transfers equal to the interest amount will also end. The net reduction in the operating budget will be \$40,000 for 2005 and subsequent years.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$0	\$0	\$0	
General & Contracted Services	0	0	0	
Materials, Supplies & Utilities	120	0	0	
Other	205,872	205,512	205,505	0.0%
SUB-TOTAL	\$205,992	\$205,512	\$205,505	0.0%
Internal Charges & Transfers	(20,318)	(19,146)	(19,145)	0.0%
TOTAL EXPENDITURE	\$185,674	\$186,366	\$186,360	0.0%
REVENUE	(53)	(47)	(39)	-17.0%
NET TAX LEVY	\$185,621	\$186,319	\$186,321	
Percent Change		0.4%	0.0%	
EQUIVALENT FULL TIME POSITIONS		0.0	0.0	

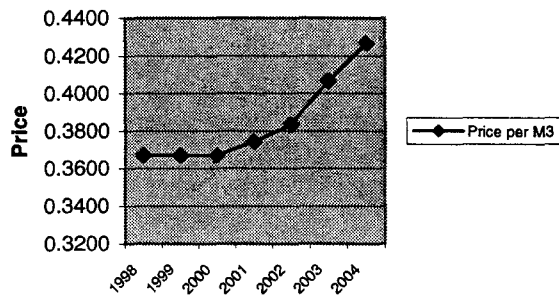
THE CITY OF RED DEER 2004 BUDGETS AREA OPERATING BUDGET SUMMARY

PROGRAM: Water Utility Revenue (Area 390)
SECTION: Water Utility (Section 390)
DEPARTMENT: Public Works

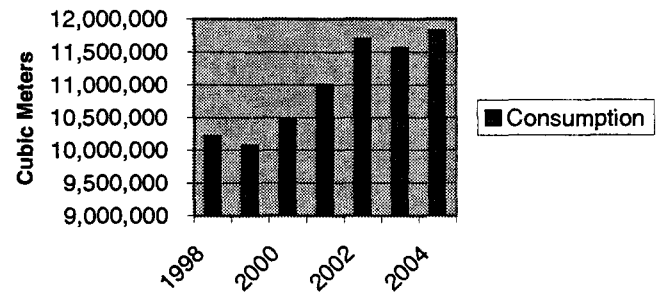
DESCRIPTION OF PROGRAM - Business Units - 387 & 390

This Area contains the main water utility revenue streams - residential, commercial and municipal. As well, the ownership costs and recoveries related to the 'Dairyworld' property are isolated.

Utility Price per Cubic Meter



Annual Consumption



CHANGES IN BUDGET -

General & Contracted Services

Roof inspection at Dairyworld 1,000

Materials, Supplies & Utilities

Increase in utility usage 3,700

Internal Charges & Transfers

Increase in Hydrant rental revenue	(94,825)	
Reduction in internal charges	(6,540)	
Rental revenue properly shown as internal sources	(62,284)	(163,649)

Revenues

Growth (2.6% residential, 1.3% commercial)	(176,387)	
Utility rate increase of 5%	(455,379)	
Increases in other revenues (connections, penalties)	(8,942)	
Rental revenue moved to internal recovery	36,000	(604,708)
		(763,657)

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

None

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Dairyworld roof replacement \$100,000 in 2005 (included in major capital budget)

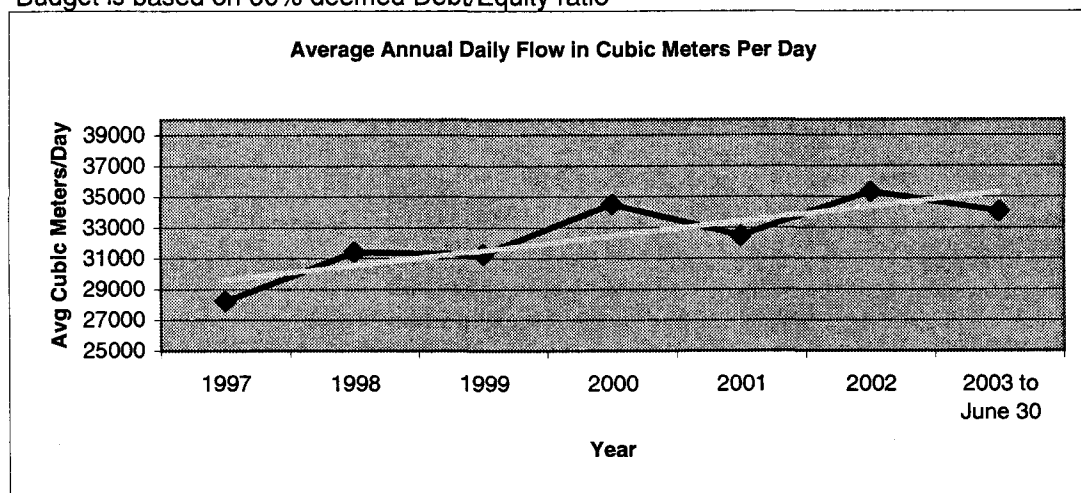
	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$0	\$0	\$0	#DIV/0!
General & Contracted Services	0	0	1,000	#DIV/0!
Materials, Supplies & Utilities	636	9,000	12,700	41.1%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$636	\$9,000	\$13,700	52.2%
Internal Charges & Transfers	(405,105)	(408,882)	(572,531)	40.0%
TOTAL EXPENDITURE	(\$404,469)	(\$399,882)	(\$558,831)	39.7%
REVENUE	(8,628,236)	(9,067,179)	(9,671,887)	6.7%
NET TAX LEVY	(\$9,032,705)	(\$9,467,061)	(\$10,230,718)	(763,657)
Percent Change		4.8%	8.1%	
EQUIVALENT FULL TIME POSITIONS		0.0	0.0	#DIV/0!

THE CITY OF RED DEER 2004 BUDGETS AREA OPERATING BUDGET SUMMARY

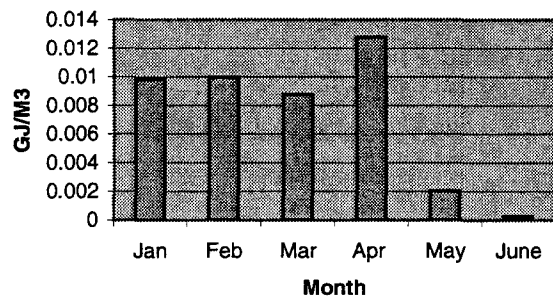
PROGRAM: Water Treatment Plant (Area 394)
SECTION: Water Utility (Section 390)
DEPARTMENT: Public Works

DESCRIPTION OF PROGRAM - Business Units - 391 to 395

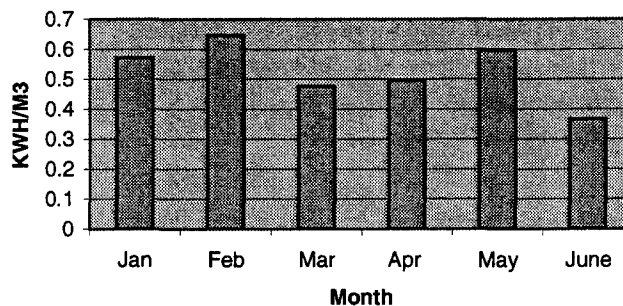
- 1 To provide drinking water that meets or exceeds all Alberta Environment standards, the Approval to Operate, and the Canadian Drinking Water Guidelines
- 2 To provide potable grade water to meet demand, 24 hrs/day, 365 days/year
- 3 The CRD Water Treatment Plant Mission Statement: "The City of Red Deer Water Treatment Plant provides high quality treated water to meet volume demand for our customers by using the best available and economical technologies, by continuing to train and challenge employees, and by conforming to the regulatory requirements of the Province of Alberta. Health, environmental and aesthetic considerations are of the utmost importance to The City of Red Deer in achieving customer satisfaction."
- 4 Treatment Plant production is indicated by the graph following, representing the average annual daily flow for the last 7 years.
- 5 Budget is based on 60% deemed Debt/Equity ratio



**Natural Gas Consumption Per M3 Treated At
WTP Jan - June 2003**



**Electrical Consumption Per M3 Treated at WTP Jan -
June 2003**



**THE CITY OF RED DEER 2004 BUDGETS
AREA OPERATING BUDGET SUMMARY**

PROGRAM: Water Treatment Plant (Area 394)
SECTION: Water Utility (Section 390)
DEPARTMENT: Public Works

DESCRIPTION OF PROGRAM - Business Units - 391 to 395

CHANGES IN BUDGET

Personnel

Negotiated Salary Increases	17,703	
Records Management	10,000	
Change in sick time allowance	8,233	
Add Temp Hrs Plt #1	6,613	
On Call Hrs WTP #1	3,500	
Quality Control Specialist	35,000	
Backfill for ops	4,866	85,915

General and Contracted Services

Update Mylar Drawings	10,000	
Reduction in water rationing program development	(10,000)	
QA/QC CAEAL Inspection	5,000	
Janitor Services	15,000	
Instrument/Electrical Contracts - cover job backlogs	30,000	
Inspections - fire, hoist, etc.	3,300	
Pump mtce	4,800	
Misc	5,318	63,418

