



SCHEDULE

FOR THE BUDGET MEETING OF RED DEER CITY COUNCIL

TO BE HELD IN THE COUNCIL CHAMBERS, CITY HALL

WEDNESDAY, JANUARY 26, 2005

COMMENCING AT 4:30 P.M.

- 1. General Budget**
- 2. Capital Budget Consideration**



SCHEDULE

FOR THE BUDGET MEETING OF RED DEER CITY COUNCIL

TO BE HELD IN THE COUNCIL CHAMBERS, CITY HALL

TUESDAY, FEBRUARY 1, 2005

COMMENCING AT 4:30 P.M.

1. **Director of Corporate Services – Introductory Remarks**
2. **Audit Committee: Review of Audit Committee Recommendation re: Treasury Services Review**
3. **Consideration of BPFR:**
 - (a) Incorporation into the Base Budget
 - (b) Operating Needs Ranked High
 - (c) Operating Needs Ranked Medium
 - (d) Strategic Initiatives
 - (e) One Time Costs
 - (f) Capital Project Operating Impact (Dealt with during the Capital Budget decisions)
4. **2005 Budget Resolution**
5. **Director of Community Services – Ordering of 2006 RCMP Members**
6. **Approval of Library Budget**

Schedule
Capital Budget Meeting of Council
Tuesday, February 1, 2005
Page 2

7. **Other Budget Business**

8. **City Clerk – Consideration of Cancelling February 2, 2005
Council meeting if Budget Deliberations are completed on
February 1, 2005.**



Legislative & Administrative Services

DATE: January 26, 2005
TO: City Council
FROM: Mayor Flewwelling, Audit Committee Chair
RE: Treasury Services Review

At its meeting of January 12, 2005, the Audit Committee considered the Treasury Services Review: Treasury Organization Structure Recommendations as presented by Delta Factor Inc. Management Consulting on November 23, 2004 and the subsequent review of the recommendations by Collins Barrow dated January 5, 2005. The Audit Committee unanimously supported the recommendations and passed a resolution recommending that Red Deer City Council proceed with the Treasury Services Re-Organization.

Recommendation

This is provided for the information and consideration of members of Council.

A handwritten signature in black ink, reading 'Morris Flewwelling'.

Mayor Morris Flewwelling, Chair
Audit Committee

**THE CITY OF RED DEER
DRAFT RESOLUTIONS**

Date: February 1, 2005

No. 1, p.

Moved by Councillor

Seconded by Councillor

“Resolved that Council of the City of Red Deer, having considered the
2005 Business Plan Funding Requirements, hereby approves the following
as part of the 2005 Operating Budget:

<u>Item #</u>	<u>Department</u>	<u>Item</u>	<u>Amount</u>
---------------	-------------------	-------------	---------------

Hughes	Veer	Mulder	Wong	Dawson	Watkinson- Zimmer	Pimm	Jefferies	Flewwelling
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
Carried	Defeated	Withdrawn	Tabled					

<input type="checkbox"/> For	<input checked="" type="checkbox"/> Against	A Absent
------------------------------	---	----------

**THE CITY OF RED DEER
DRAFT RESOLUTIONS**

Date: February 1, 2005

No. 2, p.

Moved by Councillor

Seconded by Councillor

"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 2005 in order to bring the total number of members to 115 in 2006."

Hughes	Veer	Mulder	Wong	Dawson	Watkinson- Zimmer	Pimm	Jefferies	Flewwelling
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
Carried	Defeated	Withdrawn	Tabled					

☐

For

✓ Against

A Absent

**THE CITY OF RED DEER
DRAFT RESOLUTIONS**

Date: **February 1, 2005**

No. 3, p.

Moved by Councillor

Seconded by Councillor

"Resolved that Council of the City of Red Deer, having considered the Red Deer 2005 Operating Budget Summary hereby approves the 2005 Red Deer Library Budget as follows:

Expenditures:	\$ 2,728,928
Revenues:	<u>\$ 664,801</u>
Requisition Amount:	\$ 2,064,127

Hughes	Veer	Mulder	Wong	Dawson	Watkinson- Zimmer	Pimm	Jefferies	Flewelling
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
Carried	Defeated	Withdrawn	Tabled					

<input type="checkbox"/> For	<input checked="" type="checkbox"/> Against	A Absent
------------------------------	---	----------

**THE CITY OF RED DEER
DRAFT RESOLUTIONS**

Date: February 1, 2005

No. 4, p.

Moved by Councillor

Seconded by Councillor

"Resolved that Council of the City of Red Deer, having reviewed the 2005 Operating Budget hereby approves the 2005 operating budget details as shown on Attachment 1 titled "City of Red Deer 2005 Operating Budget, February 1, 2005."

Hughes	Veer	Mulder	Wong	Dawson	Watkinson- Zimmer	Pimm	Jefferies	Flewwelling
--------	------	--------	------	--------	----------------------	------	-----------	-------------

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------

Carried	Defeated	Withdrawn	Tabled
---------	----------	-----------	--------

<input type="checkbox"/> For	✓ Against	A Absent
------------------------------	-----------	----------

THE CITY OF RED DEER
DRAFT RESOLUTIONS

Date: February 1, 2005

No. 5, p.

Moved by Councillor

Seconded by Councillor

"Resolved that Council of the City of Red Deer, hereby cancels the
February 2, 2005 Red Deer City Council Budget Meeting."

Hughes	Veer	Mulder	Wong	Dawson	Watkinson- Zimmer	Pimm	Jefferies	Flewwelling
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
Carried	Defeated	Withdrawn	Tabled					

☐ For

✓ Against

A Absent

2005 Operating Budget Requirements - Summary

2005 BUDGET CHANGES	EXPENDITURES & TRANSFERS NET OF REVENUES	% TAX RATE INCREASE REQUIRED	% TAX RATE INCREASE CUMULATIVE
CAPITAL PROJECT OPERATING IMPACT	\$ 94,348	0.20%	0.20%
RANKED AS PART OF BASE	\$ (5,812,856)	-12.60%	-12.39%
RANKED AS HIGH RISK	\$ 770,440	1.67%	-10.72%
RANKED AS MEDIUM RISK	\$ 303,427	0.66%	-10.07%
RANKED AS NOMINAL RISK	\$ -	0.00%	-10.07%
RANKED AS STRATEGIC INITIATIVE	\$ 4,905,063	10.63%	0.56%
RANKED AS ONE TIME	\$ -	0.00%	0.56%
ADDITIONAL TAX REVENUE REQUIRED	\$ 260,422		
TAX RATE INCREASE REQUIRED		0.56%	0.56%

2005 Operating Budget Requirements - Impact on Sample Home

2004 MONTHLY RESIDENTIAL TAXES	MUNICIPAL ONLY	\$ 78.40	
---------------------------------------	-----------------------	-----------------	--

Additional taxes as a result of Market Value Growth	\$ 4.79	6.11%
Additional taxes as a result of Tax Rate Increase	\$ 0.47	0.56%

2005 MONTHLY RESIDENTIAL TAXES	MUNICIPAL ONLY	\$ 83.66	
---------------------------------------	-----------------------	-----------------	--

SAMPLE HOME - 2004 Tax Year Assessment of \$151,700

54% of Red Deer residential properties are assessed at this value or lower.

This grouping includes single family detached, duplexes, townhouses, condominiums and manufactured homes with an individual legal title.

2005 Operating Budget Requirements - Summary
As Printed - 2% additional Capital Levy

2005 BUDGET CHANGES	EXPENDITURES & TRANSFERS NET OF REVENUES	% TAX RATE INCREASE REQUIRED
RANKED AS PART OF BASE	\$ (5,812,856)	-12.60%
RANKED AS HIGH RISK	\$ 770,440	1.67%
RANKED AS MEDIUM RISK	\$ 303,427	0.66%
RANKED AS NOMINAL RISK	\$ -	0.00%
RANKED AS STRATEGIC INITIATIVE	\$ 4,905,063	10.64%
RANKED AS ONE TIME	\$ -	0.00%
CAPITAL PROJECT OPERATING IMPACT	\$ 94,348	0.21%
ADDITIONAL TAX REVENUE REQUIRED	\$ 260,422	
TAX RATE INCREASE REQUIRED		0.58%

**2005 Operating Budget Requirements - Impact on Sample Home
As Printed**

2004 MONTHLY RESIDENTIAL TAXES MUNICIPAL ONLY	\$ 78.40	
Additional taxes as a result of Market Value Growth	\$ 4.79	6.11%
Additional taxes as a result of Tax Rate Increase	\$ 0.45	0.58%
2005 MONTHLY RESIDENTIAL TAXES MUNICIPAL ONLY	\$ 83.64	6.69%

SAMPLE HOME - 2004 Tax Year Assessment of \$151,700
54% of Red Deer homes are assessed at this value or lower

2005 Operating Budget Requirements

I T E M #	DEPT	LEGEND:	TOTALS
		B - Base SI - Strategic Initiative H - High Risk M - Medium Risk N - Nominal Risk	
		2005 BUDGET CHANGES RANKED AS STRATEGIC INITIATIVE	
42	Com Srvs	Continued funding for Culture Link (to be reviewed in three years)	50,000
43	Com Srvs	PCPS - Permanent funding for part time staff hours	40,738
44	Com Srvs	Add'l Personnel - Awareness, Education, Marketing Function (1 FTE - full year funding \$60,000)	50,000
45	Com Srvs	NCNHS limited term executive director and operating costs	47,700
46	Dev. Svcs	Relocate City Hall department (one time 250,000)(full year ongoing 165,000)	123,750
47	Emerg.Svcs	Funding for Fire Medics (5 FTE) 11 months cost; full year cost \$360,145	330,133
48	General	Capital Reserve Contribution - 1% to rebuild the City's Capital capacity. Year 4 of 8.	458,000
49	General	Option 2 - Capital Reserve Contribution - Another 2% to rebuild the City's Capital capacity.	916,000
50	General	GST Legislation Change - Reduction in GST Unrecoverable portion transferred to Capital Project Reserve	285,000
51	General	Subdivision Fund - Replacement of Investment Income	400,000
52	General	Reduce dependence on Tax Stabilization Reserve	500,000
53	Insp. & Lic.	Increased City Hall Security - Cdn Corps of Commissionaires	34,092
54	Insp. & Lic.	SPCA Grant Increase	7,600
55	Leg. & Admin.	Training/Orientation for new Audit Committee	10,000
56	Leg. & Admin.	Growth increase for census workers data collection	10,013
57	Public Wks	Red Deer Regional Airport Authority request for extension of annual capital grant (five year period of 2005-2009)	40,000
58	Public Wks	Department reorganization; Full year tax supported cost \$210,000; (One time \$87,000 2005, 25,000 2006) Note; a further \$294,000 is charged to Utilities ongoing)	56,000
59	RCMP	(\$107,584 in 2005; Full year 215,168); Overtime \$81,000; one time	516,122
60	RCMP	Policing Reserve draw down; set up in 2004; (\$713,164 - 250,000)	(250,000)
61	RP&C	Formation of the Red Deer Active Living Coalition	4,500
62	Soc. Plan.	Community Facilitator; Full year cost is \$77,370	54,910
63	Transit	Increased staff resource to meet objectives; full year cost is \$55,000	46,500
64	Transit	Extended Public Transit Service Hours (Full year \$379,000)	95,000
65	Transit	Transit Service to West Park Extension (Full year \$61,000)	20,000
66	Treasury	(One time \$97,000 2005) Note; a further \$145,400 is charged to	296,400

2005 Operating Budget Requirements

I T E M #	DEPT	LEGEND:	TOTALS
		B - Base SI - Strategic Initiative H - High Risk M - Medium Risk N - Nominal Risk	
67	Various	Fleet Equipment - expansion of fleet included	188,769
68	Various	Infrastructure Maintenance and Repair Funding - to address prior shortfall on current infrastructure	507,000
100	Leg. & Admin.	Full Time Committee Secretary	25,536
101	RP&C	Parkland Airshed Management Zone (PAMZ) Membership	15,300
102	Public Wks	Increase in snow & ice control	21,000
103	Public Wks	Street Sweeping - funding for one additional sweeping of the downtown area	5,000
		SUBTOTAL	\$ 4,905,063

2005 Operating Budget Requirements - Summary
No Tax Rate Increase

2005 BUDGET CHANGES	EXPENDITURES & TRANSFERS NET OF REVENUES	% TAX RATE INCREASE REQUIRED
RANKED AS PART OF BASE	\$ (5,812,856)	-12.60%
RANKED AS HIGH RISK	\$ 770,440	1.67%
RANKED AS MEDIUM RISK	\$ 303,427	0.66%
RANKED AS NOMINAL RISK	\$ -	0.00%
RANKED AS STRATEGIC INITIATIVE	\$ 4,644,641	10.07%
RANKED AS ONE TIME	\$ -	0.00%
CAPITAL PROJECT OPERATING IMPACT	\$ 94,348	0.21%
ADDITIONAL TAX REVENUE REQUIRED	\$ -	
TAX RATE INCREASE REQUIRED		0.00%

2005 Operating Budget Requirements - Impact on Sample Home
No Tax Rate Increase

2004 MONTHLY RESIDENTIAL TAXES MUNICIPAL ONLY	\$ 78.40	
Additional taxes as a result of Market Value Growth	\$ 4.79	6.11%
Additional taxes as a result of Tax Rate Increase	\$ -	0.00%
2005 MONTHLY RESIDENTIAL TAXES MUNICIPAL ONLY	\$ 83.19	6.11%

SAMPLE HOME - 2004 Tax Year Assessment of \$151,700
54% of Red Deer homes are assessed at this value or lower

2005 Operating Budget Requirements

I T E M #	DEPT	LEGEND:		TOTALS
		B - Base H - High Risk	SI - Strategic Initiative M - Medium Risk N - Nominal Risk	
		2005 BUDGET CHANGES RANKED AS STRATEGIC INITIATIVE		
42	Com Srvs	Continued funding for Culture Link (to be reviewed in three years)		50,000
43	Com Srvs	PCPS - Permanent funding for part time staff hours		40,738
44	Com Srvs	Add'l Personnel - Awareness, Education, Marketing Function (1 FTE - full year funding \$60,000)		50,000
45	Com Srvs	NCNHS limited term executive director and operating costs		47,700
46	Dev. Svcs	Relocate City Hall department (one time 250,000)(full year ongoing 165,000)		123,750
47	Emerg.Svcs	Funding for Fire Medics (5 FTE) 11 months cost; full year cost \$360,145		330,133
48	General	Capital Reserve Contribution - 1% to rebuild the City's Capital capacity. Year 4 of 8.		458,000
49	General	Option 2 - Capital Reserve Contribution - 1.4% additional capital levy to rebuild the City's Capital capacity.		655,578
50	General	GST Legislation Change - Reduction in GST Unrecoverable portion transferred to Capital Project Reserve		285,000
51	General	Subdivision Fund - Replacement of Investment Income		400,000
52	General	Reduce dependence on Tax Stabilization Reserve		500,000
53	Insp. & Lic.	Increased City Hall Security - Cdn Corps of Commissionaires		34,092
54	Insp. & Lic.	SPCA Grant Increase		7,600
55	Leg. & Admin.	Training/Orientation for new Audit Committee		10,000
56	Leg. & Admin.	Growth increase for census workers data collection		10,013
57	Public Wks	Red Deer Regional Airport Authority request for extension of annual capital grant (five year period of 2005-2009)		40,000
58	Public Wks	Department reorganization; Full year tax supported cost \$210,000; (One time \$87,000 2005, 25,000 2006) Note; a further \$294,000 is charged to Utilities ongoing)		56,000
59	RCMP	(\$107,584 in 2005; Full year 215,168); Overtime \$81,000; one time		516,122
60	RCMP	Policing Reserve draw down; set up in 2004; (\$713,164 - 250,000)		(250,000)
61	RP&C	Formation of the Red Deer Active Living Coalition		4,500
62	Soc. Plan.	Community Facilitator; Full year cost is \$77,370		54,910
63	Transit	Increased staff resource to meet objectives; full year cost is \$55,000		46,500
64	Transit	Extended Public Transit Service Hours (Full year \$379,000)		95,000
65	Transit	Transit Service to West Park Extension (Full year \$61,000)		20,000
66	Treasury	(One time \$97,000 2005) Note; a further \$145,400 is charged to		296,400