Materials, Supplies & Utilities

Natural Gas	409,200	
Misc	5,034	
Equipment & Furnishings	177,500	
Treatment Chemicals	51,230	642,964

Other

Increase in depreciation	228,830	228,830
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Internal Charges & Transfers

Reduction in prepaid debentures	(29,187)	
Increase in allocation for fire protection	94,825	
Increase in franchise fee due to higher revenues	63,167	
Increase in utility billing and meter reading	166,529	
Increase in return on rate base	522,877	
Decrease in other transfers to operating	(12,174)	
Transfer from reserve to cover operating deficit	(808,219)	
Minor Capital	(255,850)	
Fleet Equipment	2,127	(255,905)
		<u>765,222</u>

**THE CITY OF RED DEER 2004 BUDGETS
AREA OPERATING BUDGET SUMMARY**

PROGRAM: Water Treatment Plant (Area 394)
SECTION: Water Utility (Section 390)
DEPARTMENT: Public Works

DESCRIPTION OF PROGRAM - Business Units - 391 to 395

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

See Supplementary Attached

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

See Supplementar Attached

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,066,678	\$1,100,418	\$1,186,333	7.8%
General & Contracted Services	143,516	384,256	447,674	16.5%
Materials, Supplies & Utilities	1,742,519	1,859,489	2,502,453	34.6%
Other	1,175,633	1,209,200	1,438,030	18.9%
SUB-TOTAL	\$4,128,346	\$4,553,363	\$5,574,490	22.4%
Internal Charges & Transfers	3,770,195	3,879,902	3,623,997	-6.6%
TOTAL EXPENDITURE	\$7,898,541	\$8,433,265	\$9,198,487	9.1%
REVENUE	(173,021)	(165,200)	(165,200)	0.0%
NET TAX LEVY	\$7,725,520	\$8,268,065	\$9,033,287	765,222
Percent Change		7.0%	9.3%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

**THE CITY OF RED DEER 2004 BUDGETS
AREA OPERATING BUDGET SUMMARY**

PROGRAM: Water Treatment Plant (Area 394)
SECTION: Water Utility (Section 390)
DEPARTMENT: Public Works

DESCRIPTION OF PROGRAM - Business Units - 391 to 395

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Utilizing contracted technical support to aid staff in growing complexities of plant upgrade demands, reporting and compliance requirements of Alberta Environment and others, as well as reducing our liability risk by developing a QA/QC program and procedures.

Clarification upgrade will be complete by March 2004, and plant capacity will then be able to meet increased demands we are experiencing now and due to regionalization

Filtration upgrade being undertaken in 2004 will also increase plant capacity and enable us to meet increasingly stringent AENV regulations.

Plant upgrade work totalling \$7,040,000 being undertaken in 2004

Administrative Clerk hours increased to provide increased support to plant personnel

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Standby Power to Operate One Process Train in 2005 - \$114,000

Dairyworld Roof Replacements in 2005 - \$100,000

Paint Exterior Horton Spheroid in 2006 - \$450,000

Water Treatment Plant #2 Roof Replacement in 2006 - \$350,000

Pumps and Motors - Refurb/replace in 2005 - \$115,000

WTP#1 & Dewatering Plant roof inspection 2005 - \$10,000

Treatment Plants Risk Assessment 2007 - \$25,000

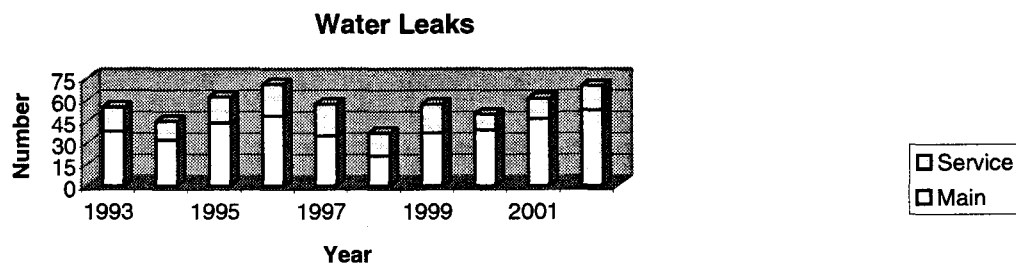
THE CITY OF RED DEER 2004 BUDGETS AREA OPERATING BUDGET SUMMARY

PROGRAM: Water Distribution (Area 397)
SECTION: Water Utility (Section 390)
DEPARTMENT: Public Works

DESCRIPTION OF PROGRAM - Business Units - 397 to 407

Operate the distribution system to provide safe, reliable service. Inspect, maintain and repair the 1,800 fire hydrants, 3,945 water valves and 22,500 water service valves in the system. Repair water leaks. Inspect water main condition by "hydroscoping". Provide cathodic protection to prevent corrosion. To provide >99.5% reliability in the distribution system. Maintain reliability by concentrating on proactive maintenance.

Goal - to have no customers out of water for more than 12 hours.



CHANGES IN BUDGET -

Personnel

Increase of 475 hours	4,562	4,562
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General & Contracted Services

Decrease in contracted services to better reflect actual	(31,185)	
Increase in hired equip to better reflect actual	12,500	
Net other changes	570	(18,115)

Materials, Supplies & Utilities

Equipment & fixtures	30,100	
Increase construction material to better reflect actual	9,382	39,482

Internal Charges & Transfers

Minor capital moved to materials & supplies	(14,000)	
Increase other internal charges to better reflect actual	5,860	
Net other changes	(1,798)	(9,938)

Revenue

Recognize hydrant inspection revenue	(15,000)	
Increase in service kills	(3,206)	
Net other changes	650	(17,556)
		(1,565)

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

**THE CITY OF RED DEER 2004 BUDGETS
AREA OPERATING BUDGET SUMMARY**

PROGRAM: Water Distribution (Area 397)
SECTION: Water Utility (Section 390)
DEPARTMENT: Public Works

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$716,745	\$696,306	\$700,868	0.7%
General & Contracted Services	58,858	151,550	133,435	-12.0%
Materials, Supplies & Utilities	166,316	179,228	218,710	22.0%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$941,919	\$1,027,084	\$1,053,013	2.5%
Internal Charges & Transfers	434,204	206,290	196,352	-4.8%
TOTAL EXPENDITURE	\$1,376,123	\$1,233,374	\$1,249,365	1.3%
REVENUE	(68,943)	(34,378)	(51,934)	51.1%
NET TAX LEVY	\$1,307,180	\$1,198,996	\$1,197,431	(1,565)
Percent Change		-8.3%	-0.1%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

THE CITY OF RED DEER 2004 BUDGETS AREA OPERATING BUDGET SUMMARY

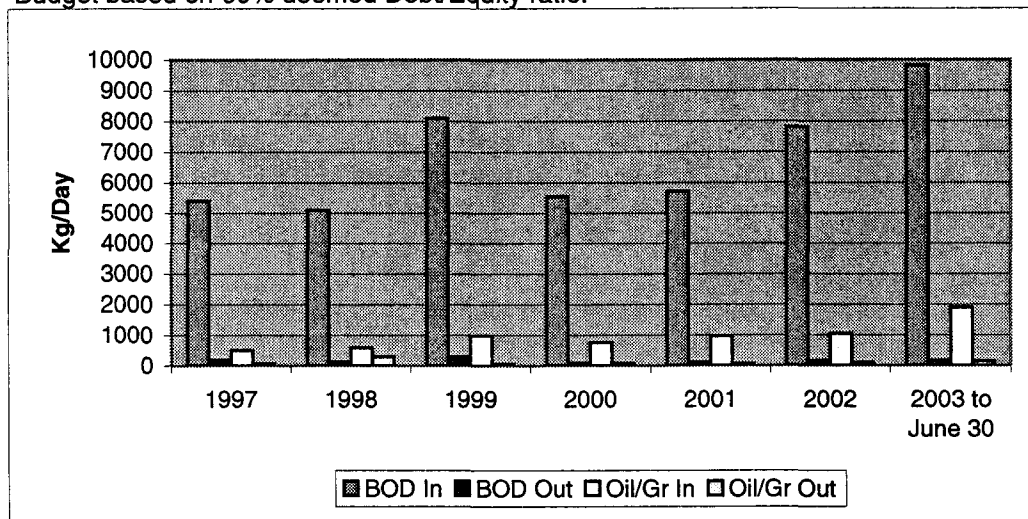
PROGRAM: Wastewater Treatment Plant (Area 419)
& Wastewater Revenue (Area 415)

SECTION: Wastewater Utility (Section 415)

DEPARTMENT: Public Works

DESCRIPTION OF PROGRAM - Business Units - 415 & 419

- 1 To treat wastewater from the City and the Waskasoo Regional Services Trunk line to meet Alberta Environment guidelines, the Plant's "Approval to Operate", and our treatment plant objectives.
- 2 To treat wastewater that results in the least impact to the Red Deer River and the downstream user.
- 3 Treatment performance is indicated by the graph following. The graph represents the kilograms per day of biochemical oxygen demand, and oil and grease in plant influent as well as the same parameters for treated effluent leaving the plant for the last 7 years.
- 4 Budget based on 60% deemed Debt/Equity ratio.



CHANGES IN BUDGET

Personnel

Misc	1,681	
Records Management	10,000	
Source Control Inspector Evaluation Increase	11,306	
Changes in Lead Op/Sick Time/		
Quality Control Specialist	35,000	
Disposal Stn Monitor	36,230	94,217

General & Contracted Services

Sludge to Land	300,000
Consulting Services	25,000
Sewer Use Bylaw Update	25,000
Update Mylar Drawings	10,000
Additional Training	3,170
Freight Costs	1,000
Additional Cell Phones	942
Legal Services	2,500
Sampling 3 Additional Customers	6,264
Electrical/Instrumentation Contracts - job backlogs	30,000
QA/QC Program	5,000
Janitorial	6,000
Insurance	(4,052)

**THE CITY OF RED DEER 2004 BUDGETS
AREA OPERATING BUDGET SUMMARY**

PROGRAM: Wastewater Treatment Plant (Area 419)
& Wastewater Revenue (Area 415)
SECTION: Wastewater Utility (Section 415)
DEPARTMENT: Public Works

DESCRIPTION OF PROGRAM - Business Units - 415 & 419

Misc	9,812	420,636
Materials, Supplies & Utilities		
Copier Cost	2,280	
Natural Gas	59,000	
Equipment & Furnishings	122,300	
Sensors	9,000	
Testing Chemicals & QA/QC Eq.	16,410	208,990
Other		
Increased depreciation due to plant expansion	159,602	
Debt Interest expense(incl in return on base in 2003)	345,733	505,335
Internal Charges & Transfers (Plant Only)		
Minor Capital removed from internal	(152,800)	
Debt Interest expense moved to Other	(345,733)	
Reduced transfer to reserve (lower surplus)	(330,953)	
Increased franchise fee due to higher revenue	40,522	
Increase in Utility billing & meter reading allocation	166,529	
Net miscellaneous changes	(2,850)	(625,285)
Revenue		
Growth (2.6% residential, 1.3% commercial)	(150,178)	
Utility rate increase of 5%	(385,037)	
Debt Interest grant subsidy	(37,852)	
Increase in Penalties (calculated as .3% of revenue)	(7,257)	
Recovery of increased costs from Waskasoo Region	(45,958)	(626,282)
Total Change		<u>(22,389)</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

See Supplementary Attached

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

See Supplementary Attached

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$967,180	\$1,094,040	\$1,188,257	8.6%
General & Contracted Services	490,775	296,167	716,803	142.0%
Materials, Supplies & Utilities	779,729	733,689	942,679	28.5%
Other	1,191,438	704,136	1,209,471	71.8%
SUB-TOTAL	\$3,429,122	\$2,828,032	\$4,057,210	43.5%
Internal Charges & Transfers	3,650,732	4,433,843	3,808,559	-14.1%
TOTAL EXPENDITURE	\$7,079,854	\$7,261,875	\$7,865,768	8.3%
REVENUE	(7,519,133)	(7,800,446)	(8,426,728)	8.0%
NET TAX LEVY	(\$439,279)	(\$538,571)	(\$560,960)	(22,389)
Percent Change		22.6%	4.2%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

THE CITY OF RED DEER 2004 BUDGETS
SECTION OPERATING BUDGET SUMMARY SUPPLEMENTARY

PROGRAM: Wastewater Treatment Plant (Area 419)
SECTION: Wastewater Utility (Section 415)
DEPARTMENT: Public Works

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Utilizing contracted technical support to aid staff in growing complexities of plant upgrade demands, reporting and compliance requirements of Alberta Environment and others, as well as reducing our liability risk by developing a QA/QC program and procedures.

Shifting one operator position to a Source Control Inspector to detect and track overstrength and violating wastewater generators.

Hiring a Disposal Station Monitor to ensure commercial haulers are dumping only acceptable products in the wastewater stream at our disposal station.

Plant upgrade work totalling \$9,760,000 being undertaken in 2004

Administrative Clerk hours increased to provide increased support to plant personnel

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Sludge to land farming Lagoon 15 in 2006 - \$300,000

Plant upgrade project cost in 2005 totals \$10,437,000

Plant upgrade project cost in 2006 totals \$5,863,000

Boiler efficiency study 2006 - total cost \$50,000

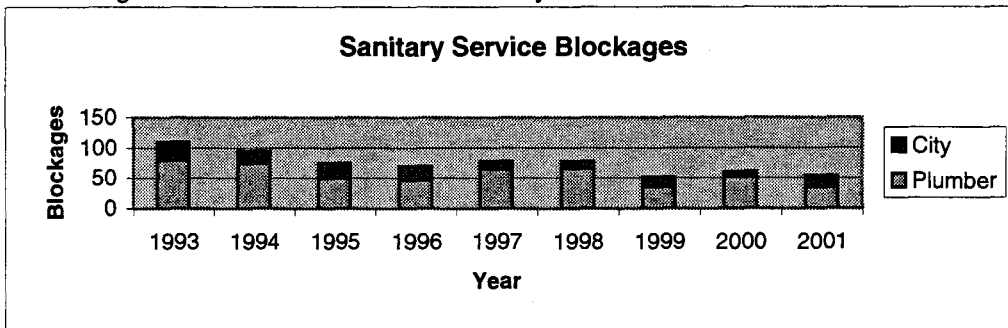
Replace Boiler #1 in 2006 - cost \$400,000

THE CITY OF RED DEER 2004 BUDGETS AREA OPERATING BUDGET SUMMARY

PROGRAM: Wastewater Collection System (Area 420)
SECTION: Wastewater Utility (Section 415)
DEPARTMENT: Public Works

DESCRIPTION OF PROGRAM - Business Units - 420 to 428

Maintain the wastewater collection system by cleaning, flushing, inspection, repair & maintenance of sanitary sewers. Clean 64,000 lineal meters of sanitary main. Cut roots in 15,000 lineal meters of sanitary main. Relay ~15 sanitary services. Video inspection of 45,000 lineal meters of sanitary main. Clear blockages in ~ 100 sanitary services. Flush 255 sanitary manholes on a bi-weekly basis. Inspect and maintain 4,750 sanitary manholes. Complete ~ 350 utility location requests. Complete ~ 15 major repairs to sanitary mains. 40 Ave lift station. Reduce the level of hydrocarbons and toxic chemical discharged. CCTV 15 % of the collection system.



CHANGES IN BUDGET -

Personnel	(434)	reduction to reflect actual
General & Contracted Services	17,500	flow monitoring
	500	increase in hired equipment
	2,345	increase to reflect actual costs
Materials, Supplies & Utilities	5,400	equip & fixtures moved from minor capital
	78	net misc increases
Internal Charges & Transfers	(6,000)	minor capital moved
	3,400	increased fleet equipment expense
	(400)	net misc decreases
	<u>22,389</u>	

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

420 Sewer Mtce - Flow Monitoring	18,223.00
425 Utility Locations split with storm & water to reflect actual costs	<u>3,774.00</u>
	21,997.00

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$249,006	\$327,604	\$327,170	-0.1%
General & Contracted Services	23,058	26,925	47,270	75.6%
Materials, Supplies & Utilities	25,252	25,032	30,510	21.9%
Other	64,377	64,377	64,377	0.0%
SUB-TOTAL	\$361,693	\$443,938	\$469,327	5.7%
Internal Charges & Transfers	80,925	94,633	91,633	-3.2%
TOTAL EXPENDITURE	\$442,618	\$538,571	\$560,960	4.2%
REVENUE	(3,337)	0	0	#DIV/0!
NET TAX LEVY	\$439,281	\$538,571	\$560,960	22,389
Percent Change		22.6%	4.2%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

**THE CITY OF RED DEER 2004 BUDGETS
AREA OPERATING BUDGET SUMMARY**

PROGRAM: Garbage (Area 435)
SECTION: Waste Utility (Section 460)
DEPARTMENT: Public Works

DESCRIPTION OF PROGRAM - Business Units - 435

To provide a self-funding garbage collection service to all City of Red Deer residents and available to all City of Red Deer businesses. Collection service is provided via Contracted Services. Door-to-door yard waste program is also provided through this program, as well as the operation of a drop-off location for residents with large volumes of yard waste and for commercial landscapers. There is provision for one free week for yard waste disposal in the spring and fall.