2005 Operating Budget Requirements

I T E M #	DEPT	LEGEND:		TOTALS
		B - Base H - High Risk	SI - Strategic Initiative M - Medium Risk N - Nominal Risk	
67	Various	Fleet Equipment - expansion of fleet included		188,769
68	Various	Infrastructure Maintenance and Repair Funding - to address prior shortfall on current infrastructure		507,000
100	Leg. & Admin.	Full Time Committee Secretary		25,536
101	RP&C	Parkland Airshed Management Zone (PAMZ) Membership		15,300
102	Public Wks	Increase in snow & ice control		21,000
103	Public Wks	Street Sweeping - funding for one additional sweeping of the downtown area		5,000
		SUBTOTAL		\$ 4,644,641

2005 Operating Budget Requirements - Summary
3% additional Capital Levy

2005 BUDGET CHANGES	EXPENDITURES & TRANSFERS NET OF REVENUES	% TAX RATE INCREASE REQUIRED
RANKED AS PART OF BASE	\$ (5,812,856)	-12.60%
RANKED AS HIGH RISK	\$ 770,440	1.67%
RANKED AS MEDIUM RISK	\$ 303,427	0.66%
RANKED AS NOMINAL RISK	\$ -	0.00%
RANKED AS STRATEGIC INITIATIVE	\$ 5,363,063	11.63%
RANKED AS ONE TIME	\$ -	0.00%
CAPITAL PROJECT OPERATING IMPACT	\$ 94,348	0.21%
ADDITIONAL TAX REVENUE REQUIRED	\$ 718,422	
TAX RATE INCREASE REQUIRED		1.57%

2005 Operating Budget Requirements - Impact on Sample Home
4% Capital Levy

2004 MONTHLY RESIDENTIAL TAXES MUNICIPAL ONLY	\$ 78.40	
Additional taxes as a result of Market Value Growth	\$ 4.79	6.11%
Additional taxes as a result of Tax Rate Increase	\$ 1.23	1.57%
2005 MONTHLY RESIDENTIAL TAXES MUNICIPAL ONLY	\$ 84.42	7.68%

SAMPLE HOME - 2004 Tax Year Assessment of \$151,700
54% of Red Deer homes are assessed at this value or lower

2005 Operating Budget Requirements

I T E M #	DEPT	LEGEND:	TOTALS
		B - Base SI - Strategic Initiative H - High Risk M - Medium Risk N - Nominal Risk	

		2005 BUDGET CHANGES RANKED AS STRATEGIC INITIATIVE	
42	Com Srvs	Continued funding for Culture Link (to be reviewed in three years)	50,000
43	Com Srvs	PCPS - Permanent funding for part time staff hours	40,738
44	Com Srvs	Add'l Personnel - Awareness, Education, Marketing Function (1 FTE - full year funding \$60,000)	50,000
45	Com Srvs	NCNHS limited term executive director and operating costs	47,700
46	Dev. Svcs	Relocate City Hall department (one time 250,000)(full year ongoing 165,000)	123,750
47	Emerg.Svcs	Funding for Fire Medics (5 FTE) 11 months cost; full year cost \$360,145	330,133
48	General	Capital Reserve Contribution - 1% to rebuild the City's Capital capacity. Year 4 of 8.	458,000
49	General	Option 2 - Capital Reserve Contribution - 3% additional capital levy to rebuild the City's Capital capacity.	1,374,000
50	General	GST Legislation Change - Reduction in GST Unrecoverable portion transferred to Capital Project Reserve	285,000
51	General	Subdivision Fund - Replacement of Investment Income	400,000
52	General	Reduce dependence on Tax Stabilization Reserve	500,000
53	Insp. & Lic.	Increased City Hall Security - Cdn Corps of Commissioners	34,092
54	Insp. & Lic.	SPCA Grant Increase	7,600
55	Leg. & Admin.	Training/Orientation for new Audit Committee	10,000
56	Leg. & Admin.	Growth increase for census workers data collection	10,013
57	Public Wks	Red Deer Regional Airport Authority request for extension of annual capital grant (five year period of 2005-2009)	40,000
58	Public Wks	Department reorganization; Full year tax supported cost \$210,000; (One time \$87,000 2005, 25,000 2006) Note; a further \$294,000 is charged to Utilities ongoing)	56,000
59	RCMP	(\$107,584 in 2005; Full year 215,168); Overtime \$81,000; one time	516,122
60	RCMP	Policing Reserve draw down; set up in 2004; (\$713,164 - 250,000)	(250,000)
61	RP&C	Formation of the Red Deer Active Living Coalition	4,500
62	Soc. Plan.	Community Facilitator; Full year cost is \$77,370	54,910
63	Transit	Increased staff resource to meet objectives; full year cost is \$55,000	46,500
64	Transit	Extended Public Transit Service Hours (Full year \$379,000)	95,000
65	Transit	Transit Service to West Park Extension (Full year \$61,000)	20,000
66	Treasury	(One time \$97,000 2005) Note; a further \$145,400 is charged to	296,400

2005 Operating Budget Requirements

I T E M #	DEPT	LEGEND:	TOTALS
		B - Base SI - Strategic Initiative H - High Risk M - Medium Risk N - Nominal Risk	

67	Various	Fleet Equipment - expansion of fleet included	188,769
68	Various	Infrastructure Maintenance and Repair Funding - to address prior shortfall on current infrastructure	507,000
100	Leg. & Admin.	Full Time Committee Secretary	25,536
101	RP&C	Parkland Airshed Management Zone (PAMZ) Membership	15,300
102	Public Wks	Increase in snow & ice control	21,000
103	Public Wks	Street Sweeping - funding for one additional sweeping of the downtown area	5,000
		SUBTOTAL	\$ 5,363,063

2005 Operating Budget Requirements - Summary**Worst Case Scenario****No ambulance grant; no extra capital levy; no weaning**

2005 BUDGET CHANGES	EXPENDITURES & TRANSFERS NET OF REVENUES	% TAX RATE INCREASE REQUIRED
RANKED AS PART OF BASE	\$ (2,772,356)	-6.01%
RANKED AS HIGH RISK	\$ 770,440	1.67%
RANKED AS MEDIUM RISK	\$ 303,427	0.66%
RANKED AS NOMINAL RISK	\$ -	0.00%
RANKED AS STRATEGIC INITIATIVE	\$ 2,804,063	6.08%
RANKED AS ONE TIME	\$ -	0.00%
CAPITAL PROJECT OPERATING IMPACT	\$ 94,348	0.21%
ADDITIONAL TAX REVENUE REQUIRED	\$ 1,199,922	
TAX RATE INCREASE REQUIRED		2.62%

2005 Operating Budget Requirements - Impact on Sample Home

Worst Case Scenario

- No ambulance grant; no extra capital levy; no weaning

2004 MONTHLY RESIDENTIAL TAXES MUNICIPAL ONLY	\$ 78.40	
Additional taxes as a result of Market Value Growth	\$ 4.79	6.11%
Additional taxes as a result of Tax Rate Increase	\$ 2.05	2.62%
2005 MONTHLY RESIDENTIAL TAXES MUNICIPAL ONLY	\$ 85.24	8.73%

SAMPLE HOME - 2004 Tax Year Assessment of \$151,700

54% of Red Deer homes are assessed at this value or lower

2005 Operating Budget Requirements

I T E M #	DEPT	LEGEND:	TOTALS
		B - Base H - High Risk	
		2005 BUDGET CHANGES RANKED AS PART OF BASE	
1	General	Estimated additional Tax Revenue from construction growth.	(2,347,000)
2	General	Estimated additional Tax Revenue from market value growth.	(2,520,000)
3	Police	Police Funding Grant (see clawback item 4 below)	(1,129,488)
4	General	Reduction in general Provincial grant due to clawback - police	316,324
5	General	Estimated additional Gas Franchise Fee - new contract rates	(495,000)
6	General	Increase in Interest on Investments	(160,000)
7	General	Increase in transfers from self-supported operations	(161,174)
8	Emerg.Svcs	Ambulance Services - Health Region Funding (Apr. - Dec.)	0
9	Police	Police Service contract - price increase (for 91 members)	640,822
10	Various	GST Legislation Change - full recovery of GST for full year in 2005	(284,174)
11	Various	Changes within each department that are net of other adjustments	(231,326)
12	Various	CPI Increase of 2.1% on Agency Contracts	56,777
13	Various	CPI Increase of 2.1% on Contracted Services, Materials, Supplies & Fleet Equipment Expense	330,545
14	Various	Change in Debenture Interest, Principal and Grant Payments	1,746
15	Various	Additional funding to bring 2004 approvals to a full year's funding	700,400
16	Various	Personnel Provisions - Full Year Funding of 2004 Additional Positions	396,338
17	Various	Personnel Provisions/Allocations - Salary and Benefit Rate	2,112,854
		SUBTOTAL	\$ (2,772,356)

2005 Operating Budget Requirements

I T E M #	DEPT	LEGEND:		TOTALS
		B - Base H - High Risk	SI - Strategic Initiative M - Medium Risk N - Nominal Risk	
		2005 BUDGET CHANGES RANKED AS STRATEGIC INITIATIVE		
42	Com Srvs	Continued funding for Culture Link (to be reviewed in three years)		50,000
43	Com Srvs	PCPS - Permanent funding for part time staff hours		40,738
44	Com Srvs	Add'l Personnel - Awareness, Education, Marketing Function (1 FTE - full year funding \$60,000)		50,000
45	Com Srvs	NCNHS limited term executive director and operating costs		47,700
46	Dev. Svcs	Relocate City Hall department (one time 250,000)(full year ongoing 165,000)		123,750
47	Emerg.Svcs	Funding for Fire Medics (5 FTE) 11 months cost; full year cost \$360,145		330,133
48	General	Capital Reserve Contribution - 1% to rebuild the City's Capital capacity. Year 4 of 8.		458,000
49	General	Option 2 - Capital Reserve Contribution - Another 2% to rebuild the City's Capital capacity.		
50	General	GST Legislation Change - Reduction in GST Unrecoverable portion transferred to Capital Project Reserve		
51	General	Subdivision Fund - Replacement of Investment Income		
52	General	Reduce dependence on Tax Stabilization Reserve		
53	Insp. & Lic.	Increased City Hall Security - Cdn Corps of Commissioners		34,092
54	Insp. & Lic.	SPCA Grant Increase		7,600
55	Leg. & Admin.	Training/Orientation for new Audit Committee		10,000
56	Leg. & Admin.	Growth increase for census workers data collection		10,013
57	Public Wks	Red Deer Regional Airport Authority request for extension of annual capital grant (five year period of 2005-2009)		40,000
58	Public Wks	Department reorganization; Full year tax supported cost \$210,000; (One time \$87,000 2005, 25,000 2006) Note; a further \$294,000 is charged to Utilities ongoing)		56,000
59	RCMP	(\$107,584 in 2005; Full year 215,168); Overtime \$81,000; one time		516,122
60	RCMP	Policing Reserve draw down; set up in 2004; (\$713,164 - 250,000)		(250,000)
61	RP&C	Formation of the Red Deer Active Living Coalition		4,500
62	Soc. Plan.	Community Facilitator; Full year cost is \$77,370		54,910
63	Transit	Increased staff resource to meet objectives; full year cost is \$55,000		46,500
64	Transit	Extended Public Transit Service Hours (Full year \$379,000)		95,000
65	Transit	Transit Service to West Park Extension (Full year \$61,000)		20,000
66	Treasury	(One time \$97,000 2005) Note; a further \$145,400 is charged to		296,400

2005 Operating Budget Requirements

I T E M #	DEPT	LEGEND:	TOTALS
		B - Base SI - Strategic Initiative H - High Risk M - Medium Risk N - Nominal Risk	
67	Various	Fleet Equipment - expansion of fleet included	188,769
68	Various	Infrastructure Maintenance and Repair Funding - to address prior shortfall on current infrastructure	507,000
100	Leg. & Admin.	Full Time Committee Secretary	25,536
101	RP&C	Parkland Airshed Management Zone (PAMZ) Membership	15,300
102	Public Wks	Increase in snow & ice control	21,000
103	Public Wks	Street Sweeping - funding for one additional sweeping of the downtown area	5,000
		SUBTOTAL	\$ 2,804,063

CITY OF RED DEER
CAPITAL FINANCING - TAX SUPPORTED PROJECTS
(in \$ thousands)

Capital Projects Reserve	2005	2006	2007	2008	2009	2010+
Balance - Beginning of Year	(1,408)	794	(29,823)	(63,808)	(84,892)	(90,302)
Add: Sources of Funding						
Transfer from ELP Reserves	11,000	1,500	1,500	1,000	1,000	-
Debentures Paid Off in 2004 - Funding to CPR	75	75	75	75	75	75
Rebuild Capital Capacity - 8 Year Plan - Details Below	558	1,048	1,568	2,128	2,728	2,728
Additional 2% Proposed in 2005 Budget	-	-	-	-	-	-
Additional 2% in 2006	-	-	-	-	-	-
Additional 2% in 2007	-	-	-	-	-	-
Additional 2% in 2008	-	-	-	-	-	-
Additional 2% in 2009	-	-	-	-	-	-
Additional 2% in 2010	-	-	-	-	-	-
Repayment - Utility Billing Project	130	130	130	130	-	-
Repayment - River Bend Clubhouse	50	53	55	58	61	64
Estimate of Provincial Grant Available to CPR	-	-	-	-	-	-
Debt Needed to fund all Capital Items	-	-	-	-	-	-
Less: Funding Required						
Funding for CPR Funded Projects	(9,611)	(33,424)	(37,313)	(24,475)	(9,275)	(22,888)
Funding Required to Cover Basic Capital Shortfall	-	-	-	-	-	(12,245)
Balance - End of Year	794	(29,823)	(63,808)	(84,892)	(90,302)	(122,568)

Rebuilding of Capital Capacity - Details	2005	2006	2007	2008	2009	2010+
2002 - Year 1 of 8	300	300	300	300	300	300
2003 - Year 2 of 8	335	335	335	335	335	335
Reduce ITS Dependency on CPR - Technology Refresh	(535)	(535)	(535)	(535)	(535)	(535)
2004 - Year 3 of 8	380	380	380	380	380	380
Reduce ES Dependency on CPR - Equipment Depreciation	(380)	(380)	(380)	(380)	(380)	(380)
2005 - Year 4 of 8	458	458	458	458	458	458
2006 - Year 5 of 8	-	490	490	490	490	490
2007 - Year 6 of 8	-	-	520	520	520	520
2008 - Year 7 of 8	-	-	-	560	560	560
2009 - Year 8 of 8	-	-	-	-	600	600
Total	558	1,048	1,568	2,128	2,728	2,728

CITY OF RED DEER
CAPITAL FINANCING - TAX SUPPORTED PROJECTS
(in \$ thousands)

Capital Projects Reserve	2005	2006	2007	2008	2009	2010+
Balance - Beginning of Year	(1,408)	1,710	(27,075)	(58,312)	(75,732)	(76,562)
Add: Sources of Funding						
Transfer from ELP Reserves	11,000	1,500	1,500	1,000	1,000	-
Debentures Paid Off in 2004 - Funding to CPR	75	75	75	75	75	75
Rebuild Capital Capacity - 8 Year Plan - Details Below	558	1,048	1,568	2,128	2,728	2,728
Additional 2% Proposed in 2005 Budget	916	916	916	916	916	916
Additional 2% in 2006		916	916	916	916	916
Additional 2% in 2007			916	916	916	916
Additional 2% in 2008				916	916	916
Additional 2% in 2009					916	916
Additional 2% in 2010						916
Repayment - Utility Billing Project	130	130	130	130	-	-
Repayment - River Bend Clubhouse	50	53	55	58	61	64
Estimate of Provincial Grant Available to CPR	-	-	-	-	-	-
Debt Needed to fund all Capital Items	-	-	-	-	-	-
Less: Funding Required						
Funding for CPR Funded Projects	(9,611)	(33,424)	(37,313)	(24,475)	(9,275)	(22,888)
Funding Required to Cover Basic Capital Shortfall	-	-	-	-	-	(12,245)
Balance - End of Year	1,710	(27,075)	(58,312)	(75,732)	(76,562)	(103,332)