CHANGES IN BUDGET -

	Change from 2003 Budget	
Personnel	4,879	Reallocation of hours to reflect actual
General & Contracted Services	(41,247)	Reduction in contracted collection services
	(7,000)	Reduction in consulting services
	100	Printing of extra waste tags
	9,421	Increase in insurance costs
Other	(5,000)	Bad debt write off replaced by utility billing alloc'n
Internal Charges and Transfers	(3,480)	Reduced equipment costs
	73,996	Change in transfer to Collect'n Stabilization Rsrv
	(77,760)	Transfers from Recycling and Landfill
	30,835	Increase in support cost allocations
Revenue	23,256	Increase in revenue
Net Change from 2003	8,000	

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Level of service will not change if solid waste collection rate increases from \$7.02 to \$7.05 per month

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

None

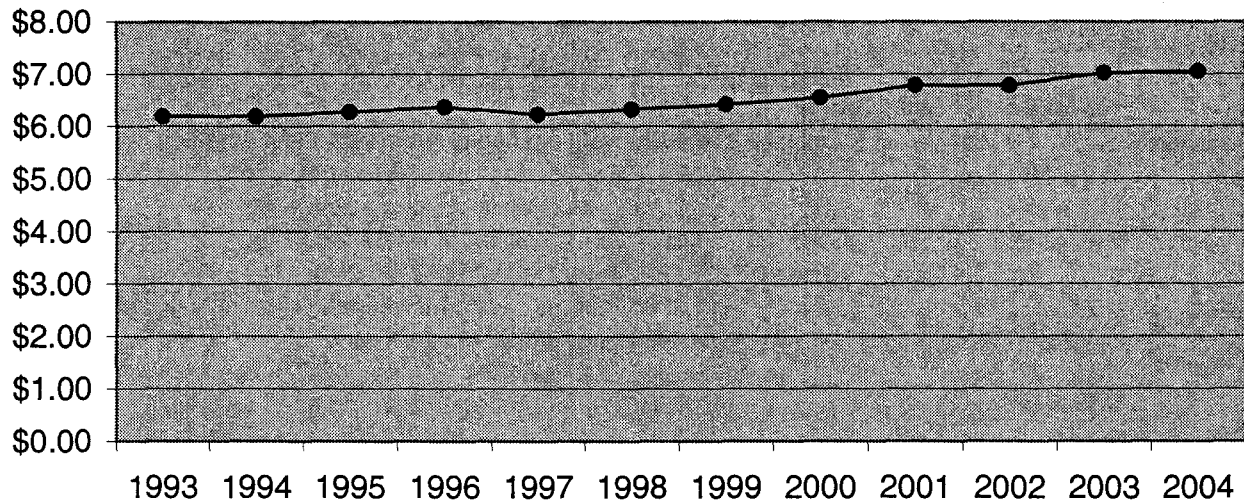
	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$15,870	\$24,360	\$29,239	20.0%
General & Contracted Services	3,107,645	3,417,692	3,415,966	-0.1%
Materials, Supplies & Utilities	16	0	1,000	#DIV/0!
Other	0	5,000	0	-100.0%
SUB-TOTAL	\$3,123,531	\$3,447,052	\$3,446,205	0.0%
Internal Charges & Transfers	578,252	512,761	490,352	-4.4%
TOTAL EXPENDITURE	\$3,701,783	\$3,959,813	\$3,936,557	-0.6%
REVENUE	(3,701,784)	(3,959,813)	(3,936,557)	-0.6%
NET TAX LEVY	(\$1)	\$0	(\$0)	
Percent Change		-100.0%	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

THE CITY OF RED DEER 2004 BUDGETS
SECTION OPERATING BUDGET SUMMARY SUPPLEMENTARY

PROGRAM: Garbage (Area 435)
SECTION: Waste Utility (Section 460)
DEPARTMENT: Public Works

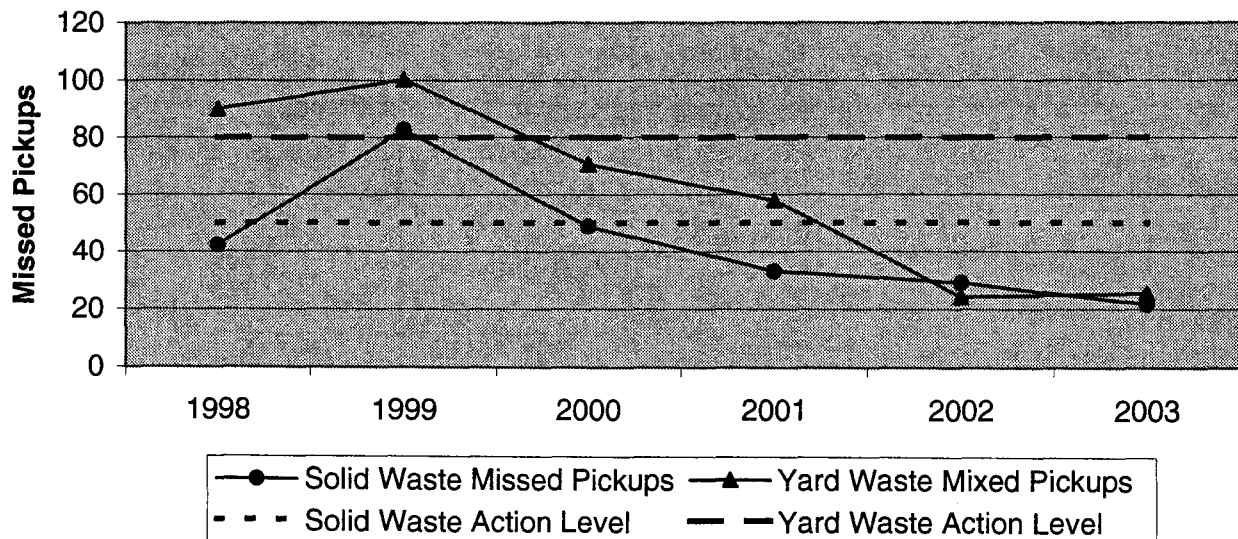
PERFORMANCE MEASURES

**Monthly Charge for Residential Solid and Yard
Waste Collection**



Proposed charge indicated for 2004

**Average Monthly Solid Waste and Yard Waste Missed
Pickups**



2003 values based on first 6 months only

**THE CITY OF RED DEER 2004 BUDGETS
AREA OPERATING BUDGET SUMMARY**

PROGRAM: Recycling (Area 445)
SECTION: Waste Utility (Section 460)
DEPARTMENT: Public Works

DESCRIPTION OF PROGRAM - Business Units - 446

- 1 Provision of a self-funding curbside blue box recycling service to all residential garbage customers
- 2 Provision of bin recycling to all multifamily customers
- 3 Promotion and education to encourage waste reduction through Waste Interpretive Centre, school tours, presentations, advertising & displays
- 4 Waste diversion through various pilot programs to determine full-scale viability

CHANGES IN BUDGET -

	Change from 2003 Budget
Personnel	(19,470) Reallocation of hours to reflect actual
General & Contracted Services	138,701 Increase in collection contract costs
	(250) Reduced business travel
	150 Increase in conference fees
	2,130 Increase in insurance costs
Materials, Supplies & Utilities	(2,500) Reduced office supply costs
Internal Charges and Transfers	(12,900) Reduced equipment costs
	(42,521) Reduced transfer to Collection Stabilization Rsrv
	50,000 Reduced transfer from Landfill
	48,617 Increase in support cost allocations
Revenue	(169,956) Increase in revenue
Net Change from 2003	(7,999)

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Level of service will not change if multifamily recycling rate increases from \$2.45 to \$2.93 per month and single family recycling rate increases from \$2.93 to \$3.32 per month

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

none

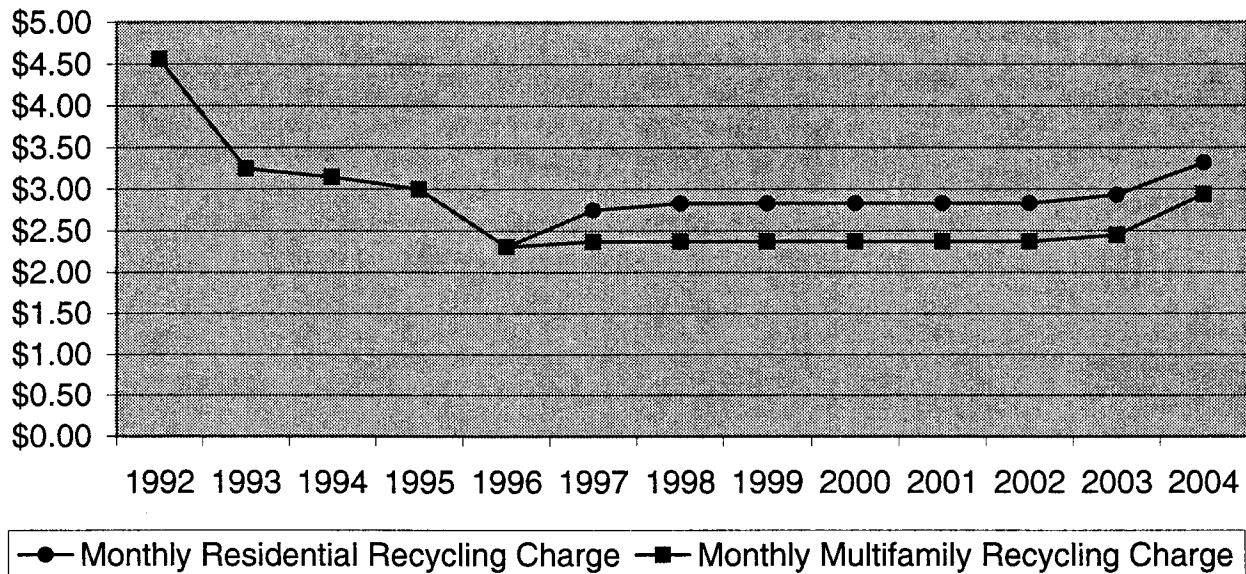
	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$32,957	\$39,946	\$20,476	-48.7%
General & Contracted Services	768,393	902,777	1,006,508	11.5%
Materials, Supplies & Utilities	1,078	27,700	24,200	-12.6%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$802,428	\$970,423	\$1,051,184	8.3%
Internal Charges & Transfers	326,712	160,337	249,533	55.6%
TOTAL EXPENDITURE	\$1,129,140	\$1,130,760	\$1,300,717	15.0%
REVENUE	(1,129,140)	(1,130,760)	(1,300,716)	15.0%
NET TAX LEVY	\$0	\$0	\$1	
Percent Change		#DIV/0!	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

THE CITY OF RED DEER 2004 BUDGETS
SECTION OPERATING BUDGET SUMMARY SUPPLEMENTARY

PROGRAM: Recycling (Area 445)
SECTION: Waste Utility (Section 460)
DEPARTMENT: Public Works

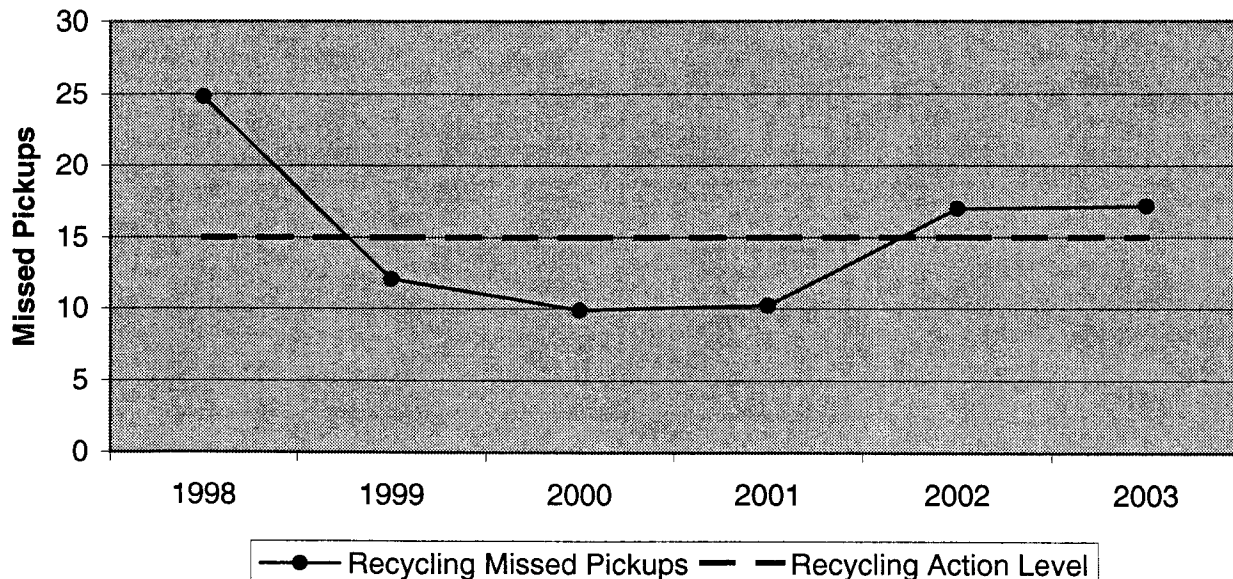
PERFORMANCE MEASURES

Monthly Charge for Recycling Collection



Proposed charges indicated for 2004

Average Monthly Recycling Missed Pickups



2003 values based on first 6 months only

**THE CITY OF RED DEER 2004 BUDGETS
AREA OPERATING BUDGET SUMMARY**

PROGRAM: Solid Waste Disposal (Area 460)
SECTION: Waste Utility (Section 460)
DEPARTMENT: Public Works

DESCRIPTION OF PROGRAM - Business Units - 460

- 1 To provide a self-funding waste management facility for Red Deer businesses and citizens and personal residential garbage from designated surrounding areas. The service is provided mainly through contract
- 2 To dispose of waste in accordance with guidelines and regulations.
- 3 To provide each City utility customer with two \$5.00 coupons to be used at the disposal facility.
- 4 To provide a year round drop off location for household hazardous/toxic materials.
- 5 To operate a dry waste site as an alternative to sanitary landfilling.
- 6 To complete closure activities for the old landfill and commence post-closure activities.

Waste Mgmt Facility hours of operation are 7:00 to 19:00 Monday to Friday, 7:00 to 17:30 Saturday from May 1 to October 31 and 7:00 to 17:30 Monday to Saturday from November 1 to April 30.

CHANGES IN BUDGET -

	Change from 2003 Budget	
Personnel	2,960	Reallocation of hours to reflect actual
General & Contracted Services	101,676	Increase in operation contract costs
	16,615	Increase in security costs
	25,000	Increase in consulting costs
	5,950	Increase in insurance costs
	5,060	Miscellaneous adjustments
Materials, Supplies & Utilities	5,750	Fencing at scale house at WMF
Other	(35,155)	Change in closure expense provision
Internal Charges & Transfers	(5,300)	Reduced internal charges
	(6,103)	Changes in transfers to reserves
	23,547	Increase in support costs
	(4,000)	Increase in dry waste site revenue
Revenue	(136,000)	Increase in revenues
Net Change from 2003	0	

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Level of service will not change if landfill tipping fee increases from \$35 to \$36 per tonne

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

none

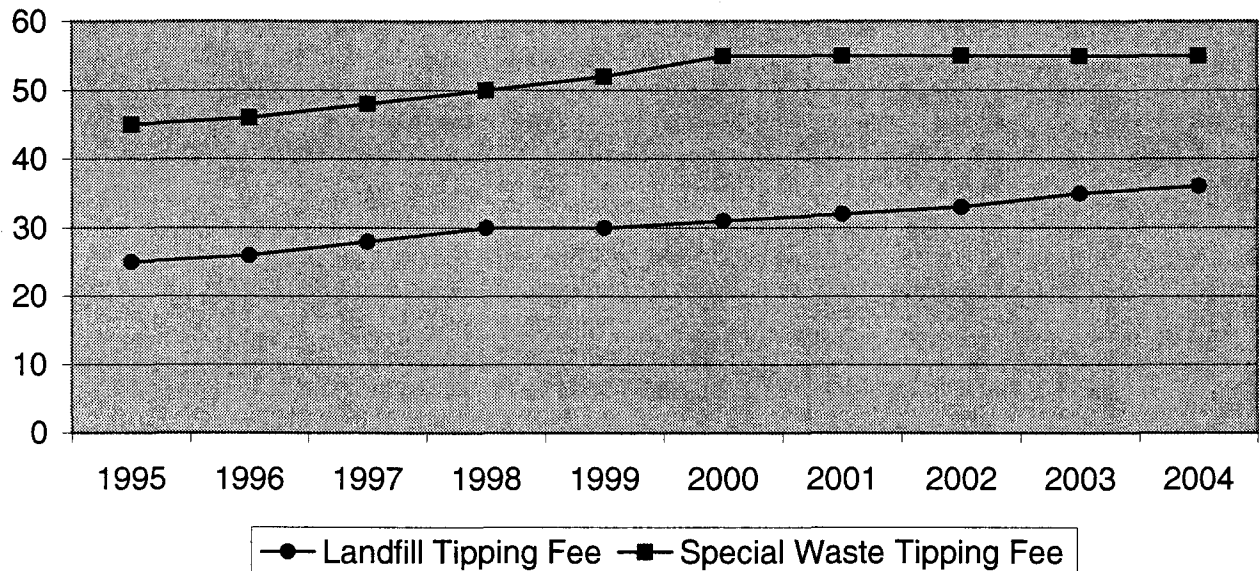
	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$67,105	\$93,016	\$95,976	3.2%
General & Contracted Services	987,810	1,113,688	1,267,989	13.9%
Materials, Supplies & Utilities	23,647	29,500	35,250	19.5%
Other	(55,854)	64,900	29,745	-54.2%
SUB-TOTAL	\$1,022,708	\$1,301,104	\$1,428,960	9.8%
Internal Charges & Transfers	1,658,239	1,347,896	1,356,039	0.6%
TOTAL EXPENDITURE	\$2,680,947	\$2,649,000	\$2,784,999	5.1%
REVENUE	(2,680,944)	(2,649,000)	(2,785,000)	5.1%
NET TAX LEVY	\$3	\$0	(\$1)	
Percent Change		-100.0%	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

THE CITY OF RED DEER 2004 BUDGETS
SECTION OPERATING BUDGET SUMMARY SUPPLEMENTARY

PROGRAM: Solid Waste Disposal (Area 460)
SECTION: Waste Utility (Section 460)
DEPARTMENT: Public Works