Rebuilding of Capital Capacity - Details	2005	2006	2007	2008	2009	2010+
2002 - Year 1 of 8	300	300	300	300	300	300
2003 - Year 2 of 8	335	335	335	335	335	335
Reduce ITS Dependency on CPR - Technology Refresh	(535)	(535)	(535)	(535)	(535)	(535)
2004 - Year 3 of 8	380	380	380	380	380	380
Reduce ES Dependency on CPR - Equipment Depreciation	(380)	(380)	(380)	(380)	(380)	(380)
2005 - Year 4 of 8	458	458	458	458	458	458
2006 - Year 5 of 8	-	490	490	490	490	490
2007 - Year 6 of 8	-	-	520	520	520	520
2008 - Year 7 of 8	-	-	-	560	560	560
2009 - Year 8 of 8	-	-	-	-	600	600
Total	558	1,048	1,568	2,128	2,728	2,728

CITY OF RED DEER
CAPITAL FINANCING - TAX SUPPORTED PROJECTS
(in \$ thousands)

Capital Projects Reserve	2005	2006	2007	2008	2009	2010+
Balance - Beginning of Year	(1,408)	1,710	(12,075)	(28,312)	(30,732)	(16,562)
Add: Sources of Funding						
Transfer from ELP Reserves	11,000	1,500	1,500	1,000	1,000	-
Debentures Paid Off in 2004 - Funding to CPR	75	75	75	75	75	75
Rebuild Capital Capacity - 8 Year Plan - Details Below	558	1,048	1,568	2,128	2,728	2,728
Additional 2% Proposed in 2005 Budget	916	916	916	916	916	916
Additional 2% in 2006		916	916	916	916	916
Additional 2% in 2007			916	916	916	916
Additional 2% in 2008				916	916	916
Additional 2% in 2009					916	916
Additional 2% in 2010						916
Repayment - Utility Billing Project	130	130	130	130	-	-
Repayment - River Bend Clubhouse	50	53	55	58	61	64
Estimate of Provincial Grant Available to CPR	-	15,000	15,000	15,000	15,000	15,000
Debt Needed to fund all Capital Items	-	-	-	-	-	-
Less: Funding Required						
Funding for CPR Funded Projects	(9,611)	(33,424)	(37,313)	(24,475)	(9,275)	(22,888)
Funding Required to Cover Basic Capital Shortfall	-	-	-	-	-	(12,245)
Balance - End of Year	1,710	(12,075)	(28,312)	(30,732)	(16,562)	(28,332)

75,000
-

Rebuilding of Capital Capacity - Details	2005	2006	2007	2008	2009	2010+
2002 - Year 1 of 8	300	300	300	300	300	300
2003 - Year 2 of 8	335	335	335	335	335	335
Reduce ITS Dependency on CPR - Technology Refresh	(535)	(535)	(535)	(535)	(535)	(535)
2004 - Year 3 of 8	380	380	380	380	380	380
Reduce ES Dependency on CPR - Equipment Depreciation	(380)	(380)	(380)	(380)	(380)	(380)
2005 - Year 4 of 8	458	458	458	458	458	458
2006 - Year 5 of 8	-	490	490	490	490	490
2007 - Year 6 of 8	-	-	520	520	520	520
2008 - Year 7 of 8	-	-	-	560	560	560
2009 - Year 8 of 8	-	-	-	-	600	600
Total	558	1,048	1,568	2,128	2,728	2,728

CITY OF RED DEER
CAPITAL FINANCING - TAX SUPPORTED PROJECTS
(in \$ thousands)

Capital Projects Reserve	2005	2006	2007	2008	2009	2010+
Balance - Beginning of Year	(1,408)	1,710	25	(12)	68	14,238
Add: Sources of Funding						
Transfer from ELP Reserves	11,000	1,500	1,500	1,000	1,000	-
Debentures Paid Off in 2004 - Funding to CPR	75	75	75	75	75	75
Rebuild Capital Capacity - 8 Year Plan - Details Below	558	1,048	1,568	2,128	2,728	2,728
Additional 2% Proposed in 2005 Budget	916	916	916	916	916	916
Additional 2% in 2006		916	916	916	916	916
Additional 2% in 2007			916	916	916	916
Additional 2% in 2008				916	916	916
Additional 2% in 2009					916	916
Additional 2% in 2010						916
Repayment - Utility Billing Project	130	130	130	130	-	-
Repayment - River Bend Clubhouse	50	53	55	58	61	64
Estimate of Provincial Grant Available to CPR	-	15,000	15,000	15,000	15,000	15,000
Debt Needed to fund all Capital Items	-	12,100	16,200	2,500	-	-
Less: Funding Required						
Funding for CPR Funded Projects	(9,611)	(33,424)	(37,313)	(24,475)	(9,275)	(22,888)
Funding Required to Cover Basic Capital Shortfall	-	-	-	-	-	(12,245)
Balance - End of Year	1,710	25	(12)	68	14,238	2,468

75,000
30,800

Rebuilding of Capital Capacity - Details	2005	2006	2007	2008	2009	2010+
2002 - Year 1 of 8	300	300	300	300	300	300
2003 - Year 2 of 8	335	335	335	335	335	335
Reduce ITS Dependency on CPR - Technology Refresh	(535)	(535)	(535)	(535)	(535)	(535)
2004 - Year 3 of 8	380	380	380	380	380	380
Reduce ES Dependency on CPR - Equipment Depreciation	(380)	(380)	(380)	(380)	(380)	(380)
2005 - Year 4 of 8	458	458	458	458	458	458
2006 - Year 5 of 8	-	490	490	490	490	490
2007 - Year 6 of 8	-	-	520	520	520	520
2008 - Year 7 of 8	-	-	-	560	560	560
2009 - Year 8 of 8	-	-	-	-	600	600
Total	558	1,048	1,568	2,128	2,728	2,728



OPERATING BUDGET 2005

The Corporation of The City of Red Deer
Alberta, Canada

Budget 2005

Council's Budget Strategy



Recent budgets have seen City Council take significant steps toward recapturing lost purchasing power and ensuring our community's long term financial sustainability while maintaining our competitive position as a city of choice to live and work.

The 2005 budget continues our emphasis on solid financial planning by focusing on addressing growth pressures head on, allocating dollars to repair, replace and upgrade The City's aging infrastructure, and building financial capacity to develop new facilities, roads, and bridges to serve our community.

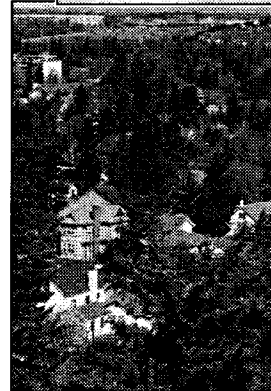
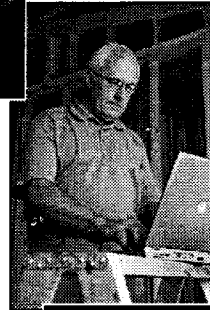
Other priorities include keeping service levels consistent across our growing city, increasing resources for community safety and security, operational modifications to efficiently respond to growth and to accommodate legislative changes, and replacing unsustainable funding sources.

Budget 2005 continues to lay a solid foundation of strategies designed to maintain Red Deer's exceptional quality of life and sound financial position. Although all growing cities have challenges, wise use of tax dollars and frugal spending have positioned us with one of the lowest tax rates and per capita debt rates in Alberta. We are well equipped to meet the future.

Impact on municipal taxes, user fees and utility rates

In addition to user fee and utility rate increases to offset rising costs, the 2005 budget will capture additional revenue through rising market values of property in Red Deer. City Council has not increased the tax rate for the 2005 budget year.

Changes in assessed value of homes and business properties are due to market value changes – inflation and market demand are two factors



Property tax revenue comes from three sources:

- revenue from tax rates *(approved by Council annually)*
- revenue from growth *(more homes and businesses in Red Deer)*
- revenue from market value increases *(increases to assessed value of homes and businesses in Red Deer).*

City Council will not increase the tax rate for the 2005 budget year. However, additional tax revenues to pay for City services will be captured through growth and market value increases.

that affect assessed value. Because changes in the assessed value of properties are market dependant, they can range widely from decreases to increases in value.

Although the net impact of changes in assessed value will vary from home to home, the sample home¹ provides us with a with a good picture of potential impact on a property. If the sample home, assessed at \$151,700 in 2004, increases by Red Deer's average market value increase, it would pay an additional \$83 on the municipal portion of their property taxes, bringing the total annual municipal tax bill up to \$1,025.

	SAMPLE HOME					
	1993	1997	1999	2001	2003	2004
Assessment Value	\$103,433	\$109,900	\$129,800	\$136,433	\$143,700	\$151,700
Municipal Tax	\$811	\$698	\$779	\$791	\$846	\$941

¹ The sample home is an older three bedroom bungalow with a double garage assessed at \$151,700. Fifty-four per cent of Red Deer homes are assessed at this value or lower.

Operating and Capital Budget Highlights

Growth and significant infrastructure requirements are the driving factors behind Council's budget strategy.

The 2005 operating and capital budget responds to Red Deer's needs by extending transit services, providing additional resources for community safety and security through police and emergency services, replacing unsustainable funding sources with planned property tax revenue, increasing the investment in parks and recreation facility maintenance and development, and building capital capacity to face future infrastructure projects such as the new north bridge projected for development post 2010.

Specifically, the 2005 operating and capital budgets address the following demands:

Growth continues to put tremendous pressure on City services and facilities. Specific items funded include:

- Increased parks and streets to maintain in new areas.
- Extended transit services to new neighborhoods.
- Increased labour costs due to inflationary pressure from strong economy.
- More office and shop space for staff and equipment.
- Additional street and traffic lights throughout city.
- Operational modifications to efficiently respond to growth and more complex legislative requirements.

Building capital and maintenance capacity is a major focus.

Since municipalities do not use depreciation – a formal process to set aside dollars to repair, replace and upgrade infrastructure throughout the lifespan of an asset – new capital dollars are required to fund major upgrades. Because of the age of Red Deer's facilities, several are



reaching their lifespan at once. The need for capital dollars is even more significant once you factor in new facility requirements to respond to growth.

The capital budget requirements over the next five years total over \$200 million with a funding shortfall of over \$90 million in the Capital Projects Reserve. In the past, this reserve has allowed Red Deer to construct major projects without taking on debt, but recent infrastructure needs have almost depleted its balance. To address the projected shortfall, The City must weigh options such as lobbying the provincial and federal governments for additional grants, canceling or deferring projects, increasing draws from the operating budget, or considering debt financing. Although The City uses debt to fund utility projects, it has not used debt to fund other capital projects since the early 1990s.

Specific items that will be addressed in 2005 include:

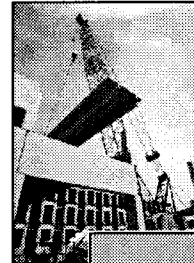
- Establish and increase maintenance funds for infrastructure (including RCMP Station and recreation facilities).
- Construct new Emergency Services Station 5.
- Continue to rebuild Capital Projects Reserve capital capacity through continuation of one per cent capital levy (\$458,000), and additional transfer of over \$500,000 from operating budget.
- Planned upgrades to GH Dawe Centre and Recreation Centre.
- Continue planning for potential facility projects including development of Arts, Heritage and History facility in partnership with Red Deer College and West Yards Relocation to meet expansion needs and allow for Riverlands Area to be redeveloped. As both of these projects are in the planning stage, Council still must debate and decide whether these projects will proceed once planning is complete.

Safety concerns remain at the forefront with significant resources being directed toward policing and emergency services. Specific items to be addressed in 2005 include:

- Implement recommendations contained in the 2004 Crime Prevention and Policing Study.
- Increase and enhance police services – provided full year funding for eight police officers added in 2004; six additional officers and four municipal employees for 2005.
- Increase and enhance emergency services for five new firemedics as well as fire prevention, branch mechanic and dispatch staff.
- Establish funding for Emergency Services Station 5 equipment and operation.

Internal improvements will accommodate new legislation and increase efficiency in meeting growth needs. Specific items that will be addressed in 2005 include:

- Treasury Services department reorganization to meet financial services needs and increased financial governance requirements in response to new legislation and recommendations from our auditors.



Capital projects slated for 2005

Residential and industrial land development.....	\$9.1 million
Park construction and natural preservation	\$2.6 million
Water Treatment Plant Upgrade (paid for by water rates).....	\$3.9 million
Wastewater Treatment Plant Upgrade (paid for by wastewater rates).....	\$9.9 million
Emergency Services Station 5	\$3.4 million
Electric Light and Power infrastructure (paid for by electricity rates)	\$2.5 million
Solid Waste infrastructure (paid for by garbage rates)	\$2.5 million
Street and traffic construction	\$7.4 million





Red Deer City Council

MAYOR

Morris Flewwelling • 342-8155

COUNCILLOR

Jeffrey Dawson • 358-4244

COUNCILLOR

Bev Hughes • 343-1881

COUNCILLOR

Cindy Jeffries • 341-4851

COUNCILLOR

Lynne Mulder • 341-6418

COUNCILLOR

Larry Pimm • 347-6093

COUNCILLOR

Tara Veer • 358-3568

COUNCILLOR

Lorna Watkinson-Zimmer
342-7653

COUNCILLOR

Frank Wong • 347-6514

- Public Works department reorganization to provide better flexibility to respond to legislated standards and the requirements of a growing city.
- Security services to provide additional staff safety as well as protection of city assets.
- Increased staff resources to respond to records management needs.

Looking to the future

Budgets set the level of funding required to meet community needs and expectations.

The decisions we make today influence our community's viability well into the future. In determining their budget strategy, Council makes decisions that address the tough questions. Should we save now, or borrow later, to fund the capital projects on the horizon? How quickly do we extend services to growing areas? Are the levels of police and emergency services adequate to maintain the needs of the community? How do we best organize our operations and use The City's staff resources to respond to our growing community? How can we maximize opportunities for redevelopment in our downtown and along our river? How can we access innovative and sustainable revenue sources to supplement the tax base?

We have spent the past few years playing catch up to growth. The 2005 budget has put us on course in responding to our growth needs. While we must continue to invest in our community to keep pace with growth, our most significant challenges ahead will be meeting our infrastructure needs and dealing with the inadequacy of the property tax base as a revenue source for growing cities.

We appreciate that other orders of government are beginning to recognize the significant needs of municipalities. Previous announcements of provincial investment of \$3 billion for municipal infrastructure and federal commitments to share a portion of gasoline tax revenues with cities will provide much needed revenue sources. While details on these commitments have still not been confirmed, we believe that they will have a significant impact on our need to borrow for capital projects in the future.

Property tax revenue for cities does not grow or keep pace with growth, as income tax revenue does for provincial and federal governments. The Canada West Foundation reports that in 2003 residents in Western Canadian cities were paying the lowest level of municipal property tax compared to personal income tax that they ever have paid in the last 40 years². We see the need for provinces and the federal government to share their income tax revenue with Canadian municipalities so that we can better deal with the cost of growth. Without additional revenue sharing, we will continue to see upward pressure on municipal tax rates while the provinces and federal government continue to reduce their tax rates.



www.reddeer.ca

²Canada West Foundation, Property Taxes in Western Canada's Big Six, October 2004

Budget 2005

**Building on strengths,
working through challenges
and weighing the options
for a promising tomorrow**



 THE CITY OF
Red Deer

Building on strengths, working through challenges and weighing the options for a promising tomorrow

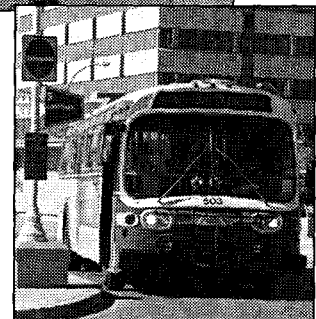
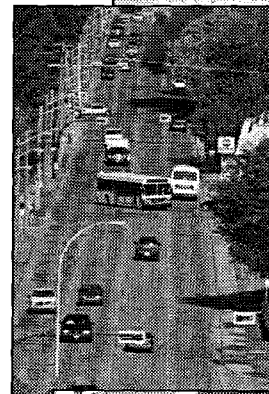
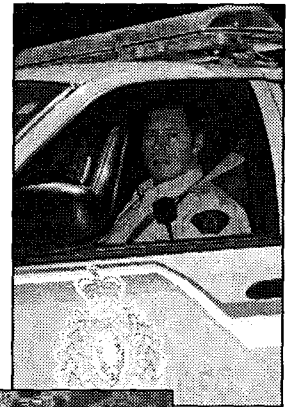
At the heart of one of the hottest economic regions in the world,¹ Red Deer continues to be a powerful and compelling force. Offering significant business advantages, first-rate amenities and services, abundant recreational opportunities and an outstanding quality of living, Red Deer is moving ahead as one of the nation's most attractive cities in which to live, raise a family and do business.