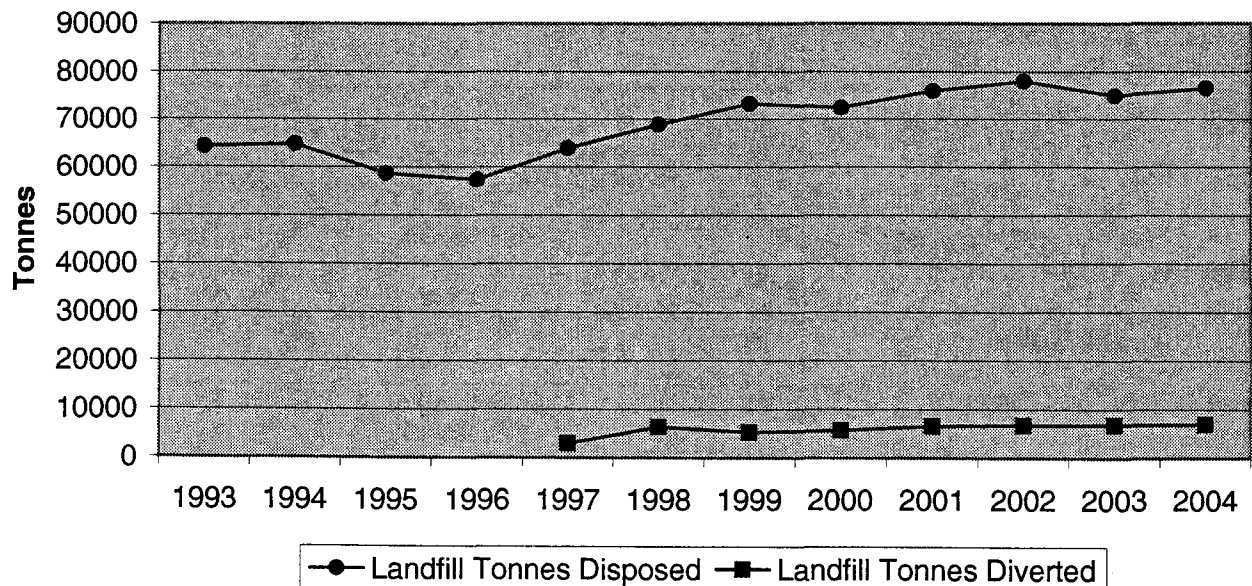
PERFORMANCE MEASURES

Landfill Tipping Fees



Proposed tipping fee indicated for 2004

Landfill Tonnes Disposed and Diverted



Projected tonnages indicated for 2003 and 2004

Mayor and City Manager's Office 2004 Business Plan

Our Mission

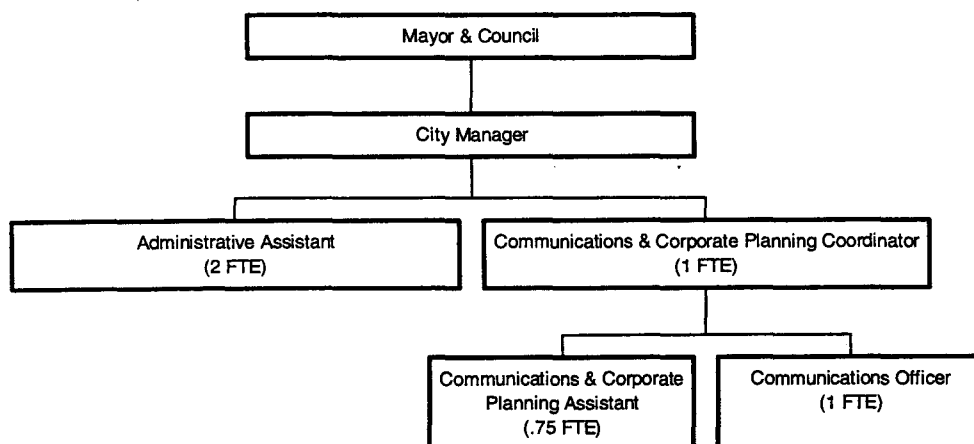
Through effective leadership, ensure that the business of The City of Red Deer is carried out and communicated to Council, staff and the community at large.

Our Mandate

- lead the organization in carrying out its executive and administrative responsibilities
- lead the organization in the implementation of the policies and programs of Council
- lead the organization in developing and maintaining effective long-range planning which will provide direction for The City and the community
- lead the organization in developing and maintaining effective communication and customer service
- provide the link between Council and other levels of government, Council and the community, and Council and the administration
- perform the duties and exercise the necessary powers set out in the *Municipal Government Act* and other relevant legislation

Our Organizational Structure

MAYOR & CITY MANAGER'S OFFICE



** .35 FTE for special project contract staff to meet organizational demands (through reduction in Assistant hours).

** Please see Implications of Business Plan section for a complete explanation of how these resources are deployed).

Introduction

2003 Key Accomplishments

- Provided strategic support on issues and initiatives ranging from the provision of services to the region, residential annexation, transition of utility billing function back to the City, and communication of information concerning the state of urban municipalities in Alberta.
- Participated in the work of AUMA's Strategic Policy Development Committee, which resulted in the membership's adoption of a major policy initiative to seek a new fiscal arrangement with the provincial government.
- Held a day and one-half workshop of Department Managers and Directors for the purpose of personal and group development, focusing on corporate issues.
- Developed Environmental Discussion Paper to assist Council in determining direction on environmental issues and initiatives
- Participated in development of a Downtown Brand with community partners. The brand aligns with marketing focus of the Greater Downtown Action Plan.

Objectives and Actions

Objective 1 **To lead the organization in achieving an effective and efficient service delivery that responds to community need**

Actions

- Support the organization in the implementation of the three-year Strategic Plan.
- Provide support and guidance to significant corporate initiatives. Key initiatives in 2004 include completing strategies to address long-term needs for serviced industrial lands, new policy directions to address environmental issues, and the community crime prevention and police study.
- Develop/maintain effective relationships with public and private sector organizations that are key to the strategic direction of The City. An example includes serving on the Michener Centre Needs Analysis Steering Committee to help determine the future service needs and the future physical site plans.
- Review and document processes for managing customer complaints/inquiries throughout the organization.

Objective 2 **To achieve a high level of understanding among provincial/federal counterparts of the issues and challenges faced by urban municipalities**

Actions

- Meet regularly with Red Deer MLAs and MP and other federal/provincial representatives to clearly present the issues and challenges facing urban centres.
- Support the activities of the Alberta Urban Municipalities Association in influencing and shaping Provincial policy impacting the roles and responsibilities of local governments.
- Collaborate with Alberta's cities to advance the interests of urban municipalities with provincial and federal representatives.

Objective 3 **To continue to develop positive working relationships with Red Deer's counterparts in Central Alberta**

Actions

- Continue the work of the City/County Intermunicipal Affairs Committee and seek opportunities for more cooperation on practical issues of mutual benefit.
- Support initiatives such as provision of water and waste water services on a regional basis.
- Continue to support the work of the Central Alberta Economic Partnership and the Central Alberta Mayors and Reeves Group.
- Continue to liaise with and support Central Alberta municipal CAO's through the Local Government Administration Association and other informal opportunities.

Objective 4 **To advance the recommendations and strategies of the Greater Downtown Action Plan and Riverside Meadows Redevelopment Plan**

Action

- Continue the work of the Policy Committee chaired by the Mayor and the work of the Implementation Committee chaired by the City Manager subject to available funding for the initiatives identified.

Objective 5 **To enhance the level of understanding, appreciation and trust felt by Red Deer citizens towards the City Corporation and to enhance the profile and reputation of the community outside its boundaries**

Actions

- Provide leadership in developing collaborations between other significant decision-makers in the community and the region.
- Ensure a City presence by members of Council and senior staff at significant community events.
- Ensure that citizens receive and have access to complete information about the issues facing the City and strategies needed to address these issues.

Objective 6

To provide leadership in the ongoing development of our corporate planning processes

Actions

- Continue to develop and maintain the Senior Management Team as the principal advisor to the City Manager.
- Support the direction set by City Council arising from the Environmental Issues discussion paper.
- Conduct Council/Staff workshops related to strategic issues.
- Undertake ongoing environmental scanning for the update of the Strategic Plan.
- Promote the Strategic Plan and our Vision, Values and Guiding Principles throughout the organization.

Objective 7

To provide both leadership and support in the development of corporate and departmental communications to help ensure that The City communicates clearly with staff, the public and the media

Actions

- Develop communications strategies for major issues facing The City.
- Provide communication advice and support to City departments in communicating their business concerns.
- Continue to produce enhanced version of *Inside Out*, The City's public newsletter.
- Continue to refine, maintain and enforce The City's Corporate Identity Program.
- Continue to develop and enhance, in cooperation with IT Services, The City's Web site.
- Support growing level of media relations by conducting media interviews, issuing news releases and backgrounders, and holding news conferences, etc.
- Ensure processes are in place within the organization to provide opportunities for employee input on major decisions that affect them.
- Carry out other communications initiatives including, but not limited to:
 - Employee communications' training program
 - Staff Forum
 - Employee orientation program
 - Civic Spirit
 - Let's Talk Day in the Mall

Implications of the Business Plan

New initiatives such as services to the region, annexation, industrial land supply, urban sustainability, etc. require support and guidance from the Mayor and City Manager's Office. It is a challenge to provide support to these initiatives at the same time that we maintain support for the activities that result from a growing community. The City must continue to be selective in undertaking any additional initiatives to

ensure that we are properly supporting the initiatives that are currently underway.