Unprecedented growth has created some of Red Deer's greatest opportunities. These include the chance to work in more industries, educate ourselves in more disciplines and enjoy more services right in our own backyard.

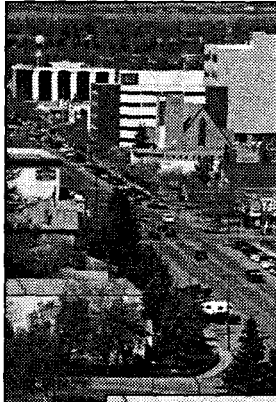
However, along with this progress have come significant challenges that are characteristic of a growing regional urban centre. Needs such as increasing police and emergency services, expanding roadways, extending services and upgrading infrastructure are just a few of the demands that have accompanied Red Deer's growth – demands that require substantial time and resources to address.

In response to this growth and in preparation for continued strong growth in the future, The City of Red Deer has already started planning in a number of these areas. The City is currently putting the finishing touches on its updated Growth Study, which will provide direction for where, when and how we should develop land over the next 50 years. Recently, The City concluded its Transit and Special Transportation Study, which provides both short and long-term strategies to manage our transit system. The 2004 Transportation Plan outlines how The City should develop its roadways in the five to 10 year as well as in the 20 to 30 year horizons. The final phase of Red Deer's Crime Prevention and Policing Study has also been completed, and identifies existing issues and trends and recommends the best course of action for crime prevention in the future. Redeveloping The City's core has also been a planning priority with strategies like the Greater Downtown Action Plan and the resulting Riverlands Area Redevelopment Plan setting the framework for a vibrant, sustainable city centre.

This year's budget will take a serious look into Red Deer's most pressing issues, many of which are identified in these studies. Community safety and security, increasing service expectations, costly modifications to accommodate legislative changes, and



¹ TD Economics Special Report, April 2003



replacing unsustainable funding sources will make for some tough financial decisions. However, by far, the driving force behind this year's budget will be addressing continued pressure from growth and raising the capital dollars required to repair, replace and upgrade The City's aging infrastructure.

While Red Deer has made some important steps to deal with past budget challenges, especially in the area of recovering lost purchasing power, our significant needs in responding to growth and funding required infrastructure will require continued tough decisions as The City works to shape a strong and sustainable future.

Building on strengths

Red Deer's exceptional quality of life and sound financial position have given The City a solid advantage as we enter into Budget 2005. Wise use of tax dollars and frugal spending has positioned Red Deer with one of the lowest tax rates and debt rates in Alberta. We are well equipped to meet the challenges ahead.

Low property taxes

For more than a decade, we have prided ourselves on keeping our taxes as low as possible. We continue to focus on keeping taxes low as we look for alternative revenue sources to help Red Deer address the mounting challenges on our horizon.

Property tax increases in 2003 and 2004 have been important steps in allowing us to recapture lost purchasing power and ensure our community's long term sustainability. Even with these increases Red Deer's combined property tax and utility charges remain the second lowest of 24 cities surveyed in Canada.²

Sample Home*

	1993	1997	1999	2001	2002	2003	2004
Assessment Value	\$103,433	\$109,900	\$129,800	\$136,433	\$138,067	\$143,700	\$150,300
Municipal Tax	\$811	\$698	\$779	\$791	\$804	\$846	\$941

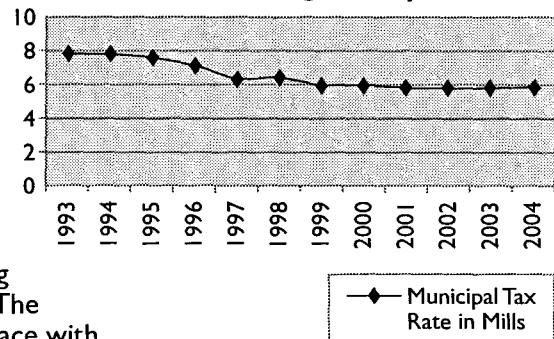
* The sample home is an older three-bedroom bungalow with a double garage. Fifty-four per cent of Red Deer homes are assessed at this value or lower.

An increase in property tax revenue can be made up of three components:

- tax rates (approved by Council annually);
- revenue from growth (more homes and businesses in Red Deer); and
- revenue from market value increases (increases to assessed value of homes and businesses in Red Deer).

In 2004, The City discontinued its practice of reducing the tax rate to offset increasing market values. While The City has designed utility rates and user fees to keep pace with inflation, it had not been using its tax rate to do the same. The City collects additional revenue when new homes or buildings are constructed, but until 2004 it had not collected additional tax revenue resulting from rising property values. Instead, The City had reduced tax rates to accommodate for these increases, absorbing the cost of inflation.

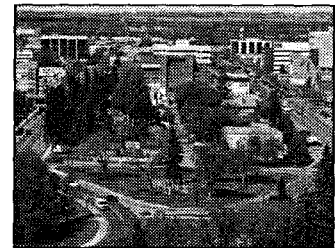
Declining Municipal Tax Rate



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

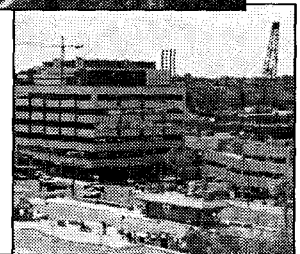
Businesses' share in property taxes

With some of the nation's lowest combined property tax and utility costs for businesses, Red Deer is committed to maintaining its competitive position as having one of the least costly business environments in Canada. While property taxes are shared between the business community and homeowners, Red Deer's businesses pay the lowest tax ratio of Alberta's five largest cities. Several years ago, Red Deer also eliminated its business tax, making



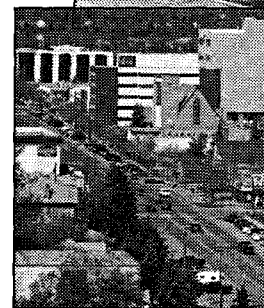
Minimal debt

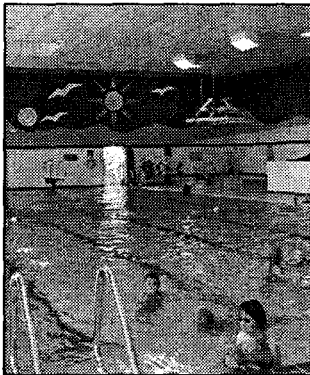
The City of Red Deer continues to enjoy the advantage of carrying the lowest debt of Alberta's eight largest cities. While other cities must dedicate significant funds to service and pay off debt loads, Red Deer has instead been able to invest these funds directly into the community.



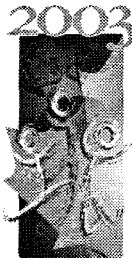
Operational efficiencies to offset rising costs

Continually looking for efficiencies and ways to avoid new costs is good business. The City has an ongoing practice of looking into its own operations to help offset budget needs before looking for additional revenue through tax dollars or utility rates. Over the past few years, restructuring of several operations has resulted in hundreds of thousands of dollars in savings. Examples include:





- Bringing the utility billing function back to The City. To avoid projected cost increases and take advantage of improved and less expensive software and technology, The City began billing customers directly for their municipal utility charges in December 2003. These changes save over \$200,000 annual
- Mailing assessment notices before tax notices. By doing so, The City was able to meet new provincially legislated deadlines without having to increase the number of Assessment and Taxation staff over a three year period.
- Providing municipalities north of Red Deer with treated water. This will maximize The City's Water Treatment Plant's capacity and reduce fixed operating costs.
- Advertising employment opportunities online. This has allowed The City to purchase less advertising space in newspapers and save approximately \$12,000 annually, which is one-third of The City's job-advertising budget.
- Maintaining a strong commitment to employee safety. This has resulted in \$750,000 in savings over the past six years thanks to The City's "Top in Industry" safety rating.



CULTURAL CAPITALE
CAPITAL CULTURELLE
of CANADA du CANADA

High quality of living

A 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. In 2000, The City of Red Deer, Red Deer County and Red Deer Chamber of Commerce launched their "3C" partnership to further strengthen Red Deer's position and future in the heart of this prosperous corridor. Furthermore, awards like the Cultural Capitals of Canada designation, a matching grant of \$500,000, which was presented to Red Deer in 2003, are helping enhance the city's unique characteristics and opportunities. These, among other benefits, have contributed to Red Deer's continued progress.



Working through challenges

Budget 2005 will see The City wrestle through some of the most demanding challenges Red Deer has faced.

Growth is putting tremendous pressure on City services and facilities.

From extending roads, water, sewer and emergency services to new neighbourhoods to providing more police officers, adding recreational facilities and creating park spaces in new areas – accommodating growth is a pricey venture.

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.

Red Deer's population has experienced a rate of growth unparalleled since the 1970s. In 2004 alone 3,232 new residents made Red Deer their home, an increase of 4.45 per cent over 2003. Growth in real estate development has continued at record levels since 2000, with building permit values ranging between \$200 and \$250 million a year.

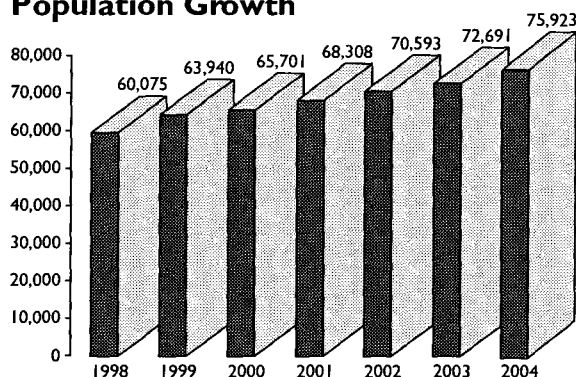
Catching up with this growth and preparing for similar-paced development in the future has forced Red Deer to walk a fine line between sustaining affordable service delivery costs and meeting increased service expectations and needs.

Growth also impacts funding available for major projects as short-term revenue sources such as interest from the land reserve will soon be gone. Rapid growth has demanded that The City develop land far earlier than originally planned, meaning that interest from this fund will no longer be available to supplement Red Deer's operating budget.

Growth is putting tremendous pressure on City services and facilities.

- Increased parks maintenance to respond to new areas
- Extend transit services to new neighbourhoods
- Strong economy increases inflationary pressure on labour costs
- More office and shop space to accommodate growth
- Additional needs for street and traffic lights throughout city

Population Growth



Red Deer's aging infrastructure demands attention.

- Facility maintenance to RCMP Station, recreation facilities
- Establish/increase annual maintenance funds for infrastructure
- Construct new Emergency Services Station 5
- Upgrades to GH Dawe Centre and Recreation Centre
- Consider potential for Museum and Archives project



Safety concerns remain at the forefront.

- Implement the Crime Prevention and Policing Study
- Increase and enhance police services – full year funding for eight police officers added in 2004; six additional officers and four municipal employees for 2005
- Increase and enhance emergency services – five new firemedics as well as fire prevention, branch mechanic, and dispatch staff
- Emergency Services Station 5 construction, equipment and operation



Red Deer's aging infrastructure demands attention.

Red Deer's infrastructure, which includes roads, buildings, recreation facilities, parks, bridges and equipment like ambulances, fire trucks and buses, has experienced significant strains stemming from the city's rapid growth. Increased use has resulted in greater wear and tear and a shorter lifespan for these facilities and networks.

During Red Deer's last period of significant growth in the 1970s and 1980s, The City made several substantial investments into our community. Many of the facilities developed during this time, such as the Museum & Archives, Recreation Centre and GH Dawe Centre – facilities central to the quality of life of our citizens – are nearing their lifespan or have reached full capacity.

Continued strong growth, combined with an aging infrastructure, has produced enormous pressures on Red Deer's infrastructure and created a critical need for more maintenance and capital investment. Cities do not use depreciation, a formal process to set aside dollars to repair, upgrade and replace infrastructure throughout the lifespan of a building. This means that new capital dollars are required to fund major upgrades.

Safety concerns remain at the forefront.

As with any expanding urban area, strong growth has given way to rising social issues including the volume and complexity of crime. In 2003, The City added eight new police officers. In 2004, in addition to another eight new police officers, The City added three new bylaw officers to assist with traffic infractions and two additional municipal employees to support increasing caseloads and to help address these growing challenges.

Calls to Red Deer's Emergency Services stations have nearly doubled over the past five years. In 2005, The City will look to add a new North Emergency Services Station to help improve emergency services and response times to this area of the city. Staff and equipment will also be needed to support the North Station, adding to the costs of this start-up.

With more calls and a larger territory for police and emergency teams to serve, safety will remain a key challenge for The City of Red Deer.

Accommodating new legislation is incurring extra costs for The City.

Legislative changes are putting additional pressure on The City's finances as Red Deer works to accommodate changing expectations as required by new Occupational, Health and Safety legislation, Freedom of Information and Protection of Privacy legislation and Bill C45 which addresses financial governance. These changes are particularly costly to implement and manage considering their impact on each of The City's 15 business units.

Municipal funding sources are inadequate and uncertain.

The two major sources of income for municipalities, other than user fees, are property taxes and federal and provincial grants.

While provincial and federal revenues are progressive and responsive to growth, experts agree that the property tax base expands slowly, yielding only incremental additions in revenue.³

The Canadian property tax burden as a percentage of Growth Domestic Product (GDP) has dropped 24 per cent from 1961 to 2000.

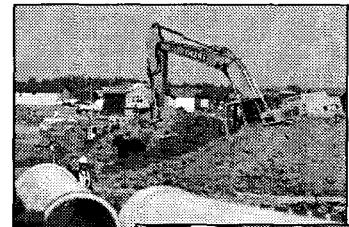
Property taxes make up a small portion of the total tax bill facing the average Canadian. Across the country, nine cents of every tax dollar paid is through property tax. With roughly half this amount dedicated to education, the municipal portion makes up less than five cents out of every tax dollar. This amount has fallen drastically in the last 40 years. In the early 1960s, Canadians paid about 14.6 cents out of every tax dollar in property tax. This total represented about 65 per cent of what was paid in combined federal and provincial personal income tax. By 2000, property taxes represented just over 20 per cent of the amount paid in combined personal income tax.⁴

The inadequacy of the property tax base to meet the needs of growing cities is starting to be understood by other levels of government. While municipalities have seen some successes in lobbying for change to funding agreements, there is still a long way to go.

Provincially, while new grant sources – specifically the ambulance transfer funding and policing grant – have been identified in the past year, there is still a large gap between the value of grants allocated to municipalities in the early 1990s and today. This ongoing deficit has drastically reduced Red Deer's financial capacity.

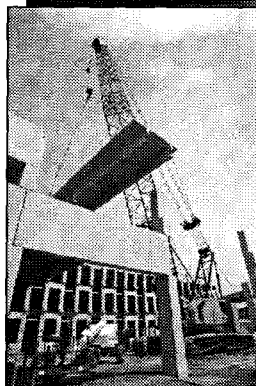
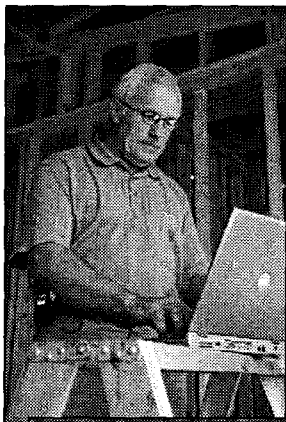
Accommodating new legislation is incurring extra costs for The City.

- Treasury Services department reorganization to meet financial services needs and increased financial governance requirements
- Public Works department reorganization to provide better flexibility to respond to legislated standards and requirements
- Security services to provide additional staff safety and security of City assets



³ Canada West Foundation Straight Talk: Property Taxes in Western Canada's Big Six, October 2004

⁴ Canada West Foundation Straight Talk: Property Taxes in Western Canada's Big Six, October 2004



The Province has also talked of an additional \$3 billion in funding for Alberta cities, but other than a commitment that funding will begin to be rolled out in the 2005 and 2006 budgets, no details have been confirmed. Red Deer must continue to make its financial decisions as if these funds do not exist.

Federally, the government has increased the rebate on GST paid by municipalities to 100 per cent. The City anticipates the additional rebate to add an annual \$1 million to the budget. A portion of this rebate will flow into utility operations, while the rest will help alleviate pressures on Red Deer's tax-supported Capital Projects Reserve. Increased pressures on the Capital Projects Reserve could see the reserve fall \$91 million short for capital projects funding over the next five years. Ultimately, the impact of this rebate on our tax rates, utility rates and service levels will be minor in light of the enormity of Red Deer's capital budget needs.

The federal government has also talked of an arrangement that would extend a portion of the gas tax to municipalities, but again, no details have been confirmed.

With no long-term agreements in place for new provincial or federal funding, existing funding as well as the potential for new funding remains an uncertain resource. This uncertainty leaves Red Deer with few alternatives but to continue reliance on the property tax base to offset increasing growth and infrastructure costs. Municipalities and other levels of government must continue to work together to find sustainable revenue sources for cities.

Weighing the options for a promising tomorrow

The demands and challenges of this year's budget mean that The City will have to carefully balance its service provisions for the community with its financial constraints. Each initiative approved or declined will have an associated tradeoff.

One of The City's most significant considerations will be its capital budget. With continuing growth and an aging infrastructure, the level and scale of capital projects over the next five years will need to be measured alongside the declining balance in Red Deer's Capital Projects Reserve and unknowns in provincial infrastructure funding.

In 2002, The City added a one per cent capital levy to help offset decreasing grants and the declining Reserves balance. An additional one per cent is scheduled to be added each year until 2009.

The 2005 budget proposes increasing this levy by an additional one per cent.

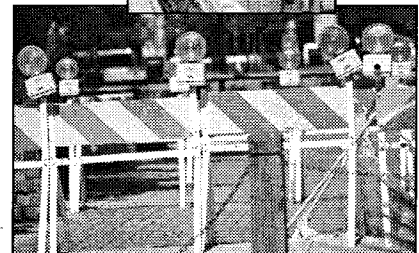
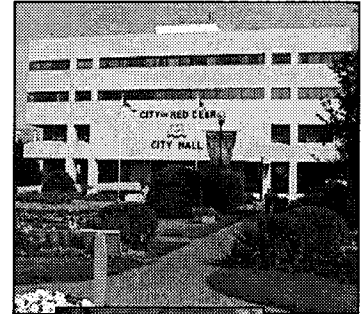
Although this levy continues to provide additional funding to this reserve, the level of capital project work needed over the next five years far exceeds its balance. Capital budget requirements for the next five years total \$342 million with a funding shortfall of \$91 million in the Capital Projects Reserves.

To address this shortfall, The City will weigh options such as lobbying the Province for additional grants, canceling or deferring projects, or increasing draws from the operating budget, which will impact the tax rate. The City may also consider debt financing. The City has established a practice of using debt to fund utility projects, but has not used debt to fund other capital projects since the early 1990s.

During the past two budget years, Red Deer has had to look at property tax increases to manage growth and its associated costs. While the 2005 budget will see similar pressures, property taxes are not Red Deer's only form of income. The City will continue to gain funding through user fees, utility rates and grants.

The decisions are difficult. Long-term debt, increasing taxes and decreasing service levels are all strategies that will be carefully examined as Red Deer copes with growth and as The City's resources are stretched beyond their capacity. Creativity and innovation will continue to steer The City's operations and ensure citizens receive the best value for their dollar.

While growth does produce growing pains, it is also a symbol of change and progress. The opportunities and gains cannot be lost amidst the challenges. The City will continue working to maintain the delicate equilibrium between the services and conveniences offered by our city and the costs and pressures of a flourishing urban community. The carefully measured decisions of today will be those that guide us into a promising tomorrow.



General Corporate Programs
Community Services Division

Corporate Services Division

Development Services Division

Mayor & City Manager Office

1	Council Review Schedule
2	
3	Operating Budget Requirements
4	Bus. Plan Funding Requirements
5	
	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 - 2005 BUDGET REVIEW

CITY COUNCIL REVIEW DATES

<u>DATE</u>	<u>TOPIC</u>	<u>START</u>	<u>END</u>
Monday, December 20, 2004	Capital Budget Preview	4:30	5:30
Tuesday, January 18, 2005	Budget Introduction	4:30	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 19, 2005	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 24, 2005	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
	Emergency Services	8:30	9:00
Tuesday, January 25, 2005	Emergency Services	4:30	5:00
	Land & Economic Dev.	4:30	5:00
	Engineering	5:00	6:00
	Supper	6:00	7:15
	Public Works	7:15	9:00
Wednesday, January 26, 2005	General	4:30	6:00
	Supper	6:00	7:15
	Capital Debate	7:15	9:00
Tuesday, February 1, 2005	Operating Debate / Resolutions	4:30	6:00
	Supper	6:00	7:15
	Operating Debate / Resolutions	7:15	9:00
Wednesday, February 2, 2005	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 26 after supper and on February 1.

THE CITY OF RED DEER - 2005 BUDGET REVIEW

CITY COUNCIL REVIEW DATES

<u>DATE</u>	<u>TOPIC</u>	<u>START</u>	<u>END</u>
Monday, December 20, 2004	Capital Budget Preview	4:30	5:30
Tuesday, January 18, 2005	Budget Introduction	4:30	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 19, 2005	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 24, 2005	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 25, 2005	Emergency Services	4:30	5:00
	Engineering	5:00	6:00
	Supper	6:00	7:15
	Public Works	7:15	9:00
Wednesday, January 26, 2005	General	4:30	6:00
	Supper	6:00	7:15
	Capital Debate	7:15	9:00
Tuesday, February 1, 2005	Operating Debate / Budget Resolutions	4:30	6:00
	Supper	6:00	7:15
	Operating Debate / Budget Resolutions	7:15	9:00
Wednesday, February 2, 2005	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 26 after supper and on February 1.

2005 Budget Overview
Director of Corporate Services
January 18, 2005

This presentation is designed to shed light on the many pressures that are placed on The City and as such, become points of discussion and debate during the budget process. Each of the following has an impact in the Capital and Operating budgets, either directly or indirectly.

1. Growth
 - a. Immediate
 - i. Streets
 - ii. Parks
 - iii. Transit
 - iv. Industrial land
 - b. Medium Term
 - i. Fire Station #5
 - ii. City Hall expansion
 - iii. Other Administrative facility expansions
 - iv. Police staffing
 - v. Emergency Services staffing
 - c. Longer Term
 - i. Bridge in north end of City
 - ii. Industrial land
2. Legislation
 - a. FOIP – legal issues; demands changing; catch-up
 - b. OHS – workplace safety; violence in workplace
 - c. Bill C45 – financial governance
 - d. Environmental
 - e. Duty to Accommodate
3. Changing Culture & Demographics
 - a. Regional Centre
 - i. Crime – type; requires different solutions
 - ii. Commuters put pressure on infrastructure
 - iii. Recreation users increase impact on system
 - b. Internet information and transaction processing

- c. Increasing loss of staff due to retirements
 - i. Knowledge
 - ii. History
 - iii. Expertise
- 4. Aging Infrastructure
 - a. Major upgrades; Dawe/Rec Centers; Public Works
 - b. Maintenance needs to increase
 - c. Funding sources needed; depreciation/reserves
- 5. Strategic Issues
 - a. West Yards relocation
 - b. Arts, History, & Heritage Facility
 - c. Waskasoo Park (Bower Ponds, Riverbend,etc)
 - d. New ice surface
 - e. New funding sources
 - f. Use of debt
- 6. Unsustainable Revenue
 - a. EL&P surplus, Land reserve interest, Tax Stabilization
 - b. In 2001 budget balanced with \$6 million
 - c. In 2005 down to \$4 million
 - d. Need to lower our risk further in future budgets

As a result of the above pressures, it will be required that Council give direction during the budget process, regarding the following items:

- 1. Capital Projects – funding needed
 - a. Federal/Provincial grants
 - b. Utility surpluses
 - c. Defer projects
 - d. Cancel projects
 - e. Debt usage policy
- 2. Capital Projects – Operating Budget Impacts
 - a. Approved with capital project – part of 2006 base?
 - b. Not all costs are known – how to handle in future
 - c. How to handle adjustments required
- 3. Unsustainable Funding Sources
 - a. Schedule to replace
 - b. Options to replace

4. Strategic Issues

- a. Capital Budget debate
- b. Operating Budget debate

In closing, these issues provide a backdrop to the department business plan presentations over the next week. These issues will be brought forward at strategic points, and will be recapped during the presentation of the General portion of the budget by the Treasury Services Manager on January 26th, just before the Capital Budget debate.

As well, the major facilities such as the Dawe; Rec Center; Arts, History and Heritage Facility; Emergency Station # 5; and Public Works/West Yards will be brought back to Council by way of the Capital Projects Template process.

This will provide strategic points for Council to discuss and debate these issues as required, and give direction to Administration. This will allow an accurate updating of the 5 Year Capital Forecast, and the 5 Year Operating Forecast. As discussed earlier, it is our intent to bring these documents back to Council, in an updated form, prior to the passing of the 2005 Tax Rate Bylaw .

Rodney Burkard
Director of Corporate Services
January 18, 2005

2005 Operating Budget Requirements - Summary

SAMPLE HOME - 2004 Tax Year Assessment of \$151,700
54% of Red Deer homes are assessed at this value or lower

2004 MONTHLY RESIDENTIAL TAXES		MUNICIPAL ONLY	\$ 78.40	
Additional taxes as a result of Market Value Growth			\$ 2.73	
2005 BUDGET CHANGES	TOTALS	REQUIRED MONTHLY TAX INCREASE	% TAX INC. REQ'D	
RANKED AS PART OF BASE	\$ (4,245,856)	\$ (7.73)	-9.53%	
RANKED AS HIGH RISK	\$ 770,440	\$ 1.40	1.73%	
RANKED AS MEDIUM RISK	\$ 303,427	\$ 0.56	0.69%	
RANKED AS NOMINAL RISK	\$ -	\$ -	0.00%	
RANKED AS STRATEGIC INITIATIVE	\$ 4,513,235	\$ 8.22	10.13%	
RANKED AS ONE TIME	\$ -	\$ -	0.00%	
CAPITAL PROJECT OPERATING IMPACT	\$ 98,348	\$ 0.19	0.23%	
TAX RATE INCREASE REQUIRED	\$ 1,439,594	\$ 2.64	3.24%	
2005 MONTHLY RESIDENTIAL TAXES		MUNICIPAL ONLY	\$ 83.77	

Explanation of ranking categories - see following page

2005 Operating Budget Requirements - Summary

SAMPLE HOME - 2004 Tax Year Assessment of \$151,700
54% of Red Deer homes are assessed at this value or lower

2004 MONTHLY RESIDENTIAL TAXES		MUNICIPAL ONLY	\$ 78.40
Additional taxes as a result of Market Value Growth			\$ 2.73
2005 BUDGET CHANGES		TOTALS	REQUIRED MONTHLY TAX INCREASE
RANKED AS PART OF BASE		\$ (4,245,856)	\$ (7.73)
RANKED AS HIGH RISK		\$ 770,440	\$ 1.40
RANKED AS MEDIUM RISK		\$ 303,427	\$ 0.56
RANKED AS NOMINAL RISK		\$ -	\$ -
RANKED AS STRATEGIC INITIATIVE		\$ 4,513,235	\$ 8.22
RANKED AS ONE TIME		\$ -	\$ -
CAPITAL PROJECT OPERATING IMPACT		\$ 98,348	\$ 0.19
TAX RATE INCREASE REQUIRED		\$ 1,439,594	\$ 2.64
2005 MONTHLY RESIDENTIAL TAXES		MUNICIPAL ONLY	\$ 83.77

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 seven 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.

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 ranked according to risk, these items have been carefully reviewed and Senior Management Team supports their inclusion in the budget.

Strategic Initiatives

“Strategic Initiatives” are budget requirements that are essential in moving the organization in new directions. They represent an element of change. Strategic 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.

Capital Project Operating Impacts

“Capital Project Operating Impacts” are budget requirements that are a result of a capital project request. These are costs that will be generated in the current budget year if the capital project is approved.

2005 Operating Budget Requirements

I T E M #	DEPT	LEGEND:	TOTALS
		B - Base SI - Strategic Initiative H - High Risk M - Medium Risk N - Nominal Risk	

		2005 BUDGET CHANGES RANKED AS PART OF BASE	
1	General	Estimated additional Tax Revenue from construction growth.	(1,800,000)
2	General	Estimated additional Tax Revenue from market value growth.	(1,500,000)
3	Police	Police Funding Grant (see clawback item 4 below)	(1,129,488)
4	General	Reduction in general Provincial grant due to clawback - police	316,324
5	General	Estimated additional Gas Franchise Fee - new contract rates	(495,000)
6	General	Increase in Interest on Investments	(160,000)
7	General	Increase in transfers from self-supported operations	(161,174)
8	Emerg.Svcs	Ambulance Services - Health Region Funding (Apr. - Dec.)	(3,040,500)
9	Police	Police Service contract - price increase (for 91 members)	640,822
10	Various	GST Legislation Change - full recovery of GST for full year in 2005	(284,174)
11	Various	Changes within each department that are net of other adjustments	(231,326)
12	Various	CPI Increase of 2.1% on Agency Contracts	56,777
13	Various	CPI Increase of 2.1% on Contracted Services, Materials, Supplies & Fleet Equipment Expense	330,545
14	Various	Change in Debenture Interest, Principal and Grant Payments	1,746
15	Various	Additional funding to bring 2004 approvals to a full year's funding	700,400
16	Various	Personnel Provisions - Full Year Funding of 2004 Additional Positions	396,338
17	Various	Personnel Provisions/Allocations - Salary and Benefit Rate	2,112,854
		SUBTOTAL	\$ (4,245,856)

2005 Operating Budget Requirements

I T E M #	DEPT	LEGEND:	TOTALS
		B - Base SI - Strategic Initiative H - High Risk M - Medium Risk N - Nominal Risk	

		2005 BUDGET CHANGES RANKED AS HIGH	
18	Emerg.Svcs	Fire Prevention Staff Funding (1.0 FTE) Full year 77,000	62,499
19	Emerg.Svcs	Emergency Services mechanic (1.0 FTE) Full year 77,000	54,071
20	Emerg.Svcs	ES Communications Branch staff (2 x .5 FTE) 12 months funds	64,585
21	Eng. Svcs	Traffic Operations Engineer (1FTE) Full year 67,000	33,400
22	Insp. & Lic.	Safety Codes Officer Training (12,000 one time)	17,000
23	Insp. & Lic.	Customer Service Clerk (50/50 Licensing/Front Office)	48,255
24	IT Svcs	New Workstations ongoing support, maintenance and replacement	28,290
25	Personnel	Personnel Generalist (1FTE) (one time 10,000) Full year 69,000	62,000
26	Personnel	Recruitment Expenses	21,000
27	Public Wks	Sidewalk Construction Repair funding increase	52,000
28	RP&C	Increased Parks Maintenance due to Growth	166,040
29	RP&C	Additional Personnel - equivalent of 2 FTE lifeguard positions	87,300
30	Transit	Transit System Staff / Contract Expense Adjustment	74,000
		SUBTOTAL	\$ 770,440

2005 Operating Budget Requirements

I T E M #	DEPT	LEGEND:	TOTALS
		B - Base SI - Strategic Initiative H - High Risk M - Medium Risk N - Nominal Risk	

		2005 BUDGET CHANGES RANKED AS MEDIUM	
31	Archives	Supplies, Equipment, Software and Microfilm	6,000
32	Com Svcs	Community Cultural Groups Fee for Service increased funding	38,000
33	EL&P	Street & Traffic Light Growth Costs	67,000
34	Emerg.Svcs	Fire Prevention Support Staff Funding (.5 FTE)	21,600
35	Insp. & Lic.	Alberta Animal Control - Increase in hours of service	36,000
36	Insp. & Lic.	Customer Service Clerk - part time	15,527
37	Public Wks	Spring Cleanup funding increase	30,000
38	RP&C	Centre Fest - provide a children's area	10,000
39	RP&C	Increased Parks Services including subdivision enhancements & Waskasoo Facilities staffing and security	28,000
40	RP&C	Staff Training and Development	16,300
41	RP&C	Maintenance Supplies for Parks Facilities	35,000
		SUBTOTAL	\$ 303,427