The Communications and Corporate Planning function has approved resources of 3.1 FTEs**. Over the past year, we have modified the way we deploy these resources to provide greater ability to respond to department communications requirements and corporate planning responsibilities.

Our current staff consists of: 1 FTE Communications & Corporate Planning Coordinator, 1 FTE Communications Officer, and .75 FTE Communications and Corporate Planning Assistant. The remainder of our staff complement (.35 FTE) is used for contract staff and projects.

This structure gives us the ability to gain some ground in meeting current communication demands within reasonable timelines and existing resources, particularly as many initiatives require dedicated support at conflicting times. There continues to be increased service demands for comprehensive campaigns and marketing plans, issues and initiatives support, publication development and media relations. Media relations has seen especially large growth in 2003 – by October 30 we had issued 146 news releases, 36 more than were issued in all of 2002.

The focus on the Web site is a particular area of concern that we are not able to sustain. Traffic to the Web site has more than doubled since May 2002. An average of 11,000 pages are viewed daily. Departments require ongoing support to develop Web information that aligns with their core services and citizen needs (i.e. Utility Billing, Statistics and Demographics). In addition to developing department content, Communications manages the site structure and navigation, edits and monitors over 900 pages of information, coordinates and trains the content team of 19 members, oversees development and design of the site, and works with IT Services to initiate site enhancements (i.e. online forms). This level of support and development is not possible within current resources.

**Please refer to organizational chart on page 1 for a complete overview of the structure.

**THE CITY OF RED DEER 2004 BUDGETS
DEPARTMENT OPERATING BUDGET SUMMARY**

PROGRAM: Mayor and City Manager
DEPARTMENT: Mayor and City Manager
DIVISION: Mayor and City Manager

DESCRIPTION OF PROGRAM - Business Unit - 109, 110, 111, 112, and 113

CHANGES IN BUDGET -

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$491,604	\$541,733	\$546,066	0.8%
General & Contracted Services	297,037	350,821	352,371	0.4%
Materials, Supplies & Utilities	58,320	48,525	53,375	10.0%
Other	1,591	67,000	27,000	-59.7%
SUB-TOTAL	\$848,552	\$1,008,079	\$978,812	-2.9%
Internal Charges & Transfers	(39,964)	(52,000)	(9,100)	-82.5%
TOTAL EXPENDITURE	\$808,588	\$956,079	\$969,712	1.4%
REVENUE	(2,859)	(3,500)	(2,000)	-42.9%
NET TAX LEVY	\$805,729	\$952,579	\$967,712	
Percent Change		18.2%	1.6%	
EQUIVALENT FULL TIME POSITIONS	7.1	6.0		

Personnel Department Business Plan 2004 – 2006

Our Vision:

Highly committed, skilled and productive employees, who give their best to The City organization because they trust it and it treats them very well.

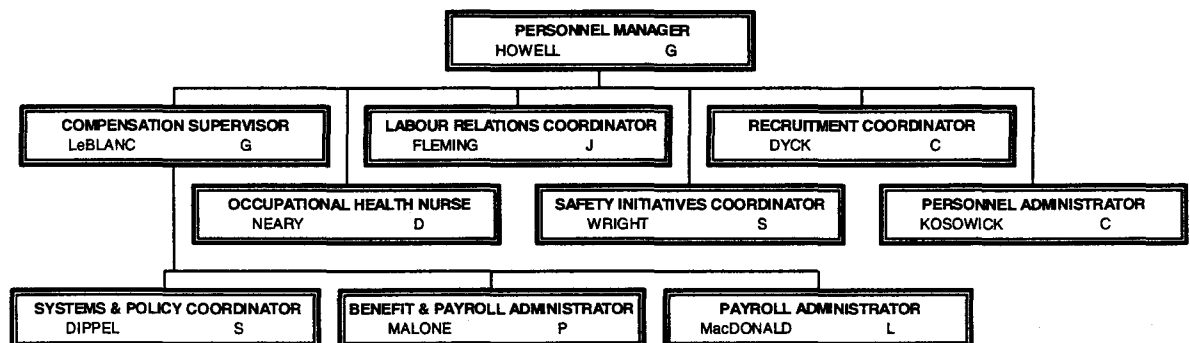
Our Mission:

"To provide human resource services to employees, their representatives, and the organization that support managers, supervisors and employees in accomplishing The City's goals with skill and commitment."

Our Mandate:

- Recruit high quality candidates and work with departments to select the best ones, within legislated and contracted parameters.
- Implement and coordinate "non-technical" training and other development programs that address competency needs of the organization.
- Maintain The City's compensation programs, recommending changes where appropriate.
- Maintain a reliable and accurate payroll production and accounting system.
- Develop and maintain human resource systems, policies and reports that assist managers in effectively managing their employees, and assist employees in understanding their entitlements and Benefits status.
- Provide Labour Relations services to the organization and to the Unions.
- Assist management and staff at all levels in increasing the effectiveness of their organizations.
- Provide support to employees in dealing with their individual health issues and to the organization in managing policy issues and health promotion.
- Provide support to the organization's safety programs.

Organization Structure



Introduction

- This year's Business Plan presents steps to a.) continue to respond to significant organization growth, b.) continue to realign functions to better cope with the workload, and c.) begin addressing some very key issues facing the organization in the coming years.
- The prevailing theme of the Personnel Department's recent Business Plans have been that we approached and then passed full capacity in some areas and were suffering the consequences of not having adequate resources for the task at hand. Our challenge now is to ramp up resources in several "hot spot" basic service areas (i.e., recruitment and benefit administration), ensure that we realign our existing resources for maximum effectiveness, and get on to addressing key strategic issues like competency development. The sheer volume of personnel transactions continues to be of concern. We are still running a very lean department in terms of staffing since we continue to lag behind our industry comparators. Further organizational growth will present further challenges to resources at our current level of Personnel Department staffing.
- On the positive side in recent years, we have addressed the need for safety support and compensation management through the successful implementation of the Safety Initiatives Coordinator and Compensation Supervisor positions. We enjoy a very good reputation among Alberta cities in the Human Resources and Safety areas and continue to strive to be the best we can with the resources we have!

Objectives

- While each of the seven different responsibility areas within Personnel has yearly objectives, some important overall departmental goals are listed below.

What: Benefits Review completed
Who: Greg LeBlanc, Carol Dyck, Benefits Review Task Force
When: 1Q 04
Measurement: Agreed to changes (by both council and unions) scheduled for implementation

What: Competency Development/Succession Management program implemented
Who: John Fleming
When: Underway 2Q 04
Measurement: Plan approved by City Manager

What: Strategic corporate human resource plan completed for The City of Red Deer
Who: Grant Howell, SMT, Department Heads
When: 3Q 04
Measurement: Plan in place and being followed in first quarter 2005

What: CUPE Job Evaluation Review
Who: Greg LeBlanc, Job Evaluation Task Force
When: 4Q 04
Measurement: Implemented within the term of the new CUPE collective agreement

What: Management Team Development
Who: Grant Howell
When: 4Q 04
Measurement: Strong satisfaction expressed by managers, directors and the City Manager

Implications of the Business Plan

- This business plan is about continued efforts to keep pace with significant increases in demand by other busy departments. The items included in the Personnel department's Business Plan Funding Requirements are, for the most part, an attempt to re-establish and maintain service levels to our growing organization and to begin to address some of the significant impacts the aging of our workforce is beginning to have in the form of employee turnover.
- We will get serious about preparing the organization for the future.
- We need to reach closure on our staff benefits approach since changes in Alberta's Insurance legislation has had a significant impact on the ability to complete a review of our benefits.
- Finally, we will be able to address long-standing problems with our CUPE Joint Job Evaluation Program.

Performance Measures

The Personnel department uses a "zero defect" mentality to performance, measuring activities against a standard of zero errors. This is, of course, very difficult to attain, but pushes the department to investigate any errors being made, looking for ways to prevent them in the future. Examples include:

- Zero customer service complaints
- Zero Personnel initiated payroll errors
- Zero successful grievance arbitrations
- Zero hiring errors
- Zero surprises to City Manager and SMT on significant Personnel issues

In addition, the department obtains qualitative data on its programs and services on the following (primarily through the organization climate survey and other specific surveys):

- employee health and wellness programs
- usefulness of information obtained from the Human Resource Information system
- satisfaction with salary and benefits
- usefulness of employee benefits statements
- completing collective agreements within reasonable time limits and with respect and integrity

Growth Costs

- Growth in the organization, as it attempts to deal with growth in the community, brings the need for us to add more resources in the areas of recruitment and benefit administration. Business Plan funding requirements (ongoing) include:
 - Recruitment \$10,000
 - Benefit Administration \$12,000

Risk Management Disclosure

- Rapidly increasing benefits costs:
 - costs of Extended Health benefits continue to rise at a rate far exceeding inflation – a review of Benefits is currently underway.
 - costs of providing the Local Authorities Pension in 2004 have increased by 20% (approx. \$315,000) due to poor market performance of LAPP investments.
- Implications of Insurance Act developments – we may need to fully fund currently unfunded liabilities e.g., Sick Plan benefit, casual sick leave entitlements. We are consulting the Alberta Government in order to finalize our approach.