2005 Operating Budget Requirements

I T E M #	DEPT	LEGEND:	TOTALS
		B - Base SI - Strategic Initiative H - High Risk M - Medium Risk N - Nominal Risk	

		2005 BUDGET CHANGES RANKED AS NOMINAL	
		SUBTOTAL	\$ -

2005 Operating Budget Requirements

#	DEPT		TOTALS
		2005 BUDGET CHANGES RANKED AS STRATEGIC INITIATIVE	
42	Com Svcs	Continued funding for Culture Link (to be reviewed in three years)	50,000
43	Com Svcs	PCPS - Permanent funding for part time staff hours	40,738
44	Com Svcs	Add'l Personnel - Awareness, Education, Marketing Function (1 FTE - full year funding \$60,000)	50,000
45	Com Svcs	NCNHS limited term executive director and operating costs	47,700
46	Dev. Svcs	Relocate City Hall department (one time 100,000)(full year 120,000)	90,000
47	Emerg.Svcs	Funding for Fire Medics (5 FTE) 11 months cost; full year cost \$360,145	330,133
48	General	Capital Reserve Contribution - 1% to rebuild the City's Capital capacity. Year 4 of 8.	445,000
49	General	Option 2 - Capital Reserve Contribution - Another 1% to rebuild the City's Capital capacity.	445,000
50	General	GST Legislation Change - Reduction in GST Unrecoverable portion transferred to Capital Project Reserve	285,000
51	General	Subdivision Fund - Replacement of Investment Income	400,000
52	General	Reduce dependence on Tax Stabilization Reserve	500,000
53	Insp. & Lic.	Increased City Hall Security - Cdn Corps of Commissioners	34,092
54	Insp. & Lic.	SPCA Grant Increase	7,600
55	Leg. & Admin.	Training/Orientation for new Audit Committee	10,000
56	Leg. & Admin.	Growth increase for census workers data collection	10,013
57	Public Wks	Red Deer Regional Airport Authority request for extension of annual capital grant (five year period of 2005-2009)	40,000
58	Public Wks	Department reorganization; Full year tax supported cost \$210,000; (One time \$87,000 2005, 25,000 2006) Note; a further \$294,000 is charged to Utilities ongoing)	56,000
59	RCMP	6 officers (\$317,538 in 2005; Full year 649,377); 4 municipal staff (\$107,584 in 2005; Full year 215,168); Overtime \$81,000; one time cost of \$10,000	516,122
60	RCMP	Policing Reserve draw down; set up in 2004; (\$713,164 - 250,000)	(250,000)
61	RP&C	Formation of the Red Deer Active Living Coalition	4,500
62	Soc. Plan.	Community Facilitator; Full year cost is \$77,370	54,910
63	Transit	Increased staff resource to meet objectives; full year cost is \$55,000	46,500
64	Transit	Extended Public Transit Service Hours (Full year \$379,000)	95,000
65	Transit	Transit Service to West Park Extension (Full year \$61,000)	20,000
66	Treasury	Department Reorganization; Full year tax supported cost \$455,400; (One time \$97,000 2005) Note; a further \$145,400 is charged to utilities	296,400
67	Various	Fleet Equipment - expansion of fleet included	381,527
68	Various	Infrastructure Maintenance and Repair Funding - to address prior shortfall on current infrastructure	507,000
		SUBTOTAL	\$ 4,513,235

2005 Operating Budget Requirements

I T E M #	DEPT	LEGEND:	TOTALS
		B - Base SI - Strategic Initiative H - High Risk M - Medium Risk N - Nominal Risk	

		2005 BUDGET CHANGES - ONE TIME	
69	Archives	Temporary Staff to clear up backlogs of records inventories (for period of 1 yr)	45,000
70	Com Svcs	Grand opening of Alexander Way	25,000
71	Com Svcs	Contract with a consultant to undertake a review of the services of Tourism Red Deer	75,000
72	Com Svcs	Tourism Red Deer fee for service	30,000
73	Com Svcs	NCNHS term position- inventory update	28,000
74	Corp. Svcs	Corporate Systems - Long Term Impact Analysis	25,000
75	Dev. Svcs	Contractor to investigate City Hall space requirements	80,000
76	Dev. Svcs	Relocation of a City Hall department	100,000
77	IT Svcs	City Hall Security System Update	150,000
78	Leg. & Admin.	Volunteer Appreciation (every two years)	4,300
79	Leg. & Admin.	Record Management Department Technical Support - back files	75,000
80	Mayor & CM	Senior Strategic Communications Advisor (18 month term) (\$147,000 with 75% coming from CPR)	22,750
81	Personnel	CUPE Job Evaluation Review & Implementation	20,000
82	Personnel	Corporate Human Resources Plan	35,000
83	Public Wks	Departmental Reorganizational	87,000
84	RCMP	Enhanced Policing	70,000
85	RCMP	Crime Prevention and Policing Study Implementation	100,000
86	RCMP	Crime Prevention and Policing Study Implementation - funding from Policing Reserve	(100,000)
87	RP&C	Department Organizational & Functional Review	100,000
88	RP&C	Heritage Ranch - Funding to allow better access for Emerg Svcs.	9,000
89	RP&C	Ghost/Public Art Assessment & Maintenance	3,500
90	Soc. Plan.	Transit/Special Transportation Study Implementation	63,289
91	Treasury	Departmental Reorganizational (\$169,000 over two years)	97,000
92	Treasury	Hire specific expertise to assist Treasury in critical areas	80,000
93	Various	2004 Year End Carry Forwards (Figure will be supplied later)	
94	General	Transfer from Tax Stabilization Reserve to cover one time items	(1,224,839)
		SUBTOTAL	\$ -

2005 Operating Budget Requirements

I T E M #	DEPT	LEGEND: B - Base SI - Strategic Initiative H - High Risk M - Medium Risk N - Nominal Risk	TOTALS ONE TIME	TOTALS ONGOING

		2005 CAPITAL PROJECT OPERATING IMPACTS		
95	Emerg.Svcs	Station 5 - Operating Expenses (fourth quarter)		16,000
96	Emerg.Svcs	Station 5 - Furnishing of Station	65,000	
97	Emerg.Svcs	Growth in fleet; operating costs (full year)		78,348
98	Emerg.Svcs	Fire Training Facility operating expenses		4,000
99	General	Transfer from Tax Stabilization Reserve to cover one time items	(65,000)	
		SUBTOTAL	\$ -	\$ 98,348

2005 Operating Budget Requirement Summary - Fleet Expense Detail

I T E M #	DEPT	LEGEND:	Growth Factor	Other	TOTALS
		B - Base SI - Strategic Initiative H - High Risk M - Medium Risk N - Nominal SS - Self-Supported			
	Bylaws	Fleet Equipment Expense			
	EL&P	Fleet Equipment Expense			SS
	Eng. Svcs	Fleet Equipment Expense			
	Garage	Fleet Equipment Expense			SS
	Solid Waste	Fleet Equipment Expense			SS
	Parks Facilities	Fleet Equipment Expense	2,413		
	Parks Mtn	Fleet Equipment Expense	14,490		
	Recreation	Fleet Equipment Expense	2,392		
	RP&C	Fleet Equipment Growth Rate			19,295
	RP&C	Vehicle Inspection Requirements and Fleet Rate Increases		22,600	22,600
	Roads	Fleet Equipment Expense	20,135		20,135
	Stores	Fleet Equipment Expense	1,180	5,624	6,804
	Transit	Additional Transit Fleet Costs -Reserve Fund	28,173		28,173
	W&WW	Fleet Equipment Expense			SS
	WTP	Fleet Equipment Expense			SS
	WWTP	Fleet Equipment Expense			SS
	PW/Eng Mtn	Fleet Equipment Expense			SS
	Emerg.Svcs	Fleet Cost for Portable Radios		11,826	11,826
	Emerg.Svcs	Fleet Expense Costs - Administration Costs \$30,000, Annual Fleet Growth Component (\$13,506)	13,506	30,000	43,506
	Soc. Plan.	Citizen Action Bus - Fleet Increase		8,430	8,430
	Transit	Transit Fleet Maintenance Expense		28,000	28,000
		Subtotal	82,289	106,480	188,769

2005 Operating Budget Requirement Summary - *Personnel Provision Detail*

DEPT	LEGEND:		TOTALS
	B - Base H - High Risk	SI - Strategic Initiative M - Medium Risk N - Nominal Risk	
Various	Personnel Provisions - Position Evaluations		94,000
Various	Personnel Provisions - EXEMPT STEP Changes		60,000
Various	CUPE Job Evaluation Review & Implementation		230,000
Various	UNION Salary Settlements/Treatment Allocation		768,213
Various	COUNCIL Salary Settlements/Treatment Allocation		10,000
Various	EXEMPT Salary Settlements/Treatment Allocation		215,000
Various	Benefit Review Implementation		90,000
Various	UNION Salary Settlements/Treatment Provision		343,240
Soc. Plan'g	Citizen Action Bus - Wage Increase		10,610
Emerg. Srv	Personnel Provisions - Development Ladder Increases		50,000
Various	Personnel Provisions - Benefit Rate Changes Provision		390,000
Various	Personnel Provisions - Benefit Rate Changes Provision -APEX Supplementary Pension		70,000
Various	Personnel Provisions - Benefit Rate Changes Provision		(218,209)
	TOTAL OF 2005 Personnel Costs		2,112,854

CONFIDENTIAL

2005 Operating Budget Requirement Summary - Infrastructure Maintenance Detail

I T E M #	DEPT	LEGEND: B - Base SI - Strategic Initiative H - High Risk M - Medium Risk N - Nominal Risk	TOTALS
	Archives	Infrastructure Maintenance and Repair Funding	
	Asmt & Tax	Infrastructure Maintenance and Repair Funding	N/R
	City Mgr	Infrastructure Maintenance and Repair Funding	N/R
	Com Svcs - I	Infrastructure Maintenance and Repair Funding	N/R
	Com Svcs - G	Infrastructure Maintenance and Repair Funding	70,000
	Corp. Svcs	Infrastructure Maintenance and Repair Funding	N/R
	Dev. Svcs	Infrastructure Maintenance and Repair Funding	N/R
	EL&P	Infrastructure Maintenance and Repair Funding	
	Emerg.Svcs	Infrastructure Maintenance and Repair Funding	
	Eng. Svcs	Infrastructure Maintenance and Repair Funding	N/R
	Insp. & Lic.	Infrastructure Maintenance and Repair Funding	135,000
	IT Svcs	Infrastructure Maintenance and Repair Funding	N/R
	Land & ED	Infrastructure Maintenance and Repair Funding	N/R
	Leg. & Admi	Infrastructure Maintenance and Repair Funding	N/R
	Personnel	Infrastructure Maintenance and Repair Funding	N/R
	Police	Infrastructure Maintenance and Repair Funding	75,000
	Public Wks	Infrastructure Maintenance and Repair Funding	
	RP&C	Facility Infrastructure Maintenance and Repair Funding	192,000
	RP&C	Parks Infrastructure Maintenance and Repair Funding	35,000
	Soc. Plan.	Infrastructure Maintenance and Repair Funding	N/R
	Transit	Infrastructure Maintenance and Repair Funding	
	Treasury	Infrastructure Maintenance and Repair Funding	N/R
		Subtotal	507,000

**BUSINESS PLAN FUNDING REQUIREMENTS INDEX
2005-2007 DEPARTMENT SUBMISSIONS**

Pg. No.	Department/Description	Incremental Requirements			Sec. 3 Item #
		2005	2006	2007	
	General (Taxation and Other):				
	Community Services Directorate:				
58	Awareness, Education, Marketing Function (1 FTE)	50,000	15,000		44
62	Grand opening of Alexander Way	25,000	(25,000)		70
71	Archives Temporary Staff - Record Backlog & inventory	45,000	(45,000)		69
73	Supplies, Equipment, Software and Microfilm	6,000	4,700		31
	Community Services - General:				
63	Tourism Red Deer Review	75,000	(75,000)		71
65	Additional Fee-for-Service Funding	30,000	(30,000)		72
66	NCNHS Inventory Update	28,000		(28,000)	73
67	NCNHS Limited Term Executive Director	47,700	(7,500)		45
69	Infrastructure Maintenance (Normandeau Society)	70,000			68
75	Additional Funding for Fee for Service to Community Culture Groups	38,000			32
77	Fee-for-Service Funding for Culture Link	50,000			42
79	PCPS - Part Time Staff Funding	40,738			43
	Police (RCMP):				
80	Implementation of Crime Prevention and Policing Study	100,000			85
80	Implementation of Crime Prevention and Policing Study - Funding	(100,000)			86
81	Staffing - RCMP Members and Municipal Employees	516,122	(10,000)		59
83	Staffing - Enhanced Policing	70,000	(70,000)		84
84	Infrastructure Maintenance and Repair Funding	75,000			68
	Recreation, Parks & Culture:				
85	Active Living Coalition	4,500			61
86	Lifeguard Augmentation - Casual Hours	87,300			29
87	Ghost/Public Art Assessment & Maintenance	3,500	4,500		89
89	Centre Fest	10,000			38
92	Department Organizational & Functional Review	100,000	(100,000)		87
97	Facility Infrastructure Maintenance Funding	192,000			68
98	Staff Training and Development	16,300			40
99	Increased Parks Trail Repairs	35,000			68
100	Fleet Equipment Growth Rate	97,036			67
101	Vehicle Inspection Requirements and Fleet Rate Increases	22,600			67
102	Heritage Ranch E.M.S. Access	9,000			88
103	Parks Facilities - Maintenance Supplies	35,000	1,000	1,000	41
104	Increased Parks Services including Subdivision Enhancements...	28,000			39
105	Increased Parks Maintenance due to Growth	166,040			28

**BUSINESS PLAN FUNDING REQUIREMENTS INDEX
2005-2007 DEPARTMENT SUBMISSIONS**

Pg. No.	Department/Description	Incremental Requirements			Sec. 3 Item #
		2005	2006	2007	
	Social Planning:				
106	Community Facilitator (Research and Demographics)	54,910	22,460		62
109	Citizen Action Bus - Fleet Increase	8,430			67
110	Transit/Special Transportation Study Implementation	63,289	(63,289)		90
	Transit:				
112	Increased Staff Resource to meet key Department Objectives	46,500	8,500		63
113	Transit System Staff / Contract Expense Adjustment	74,000			30
114	Extended Public Transit Service Hours	95,000	284,000		64
115	Transit Service to West Park Extension (Westlake)	20,000	41,000		65
116	Additional Transit Fleet Costs - Reserve Fund	135,000			67
117	Transit Fleet Maintenance Expense	28,000			67
	Corporate Services Directorate:				
7	Corporate Systems Long Term Impact Analysis	25,000	(25,000)		74
	Assessment and Tax:				
	Information Technology Services:				
8	New Workstations ongoing Support, Maintenance and Replacement	28,290			24
9	City Hall Security System Update	150,000	(150,000)		77
	Legislative and Administrative Services:				
14	Audit Committee Training	10,000			55
15	Cover projected population growth expenses for data collection	10,013	1,500	1,200	56
17	Records Management Department Technical Support	75,000			79
	Treasury Services:				
10	Treasury Review Organizational Change (ongoing)	296,400	366,600		66
10	Treasury Review Organizational Change (one time)	97,000	(25,000)	(72,000)	91
12	Treasury Contracted Support	80,000	(80,000)		92
13	Fleet Equipment Costs - Material Management	10,500			67
	Development Services Directorate:				
19	Relocation of a City Hall Department (ongoing)	90,000	30,000		46
19	Relocation of a City Hall Department (one time)	100,000	(100,000)		76
20	City Hall Space Requirements	80,000			75
	Electric, Light & Power:				
35	Street & Traffic Light Growth Costs	67,000	70,100	73,300	33

**BUSINESS PLAN FUNDING REQUIREMENTS INDEX
2005-2007 DEPARTMENT SUBMISSIONS**

Pg. No.	Department/Description	Incremental Requirements			Sec. 3 Item #
		2005	2006	2007	
	Emergency Services:				
23	Prevention Staff Funding (1.0 FTE)	62,499	14,071		18
25	Prevention Support Staff (.5 FTE)	21,600	700		34
26	Additional Staff - Fire Medics (5 FTE)	330,133			47
28	Station 5 - Operating Costs (fourth quarter)	16,000	48,000		95
28	Station 5 - Furnishing of Station	65,000	(65,000)		96
29	Fleet Cost for Portable Radios	11,826			67
30	Fleet Expense Costs	48,000			67
31	Fleets Costs for Additional Equipment (full year)	78,348			97
32	Emergency Apparatus Technician (mechanic)	54,071	23,100		19
33	Part Time Additional Staff	64,585	5,698	1,616	20
	Engineering Services:				
21	Traffic Operations Engineer	33,400	38,600		21
	Inspections & Licensing:				
37	City Hall Infrastructure Maintenance	135,000			68
38	Security Srvs - Cdn Corps of Commissionaires	34,092			53
39	Training of Safety Codes Officers	17,000	(12,000)		22
40	Customer Service Clerk - permanent part time	15,527			36
41	Customer Service Clerk	48,255	(6,000)		23
42	Alberta Animal Control	36,000	1,080	2,192	35
43	S.P.C.A.	7,600			54
	Land & Economic Development:				
	Public Works:				
44	Public Works Organizational Change (ongoing costs)	56,000	210,000	210,000	58
44	Public Works Organizational Change (one time component)	87,000	(62,000)	(25,000)	83
51	Equipment Fleet Growth - informational only				
54	Increase Sidewalk Repair	52,000			27
55	Spring Cleanup	30,000			37
56	Red Deer Regional Airport Capital Grant	40,000			57
57	Roads Sub-Fleet Growth	20,135			67
	Mayor and City Manager:				
5	Strategic Communications Advisor (18 month term)	76,000	(5,000)	(71,000)	80
5	Strategic Communications Advisor funding from CPR	(53,250)		53,250	80

**BUSINESS PLAN FUNDING REQUIREMENTS INDEX
2005-2007 DEPARTMENT SUBMISSIONS**

Pg. No.	Department/Description	Incremental Requirements			Sec. 3 Item #
		2005	2006	2007	
	Personnel:				
1	Personnel Generalist	62,000	(10,000)		25
2	CUPE Job Evaluation Review	20,000	(20,000)		81
3	Recruitment Expenses	21,000			26
4	Corporate Human Resources Plan	35,000	(35,000)		82
	Total Business Plan Funding Requirements Submissions	\$5,141,989	\$169,820	\$146,558	

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: **1% Capital Levy (8 Years)**
Department Name & Reference #: **General**
Business Unit No.: **59**

A. Funds Required¹:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement **\$ 458,000**
- iii) 2006 Budget
- iv) 2007 Budget

B. BPFR Description:

In 2002 Council approved a strategy of adding a tax increase of 1%, for a period of 8 years. The calculation was done using that year's tax figures, with the funds being directed into the Capital Projects Reserve (CPR). This 1% has been added in years 2003 and 2004, and is included in the base figures for 2005. In 2005 the amount is approximately \$458,000. Details of the levy are shown in the table below:

Description	Year	Amount
Year 1 of 8 Year Initiative	2002	300,000
Year 2 of 8 Year Initiative	2003	335,000
Reduce ITS Draw on CPR – Technology Refresh	2003	(535,000)
Year 3 of 8 Year Initiative	2004	380,000
Reduce ES Draw on CPR – Equipment Depreciation	2004	(380,000)
Year 4 of 8 Year Initiative	2005	458,000
Total		558,000

C. Implications:

Projections in the 5 year capital budget indicate that the CPR will be unfunded by the end of 2005, perhaps even during the year. This estimation is based on the 1% capital levy continuing the 8 years as approved in principle by Council. Discontinuing this levy would reduce expected funding the CPR, reducing our ability to finance capital work in 2006.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: 2% Additional Capital Levy

Department Name: General

Business Unit No.: 59

A. Funds Required¹:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement **\$ 916,000**
- iii) 2006 Budget
- iv) 2007 Budget

B. BPFR Description:

This is a 2% capital levy, which is in addition to the 1% capital levy that Council instituted in 2002, to run for 8 years. Given that the Capital Projects Reserve is significantly under funded over the next 5 years, and given the opportunity presented by the Province's undertaking to assume financial responsibility for ambulance service, this BPFR would address the CPR under funding issue. It also allows a buffer that can be removed if for some reason the ambulance funding was delayed. The table below shows what the levy total would be at with this additional 2% for 2005.

Description	Year	Amount
Year 1 of 8 Year Initiative	2002	300,000
Year 2 of 8 Year Initiative	2003	335,000
Reduce ITS Draw on CPR – Technology Refresh	2003	(535,000)
Year 3 of 8 Year Initiative	2004	380,000
Reduce ES Draw on CPR – Equipment Depreciation	2004	(380,000)
Year 4 of 8 Year Initiative	2005	458,000
Additional 2 % Capital Levy	2005	916,000
Total		1,474,000

C. Implications:

Projections in the 5 year capital budget indicate that the CPR will be unfunded by the end of 2005, perhaps even during the year. This estimation is based on the 1% capital levy continuing the 8 years as approved in principle by Council. This additional 2% levy would assist in building the CPR up towards amounts required. Further information will be presented at the budget discussions, regarding the projected balance in the CPR.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: **Additional GST Refund to CPR**
Department Name & Reference #: **General**
Business Unit No.: 59

A. Funds Required¹:

- i) One time ☐ or, **Ongoing** ☒
- ii) 2005 Net Budget Requirement **\$ 285,000**
- iii) 2006 Budget
- iv) 2007 Budget

B. BPFR Description:

In February 2004 the Government of Canada increased, by approximately \$ 1million per year, the amount of City's GST rebate, reducing capital expenditures, utility-operating costs, and tax supported operating costs. For 2004, because budgets had already been approved, the additional rebate was shown as miscellaneous general revenue.

Given that this federal initiative was intended to assist municipalities with their overwhelming infrastructure costs, for 2004 these additional funds were transferred to the Capital Projects Reserve.

For the 2005 budget, the tax-supported portion of \$285,000 was deducted from department's expense budgets and is shown as revenue (see item10; Base Budget). This BPFR proposes to transfer this additional funding to the Capital Projects Reserve on an on-going basis, rather than be used as a operating budget revenue.

C. Implications:

The Capital Project Reserve is estimated to be under funded by over \$90 million during the next five years. This will assist with the funding issue.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: **Reduction of Interest from Land Reserve**
Department Name: **General**
Business Unit No.: **59**

A. Funds Required¹:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$ 400,000
- iii) 2006 Budget
- iv) 2007 Budget

B. BPFR Description:

- i) The funds will be used for:

The City has funds set aside from the sale of land, which are used subsequently to purchase further land, and to develop this land for future sales to the public. At December 31, 2003, the Land Reserve was at \$28 million

The City has had the informal policy of drawing the interest earned on this land reserve, into the tax supported portion of the Operating Budget, to offset the need for tax increases. These reserve funds will be required over the next few years to purchase and develop industrial land. **If this BPFR is approved, \$400,000 of earned interest will remain in the land reserve, for land purchase and development, and not be transferred into the General Fund to offset tax increases.**

Implications :

As the Land Reserve funds are expended, this interest revenue will no longer be available. When that occurs, it will be necessary to increase taxes to offset the lost revenue, unless other sources of revenue are available, or expenditures are reduced.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: **Reduction in Draw from Tax Stabilization Reserve**

Department Name: **General**

Business Unit No.: **59**

A. Funds Required:

- i) One time ☐ or, **Ongoing** ☒
- ii) 2005 Net Budget Requirement **\$500,000**
- iii) 2006 Budget
- iv) 2007 Budget

B. BPFR Description:

- i) The funds will be used for:

Council has an informal target of drawing no more than \$750,000 from the Tax Stabilization Reserve each year, to offset the need for more tax revenue. In 2001 this amount was increased to \$2,105,011. The above noted reduction in the draw from the reserve will bring the 2005 draw to \$850,000, which would require an additional 1.9% in tax revenue to replace if those funds had not been available in 2005.

C. Implications :

This draw from the TSR represents a risk to the organization, given that if there were no surplus in 2005, the \$850,000 currently built into the 2005 base budget would need to be replaced with tax revenue, which is a little less than 2%. This is not a significant risk, in the view of Administration, and the organization has been experiencing surpluses each year. Council may wish to adjust this draw in 2005 or beyond, by either increasing or decreasing the amount, based on the amount of risk considered acceptable.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: 2004 Carry Forwards
Department Name & Reference #:General – Miscellaneous Services
Business Unit No.:59

A. Funds Required:

- i) One time ☒ or, Ongoing ☐
- ii) 2005 Net Budget Requirement \$1,021,767
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for: Covering items that were planned in 2004 but were not completed in 2004.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Other \$ 1,021,767 Explain: Purchased not yet received, delayed initiatives, etc.

C. Implications (include only those that apply):

- i) Legislative Requirements
 -
- ii) Financial Risk/Payback
 - Generally Accepted Accounting Principles (GAAP) say that a purchase does not become a real expenditure until the goods or services have been received.
 - The Municipal Government Act (MGA) says that a municipality may only make an expenditure that is include in an operating budget. So, spending money in one calendar year that was budgeted in a previous calendar year is a cause for concern with respect to the MGA.
- iii) Organizational Risk/Payback
 - Cancellation of outstanding purchase orders could result in some legal issues.
- iv) Community Risk/Payback
 -

*** see attached list

Dept.	Line Description	Include in BPFR
Comm. Svcs.	Corp. Strat. Issues Resource	166,100.00
ITS	Dsktp Pro Listed Languages	142,624.00
Engineering	Consulting Services	79,353.00
Emerg. Svcs.	Wellness Fitness Program	32,800.00
Personnel	Violence in Workplace	29,250.00
Comm. Svcs.	Econ. & Quality of Life Benefit Study	25,000.00
Comm. Svcs.	Wask. Park Interpretive Master Plan	25,000.00
Insp. & Lic.	No Smoking Initiative	25,000.00
Emerg. Svcs.	Redecalling Medics	22,800.00
Transit	Consulting Services	22,660.00
Emerg. Svcs.	Bunker Gear	21,600.00
Emerg. Svcs.	Stn. 1-Classroom Ceramic Tile	20,747.00
Pub. Wrks	Infrastructure Assesment for	20,000.00
Mayor & CM	Contracted Services	16,278.00
R. P. & C.	SUPPLY & INSTALL CLEAR NETTING	15,008.00
Assessment	Professional Services	13,180.00
Leg. & Admin	CONTRACTED SERVICES	12,204.00
Comm. Svcs.	Activity Guide	11,884.00
Engineering	Schedule D - Structure 11 & Schedule A - Multiple	11,412.00
Treasury	Furniture	10,956.00
Engineering	Traffic Accident Info	10,000.00
ITS	Security Glass Mn Flr	10,000.00
Mayor & CM	Communications Measurement	10,000.00
Police	Portable Radios	9,400.00
Emerg. Svcs.	Life/Form Adult Crisis Auscul. & Complete Crisis Update Pkg.	9,350.00
Pub. Wrks	road salt	9,116.00
Pub. Wrks	Color Printer	9,000.00
Mayor & CM	Office Supplies & Stationary	8,438.00
Pub. Wrks	2004 MPMA Data Collection &	8,000.00
Emerg. Svcs.	Stn. #1, 3, 4-Paint	7,955.00
Pub. Wrks	Bldg Safety Deficiencies	7,500.00
Police	True 850 ZTX Club Treadmill	7,280.00
Emerg. Svcs.	Supplies ie. Scoop Stretcher, Head Immobilizer	7,165.00
Insp. & Lic.	Animal Control Contract	7,150.00
Emerg. Svcs.	Stn. 3 - Flooring-as per quote	7,038.00
Police	Laptop CF29	6,800.00
Engineering	Provide consulting services	6,682.00
Mayor & CM	Staff Forum	6,500.00
Emerg. Svcs.	Stn. #3 - Blinds	6,456.00
Mayor & CM	Corporate Display & Design	6,000.00
R. P. & C.	Prog. Fees & Charges Review	6,000.00
Mayor & CM	Communications Toolkit	5,000.00
Pub. Wrks	Replacement Broom	5,000.00
Emerg. Svcs.	Stn. #1 - Hot Water Tank Repl.	4,680.00
Emerg. Svcs.	Stn. #3 - Gasket & seal Repl.	4,500.00
Police	PIRS Work Station Watch/Record	4,400.00
Mayor & CM	Certificate Folders	4,100.00
Transit	Bus Storage Bldg - paint	4,000.00
Comm. Svcs.	Rousseau Oversize Shelving	3,830.00
Pub. Wrks	Condensing Unit Replacement	3,815.00
R. P. & C.	Invoice # 6785	3,795.00
Emerg. Svcs.	Hoses	3,715.00
Emerg. Svcs.	DYNA MED Ped Restraint System etc.	3,608.00
Police	Cleaning of duct work	3,500.00
Leg. & Admin	Civic Recognition	3,000.00
R. P. & C.	Community Shelter-o/door light	3,000.00
Emerg. Svcs.	Chairs, Basyk Model VL630	2,878.00
R. P. & C.	Replace existing sound system	2,784.00

Dept.	Line Description	Include in BPFR
Comm. Svcs.	Lincoln table 72 X 36, medium	2,630.00
Soc. Plan.	Norm. daycare - shed	2,600.00
Emerg. Svcs.	Stn. #1 - Time clock & related	2,500.00
Emerg. Svcs.	Stn. #3 - Time clock & related	2,500.00
Police	Air Quality Assessment	2,500.00
Police	Computer Mount Traffic Bylaw	2,390.00
R. P. & C.	green velcro for soccer turf	2,350.00
R. P. & C.	Honda weed trimmer	2,180.00
R. P. & C.	Rebound Wall in Field House	2,125.00
Police	Modem - Traffic Bylaws vehicle	2,000.00
Police	Ergonomic keyboards; records, key pad	1,999.00
R. P. & C.	Morrisroe west shlr-panic bar	1,984.00
Pub. Wrks	2004 Storm Water Testing	1,896.00
R. P. & C.	Invoice # 841	1,836.00
Leg. & Admin	Onsite Installation & Source Code Programming	1,700.00
Police	Installation of mount laptop	1,600.00
Leg. & Admin	8.5X11 PAPER	1,532.00
Emerg. Svcs.	Banners	1,518.00
L & ED	Comm. Econ. Dev. Conference	1,500.00
Pub. Wrks	PROFESSIONAL FEES & EXPENSES	1,461.00
Emerg. Svcs.	Stn. #4 - Blinds -	1,457.00
L & ED	3C STRATEGIC/MARKETING PLAN	1,334.00
R. P. & C.	Door closers and locksets	1,286.00
Treasury	Printer Toner Cartridge	1,203.00
R. P. & C.	Corrshield MD 4102	1,197.00
R. P. & C.	Lawnmowers	1,118.00
Emerg. Svcs.	Vests MCI	1,115.00
Insp. & Lic.	1st year post warranty cover	1,107.00
R. P. & C.	AK2001 Interface Card	1,052.00
Pub. Wrks	PLC Card	989.00
E.L. & P.	GE Replacement Lens/Door	930.00
Pub. Wrks	STOP signs	875.00
Emerg. Svcs.	2 Chairs, Black Fr	867.00
Emerg. Svcs.	SP Phantom Twin Unit	840.00
Emerg. Svcs.	Vertical Blinds and Installation	787.00
R. P. & C.	SURVEY FEES & LTO REGISTRATION FEES	750.00
Emerg. Svcs.	Big Ed C cell flashlights	741.00
Comm. Svcs.	Dictionary Stand - Adutl	729.00
R. P. & C.	Lifesaving Manuals	610.00
Insp. & Lic.	Stairwells at City Hall - extr	597.00
E.L. & P.	1" x 3" x 8 UNC, Type 1	567.00
R. P. & C.	NLS Orignal & Auatic Emerg. Care	530.00
Emerg. Svcs.	ILMS LEARN License (per seat)	500.00
Engineering	Printer Toner	401.00
Police	Antenna, cables Traffic Bylaw	400.00
Insp. & Lic.	Safetu Security Study	395.00
Police	Janitor supplies	342.00
Treasury	Library Materials	257.00
Treasury	laminator and supplies	246.00
Engineering	Schedule A & B	239.00
R. P. & C.	Speedo Aquafit Gloves	228.00
Emerg. Svcs.	Assembly Cartridge	214.00
Police	F34T12CW Lamps - 4 cases	207.00
Police	4-drw file with lock Taffic By	189.00
L & ED	Headset for Karen Parsley	182.00
Treasury	P141 Duo Headset	161.00
Emerg. Svcs.	911 Collar Dogs	158.00
Comm. Svcs.	3 mil encapsulation film., tape, gloves	152.00
Emerg. Svcs.	Drill Press Vise 4 1/2"	147.00
Engineering	Sort a File	143.00
Engineering	as per Engineering Agreement	117.00
ITS	MS USB Explorer Mouse	112.00

Dept.	Line Description	Include in BPFR
Leg. & Admin	Stenciling (City of Red Deer)	95.00
Emerg. Svcs.	Single Blade Knives	45.00
Treasury	Correction Tape Tombow	40.00
Treasury	Coporate search	24.00
	TAX SUPPORTED TOTAL	1,021,767.00

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Personnel Generalist
Department Name & Reference #: Personnel #1
Business Unit No.: 100

A. Funds Required:

- i) Ongoing ☒ \$52,000 and One time ☒ \$10,000
- ii) 2005 Net Budget Requirement \$62,000
- iii) 2006 Budget (Incremental costs from 2005) \$ ongoing salary
- iv) 2007 Budget (Incremental costs from 2006) \$ ongoing salary

B. BPFR Description:

- i) The funds will be used for: \$52,000 used for the provision of an additional staff member who would be hired to provide generalist Personnel services including Recruitment, Policy Development, Transaction Support and Program Administration. \$10,000 one time costs for furniture, equipment, and renovations.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$52,000
 - b. Increased service \$0 (return to acceptable levels of service)
 - c. Legislative & new complexities \$10,000
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
 - Changes in federal and provincial labour and Occupational Health and Safety legislation require policy development, changes in administration and practice, and implementation.
- ii) Financial Risk/Payback
 - Not responding to legislated requirements such as OH&S Workplace Violence requirements could result in assessment of fines, and increased legal liability.
 - Increased cost can result from inefficient/inadequate recruitment.
- iii) Organizational Risk/Payback
 - More timely response to time sensitive Personnel issues including Staff Replacement.
 - Ability to provide program support to already existing programs in support of Business Plan objectives. Without proper support the value added programs cannot have their intended impact.
 - Basic required functions such as records management cannot adequately be performed.
- iv) Community Risk/Payback
 - Deteriorating service levels resulting from increased department transactions affects the department's ability to serve the public consistently and at the level expected (e.g., response to job applicants).