**THE CITY OF RED DEER 2004 BUDGETS
DEPARTMENT OPERATING BUDGET SUMMARY**

PROGRAM: Personnel Services

DEPARTMENT: PERSONNEL

DIVISION: City Manager's

DESCRIPTION OF PROGRAM - Business Unit - 100 through 107

The Personnel Department is responsible for the provision of effective human resource services to the organization, including Recruitment, Compensation, Payroll, Labour Relations, Policy & Systems Development, Occupational Health, Loss Management, Training and Organization Development.

CHANGES IN BUDGET -

2003 Council approved budget	1,044,745
Add: Full Year's Salary for Compensation Supervisor	26,653
Add: Employee Climate Survey (every second year)	8,000
Add: Lost revenue for providing payroll services	9,500
Add: Car Allowance for Additional Staff Member	1,404
Add: CPI Adjustments on Various Objects	588
Less: Alterations to office space to accommodate additional staff member	-10,000
Less: CUPE Job Evaluation / Wage Program Review	-30,000
	<u>1,050,890</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$758,823	\$861,073	\$897,726	4.3%
General & Contracted Services	181,848	258,372	228,364	-11.6%
Materials, Supplies & Utilities	16,572	25,700	28,700	11.7%
Other				
SUB-TOTAL	\$957,243	\$1,145,145	\$1,154,790	0.8%
Internal Charges & Transfers	(55,738)	(87,000)	(100,000)	14.9%
TOTAL EXPENDITURE	\$901,505	\$1,058,145	\$1,054,790	-0.3%
REVENUE	(36,375)	(13,400)	(3,900)	-70.9%
NET TAX LEVY	\$865,130	\$1,044,745	\$1,050,890	0.6%
Percent Change		20.8%	0.6%	
EQUIVALENT FULL TIME POSITIONS	8.8	9.8	9.8	0.0%

THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: Personnel Services
DEPARTMENT: PERSONNEL
DIVISION: City Manager's

DESCRIPTION OF PROGRAM - Business Unit - 100

Support City departments by providing services such as payroll, benefits, policy and systems development, organizational effectiveness, and the maintenance of staff records.

CHANGES IN BUDGET -

2003 Council approved budget	834,259
Add: Full Year's Salary for Compensation Supervisor	26,654
Add: Employee Climate Survey (every second year)	8,000
Add: Lost revenue for providing payroll services	9,500
Add: Car Allowance for Additional Staff Member	1,404
Add: CPI Adjustments on Various Objects	500
Less: Alterations to office space to accommodate additional staff member	-10,000
	<u>870,317</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2,004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$635,407	\$718,573	745,226	3.7%
General & Contracted Services	84,210	107,386	117,290	9.2%
Materials, Supplies & Utilities	8,518	8,700	11,700	34.5%
Other				
SUB-TOTAL	\$728,135	\$834,659	874,216	4.7%
Internal Charges & Transfers	42,871	13,000		-100.0%
TOTAL EXPENDITURE	\$771,006	\$847,659	874,216	3.1%
REVENUE	(36,375)	(13,400)	(3,900)	-70.9%
NET TAX LEVY	\$734,631	\$834,259	870,316	
Percent Change		13.6%	4.3%	
EQUIVALENT FULL TIME POSITIONS	8.8	9.8	9.8	0.0%

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Recruitment
DEPARTMENT: PERSONNEL
DIVISION: City Manager's

DESCRIPTION OF PROGRAM - Business Unit - 103

The Recruitment function is responsible for promoting The City of Red Deer as a very good place to work, determining, in conjunction with the other departments, what skills are necessary in potential employees, advertising, interviewing, offering employment, relocation, orientation, plus ongoing consultation with employees on benefits.

CHANGES IN BUDGET -

Transfer \$10,000 from Recruitment Expenses to Relocation Expenses.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2,004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$15,846	\$25,000	35,000	40.0%
General & Contracted Services	84,035	81,000	71,000	-12.3%
Materials, Supplies & Utilities				
Other				
SUB-TOTAL	\$99,881	\$106,000	106,000	0.0%
Internal Charges & Transfers				
TOTAL EXPENDITURE	\$99,881	\$106,000	106,000	0.0%
REVENUE				
NET TAX LEVY	\$99,881	\$106,000	106,000	
Percent Change		6.1%	0.0%	
EQUIVALENT FULL TIME POSITIONS				

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Labour Relations
DEPARTMENT: PERSONNEL
DIVISION: City Manager's

DESCRIPTION OF PROGRAM - Business Unit - 104

Labour Relations provides the corporate contact point for 'The City's four unions:

- The Canadian Union of Public Employees (CUPE)
- The Internations Brotherhood of Electrical Workers (IBEW)
- The Amalgamated Transit Union (ATU)
- The International Association of Firefighters (IAFF)

Responsible for settling contracts with each, as well as resolving any issues, disputes or grievances.
 In addition, positive working relationships with each union are a fundamental goal of this position.

CHANGES IN BUDGET -

2003 Council approved budget	73,120
Less: 2003 BPFR for CUPE Job Evaluation / Wage Review Program	<u>-30,000</u>
	<u><u>43,120</u></u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2,004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$17,172	\$17,500	17,500	0.0%
General & Contracted Services	9,021	55,620	25,620	-53.9%
Materials, Supplies & Utilities	485			
Other				
SUB-TOTAL	\$26,678	\$73,120	43,120	-41.0%
Internal Charges & Transfers				
TOTAL EXPENDITURE	\$26,678	\$73,120	43,120	-41.0%
REVENUE				
NET TAX LEVY	\$26,678	\$73,120	43,120	
Percent Change		174.1%	-41.0%	
EQUIVALENT FULL TIME POSITIONS				

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Health Services
DEPARTMENT: PERSONNEL
DIVISION: City Manager's

DESCRIPTION OF PROGRAM - Business Unit - 105

- To promote health and safety to the employees of The City of Red Deer by providing information, counselling, referral services, and programs that assist employees to develop healthy lifestyles.
- To assist injured and ill employees back to work in an early and safe manner.

CHANGES IN BUDGET -

2003 Council approved budget	7,450
Add: Additional cost of health related subscriptions	28
	<u>7,478</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2,004 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$90,399	\$100,000	100,000	0.0%
General & Contracted Services	2,743	7,450	7,478	0.4%
Materials, Supplies & Utilities				
Other				
SUB-TOTAL	\$93,142	\$107,450	107,478	0.0%
Internal Charges & Transfers	(90,399)	(100,000)	(100,000)	0.0%
TOTAL EXPENDITURE	\$2,743	\$7,450	7,478	0.4%
REVENUE				
NET TAX LEVY	\$2,743	\$7,450	7,478	
Percent Change		171.6%	0.4%	
EQUIVALENT FULL TIME POSITIONS				

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Tribute Program

DEPARTMENT: PERSONNEL

DIVISION: City Manager's

DESCRIPTION OF PROGRAM - Business Unit - 106

Supports the Strategic Plan's Guiding Principle, "The contributions of employees and volunteers will be recognized and valued".

CHANGES IN BUDGET -

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2,004 BUDGET	% CHG.
EXPENDITURE				
Personnel				
General & Contracted Services				
Materials, Supplies & Utilities	7,570	17,000	17,000	0.0%
Other				
SUB-TOTAL	\$7,570	\$17,000	17,000	0.0%
Internal Charges & Transfers	(8,210)			
TOTAL EXPENDITURE	(\$640)	\$17,000	17,000	0.0%
REVENUE				
NET TAX LEVY	(\$640)	\$17,000	17,000	
Percent Change		-2756.3%	0.0%	
EQUIVALENT FULL TIME POSITIONS				

**THE CITY OF RED DEER 2004 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Safety Initiatives
DEPARTMENT: PERSONNEL
DIVISION: City Manager's

DESCRIPTION OF PROGRAM - Business Unit - 107

CHANGES IN BUDGET -

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2002 ACTUAL	2003 BUDGET	2,004 BUDGET	% CHG.
EXPENDITURE				
Personnel				
General & Contracted Services	1,840	6,916	6,976	0.9%
Materials, Supplies & Utilities				
Other				
SUB-TOTAL	\$1,840	\$6,916	6,976	0.9%
Internal Charges & Transfers				
TOTAL EXPENDITURE	\$1,840	\$6,916	6,976	0.9%
REVENUE				
NET TAX LEVY	\$1,840	\$6,916	6,976	
Percent Change		275.9%	0.9%	
EQUIVALENT FULL TIME POSITIONS				