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: CUPE Job Evaluation Review
Department Name & Reference #: Personnel #2
Business Unit No.: 100

A. Funds Required:

- i) One time ☒
- ii) 2005 Net Budget Requirement \$ 20,000
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for: completing a review and implementing changes to the Job Evaluation program, which is used to determine pay rates for 400+ 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. This program, with a usual lifespan of less than ten years, has been in place for twenty-five years. Council supported the initiative by funding an audit in 2003. Additional one-time funding (\$20,000) is required to complete the review.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$20,000 Explain: Updating and maintenance of a core business program such as a compensation system is necessary (this system determines salaries which total over \$15 million).

C. Implications (include only those that apply):

- i) Legislative Requirements
 -
- ii) Financial Risk/Payback
 - An ineffective salary system can result in inappropriate overpayments of salary and inappropriate underpayments resulting in difficulties with retention and attraction.
- iii) Organizational Risk/Payback
 - 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.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Recruitment Expenses
Department Name & Reference #: Personnel #4
Business Unit No.: 100

A. Funds Required:

- i) Ongoing ☒
- ii) 2005 Net Budget Requirement \$21,000
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

The funds will be used for: Additional ongoing funding is required for recruitment-related expenses including advertising, search firm assistance, and candidate assessments.

- i) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$13,000
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$8,000 Explain: Costs to replace senior positions and highly technical positions are higher. With the increasing retirement of our senior staff and with the difficulty in recruiting technical positions in a hot labour market, recruitment costs are increasing.

C. Implications (include only those that apply):

- i) Legislative Requirements
 -
- ii) Financial Risk/Payback
 - Poorer decisions made by inappropriately qualified staff could have significant financial impact on the organization.
 - Bad hires often result in increased costs (re-training, severance).
- iii) Organizational Risk/Payback
 - The organization could face longer turnaround times for successful replacement of staff resulting in objectives being delayed and additional workload placed on other staff.
 - Ineffective recruitment can result in a less effective organization. Bad hires take a toll on the organization.
- iv) Community Risk/Payback
 -

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Corporate Human Resources Plan
Department Name & Reference #: Personnel #5
Business Unit No.: 100

A. Funds Required:

- i) One-time Cost ☒
- ii) 2005 Net Budget Requirement \$35,000
- iii) 2006 Budget (Incremental costs from 2005) \$0
- iv) 2007 Budget (Incremental costs from 2006) \$0

B. BPFR Description:

The funds will be used for: Last year's Business Plan outlined the need to complete a 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.

- i) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$15,000
 - b. Increased service \$
 - c. Legislative & new complexities \$20,000
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
 -
- ii) Financial Risk/Payback
 - Potential efficiencies can result from effective human resource planning. Potential inefficiencies can result from a lack of human resource planning.
- iii) Organizational Risk/Payback
 - 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.
 - Effective human resource planning can result in a more effective organization structure and culture.
- iv) Community Risk/Payback

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Strategic Communications Advisor (Term)
Department Name & Reference #: Mayor & City Manager's –
Communications & Corporate Planning
Business Unit No.: 112**

A. Funds Required:

- i) One time ☒ or, Ongoing ☐
- ii) 2005 Net Budget Requirement \$76,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$71,000
- iv) 2007 Budget (Incremental costs from 2006) \$ N/A

Funds should be split between capital (75 per cent of costs) and operating (25 per cent of costs) funding sources.

Funding Breakdown:

Salary – \$117,000 (spread over two years)
Computer & Furniture – \$5,000
Communications Tactics – \$25,000 (spread over two years)

B. BPFR Description:

- i) The funds will be used for: An 18 month term position to provide communications expertise to a number of facility development and redevelopment projects (Museum & Archives, City Hall/RCMP Space, Recreation Centre Renovation, Dawe Centre Renovation, West Yards relocation) as well as major change communications including potential changes to employee benefits, Public Works organizational review, Treasury Services organizational review. This work will supplement the core services provided through Communications and Corporate Planning.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$50,100
 - b. Increased service \$35,000
 - c. Legislative & new complexities \$15,000
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
 - Although not truly legislative, the Facility Planning and Design template includes several communication and public input points for community facility development. The increased emphasis on transparency, public input and communications requires additional resources to ensure that the requirements outlined in the Facility Planning and Design template are met. The amount of communications work generated due to the large amount of major community facilities scheduled for development within the next 18 months cannot be absorbed within the current communications function. There is a need to contract out a level of communications support for each of these projects. There is an advantage to pooling contract resources into one term position

that would tap into systems and communications vehicles that already exist. There are also significant synergies to be gained by consolidating several potential small contracts into one position that will support all.

ii) Financial Risk/Payback

-

iii) Organizational Risk/Payback

- Several projects slated to begin within the next year could have major impacts on staff, especially the Public Works organizational review, the Treasury Services organizational review, and proposed changes to the benefits program. These changes require communications support to ensure that staff has the information they need to continue to feel supported and respected throughout these change processes. Without strong communications efforts, staff can feel misinformed and undervalued, ultimately resulting in decreased productivity and poor work environments. This term resource will provide additional expertise to the organization to support these change processes.

iv) Community Risk/Payback

- Facility development is always done under close public scrutiny. There is an expectation that the community will have access to detailed information about project scope, costs, planning processes, and timing as well as have the ability to give input into any development options. Strong communications support is essential to meeting the public's expectations. Without it, there is a possibility of public criticism and mistrust. Open and clear communications during these projects will work toward maintaining the community's trust and support as we spend significant dollars to upgrade a series of community facilities.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Corporate Systems Long Term Impact Analysis
Department Name: Corporate Services Division
Business Unit No.: 120**

A. Funds Required:

- i) One time ☒ or, Ongoing ☐
- ii) 2005 Net Budget Requirement \$25,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used to contract with an expert to undertake a process that will identify and analyze the long-term impact of "systems" on City human resources and operating budgets in the next 5 years.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$5,000
 - b. Increased service \$5,000
 - c. Legislative & new complexities \$15,000
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications:

- i) Financial Risk/Payback

The increasing complexity of systems, the number of stand-alone systems being requested by departments, and the mergers and acquisitions of software companies with a resulting change in product line and support, is creating a significant area of financial risk for The City.

This study will provide a clearer picture of the human resources and related costs that will be required to implement, upgrade and provide ongoing support and maintenance to City systems, and thus provide better information for making system decisions in the future.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: New Workstations Ongoing Support, Maintenance and
Replacement**

**Department Name & Reference #: Information Technology
Business Unit No.: 134**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$28,290 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for ongoing support, maintenance and replacement of new workstations that were added or upgraded from desktops to laptops in 2004. This is based on the increase of 33 desktops and 4 laptops and the upgrade of 20 desktops to 20 laptops. Calculation is as follows:

Description	Quantity	Annual Cost	Extended
New Desktop support maintenance and replacement	33	\$570	\$18,810
New Laptop support, maintenance and replacement	4	\$870	\$3,480
Replaced desktop with laptop	20	\$300	\$6,000
Total			\$28,290

- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$28,290
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
 -
- ii) Financial Risk/Payback
 -
- iii) Organizational Risk/Payback
 -
- iv) Community Risk/Payback
 -

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: City Hall Security System Update
Department Name & Reference #: Information Technology
Business Unit No.: 134**

A. Funds Required:

- i) One time ☒ or, Ongoing ☐
- ii) 2005 Net Budget Requirement \$150,000 one time
- iii) 2006 Budget (Incremental costs from 2005)
- iv) 2007 Budget (Incremental costs from 2006)

B. BPFR Description:

- i) Update City Hall security in accordance with the 2004 security study.
- ii) Costs for this initiative are intended to address:
 - a. Growth
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$150,000 Explain: The security study identified a number of weaknesses with the City Hall security practices. A number of instances of theft and safety issues related to personnel have occurred in the past year.

C. Implications:

- i) Legislative Requirements
- ii) Financial Risk/Payback
Protection of City Hall assets
- iii) Organizational Risk/Payback
Personal safety of staff
- iv) Community Risk/Payback

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Treasury Review Organizational Change
Department Name & Reference #: Treasury Services
Business Unit No.: various**

A. Funds Required:

One time ☒ and Ongoing ☒ Total \$ \$1,048,000

	Tax Supported	Utility Supported	Total
2005 Budget Request – 6 New Positions			
One-time (Transition Assistance, Equipment)	\$ 97,000	11,000	108,000
On-Going (60% - Hiring May 2005)	\$ 296,400	95,200	391,600
Total 2005 Budget Requirement	\$ 393,400	\$106,200	\$ 499,600

2006 Budget Request – 4 New Positions plus final 40% of 2005 positions.

One-time (Transition Assistance, Equipment)	\$ 72,000	0	72,000
On-Going (40% for 2005 Positions)	\$ 159,000	50,200	209,200
On-Going (60% - Hiring May 2006)	\$ 127,000	40,100	167,100
Total 2006 Budget Requirement	\$ 358,000	\$ 90,300	\$ 448,300

2007 Budget Request – Complete 2006

On-Going (40% for 2006 Positions)	80,600	19,500	100,100
Total 2007 Budget Requirement	\$ 80,600	\$ 19,500	\$ 100,100

Total 2005 to 2007 One Time	169,000	11,000	180,000
Total 2005 to 2007 On-Going	663,000	205,000	868,000
Grand Total	\$ 832,000	\$ 216,000	1,048,000

Note: Allocations between years are affected by incremental costs for existing positions, and on-going support costs that do not occur evenly throughout the year.

B. BPFR Description:

i) The funds will be used to:

- Implement organizational changes to the Treasury Services Department, based on the *Treasury Restructuring Review Findings and Recommendations*. (From the consultant, November 2004).
- Improve Treasury's ability to work in partnership with other City Departments to ensure sound fiduciary management throughout the organization.

Proposed Treasury Services Role and Staff Changes

Full Time Staffing Impact

	2005	2006
Community Services – Divisional Controller	+1	
Development Services – Divisional Controller	+1	
Treasury Services	<u>+4</u>	<u>+4</u>
Total	+6	+4

- ii) Costs for this initiative are intended to address the consultant's findings set out in the November 2004 report *Treasury Restructuring Review Findings and Recommendations*. Estimates are:
- a. Growth (+30% in 10 Yrs. '94 Pop. 59,826 '04 Pop. 75,923) \$400,000
 - b. Increased Service Demands (Budgets, Systems, Fixed Assets) \$ 548,000
 - c. Legislative & new complexities (See Next Page) \$100,000

C. Implications:

- i) Legislative Requirements
- To respond to increased complexity in Public Service Board Accounting Board standards (PSAB) and Generally Accepted Accounting Principles (GAAP) and in changes to Municipal Government Act (MGA) requirements
 - Ensure improved audit compliance. Audit has become more stringent as a result of some large business failures.
 - Additional legislation includes GST, FOIPP, Safety Codes, etc.
- ii) Financial Risk/Payback
- To provide an increased focus on setting, documenting and monitoring internal controls necessary to a more complex and growing organization (e.g. cash handling)
 - Increase Departmental support and reporting functions, including more frequent and detailed transaction and variance review to ensure compliance and accuracy, and an increased capacity to analyze the financial impact of current and potential initiatives (e.g. ambulance funding changes)
 - Increased attention to corporate budgeting including long term financial forecasting, more detailed analysis of capital budgets, and operating impacts of capital projects.
 - Increased focus on investing and cash forecasting, with the goal of improving investment returns.
 - Improved revenue analysis and projection, to ensure reasonable cost recovery.
 - Implementation of a system to improve management of fixed assets, to strengthen infrastructure planning and analysis, and to better forecast and plan for asset replacement and refurbishment, and improve infrastructure reserve management.
 - Ability to document and/or develop and monitor corporate policies to provide a strong framework for financial processes and evaluation.
- iii) Organizational Risk/Payback
- Increased opportunity for Departments to get finance, accounting, applications and business systems support they need.
 - Increased Treasury Services capacity and availability to ensure suitable selection and implementation of financial systems, and to ensure smooth system upgrades.
 - More effective succession management for all accounting roles in the organization.
- iv) Community Risk/Payback
- More effectively inform citizens of our financial plans and decisions in a clear and timely manner.
 - Improved fiduciary responsibility expected by citizens (e.g. ensure City assets are protected from loss, improved long term forecasting, etc.)

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Treasury Contracted Support
Department Name & Reference #: Treasury Services
Business Unit No.: 140**

A. Funds Required:

- i) One time ☒ or, Ongoing ☐
- ii) 2005 Net Budget Requirement \$ 80,000
- iii) 2006 Budget (Incremental costs from 2005) \$ 0
- iv) 2007 Budget (Incremental costs from 2006) \$ 0

B. BPFR Description:

- i) The funds will be used to hire experts to assist Treasury with the following:
 - i. Comprehensive Internal Control Review
 - ii. Update Building Appraisals
 - iii. Policy & Procedure Backlog
 - iv. Finalize Internal Franchise/Dividend Policy
 - v. Insurance Review (Coverage & Deductibles)
- ii) Costs for this initiative are intended to address:
 - a. Growth \$ 40,000
 - b. Legislative & new complexities \$ 40,000

C. Implications (include only those that apply):

- i) Legislative Requirements
 - The stringency of the audit has increased as a result of some well-publicized accounting irregularities and the implementation of Bill C-45. In addition, changes to Generally Accepted Accounting Principles and changes made by the Public Sector Accounting Board mean that, without assistance, we run the risk of not meeting our legislative mandate, which would result in a qualified audit opinion and, very likely, additional demands from Alberta Municipal Affairs.
- ii) Financial Risk/Payback
 - Initiatives that should be done include a comprehensive review and documentation of internal controls to help protect against loss of City revenue and property. Another is to bring our building appraisals up to date, to ensure they are insured properly and to facilitate infrastructure planning and financing.
- iii) Organizational Risk/Payback
 - We also need assistance dealing with the backlog of outdated and non-existent policy and procedure so other City departments are aware of risks and their role.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Fleet Costs – Materiel Management
Department Name & Reference #: Treasury Services
Business Unit No.: 142**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$6,804
- iii) 2006 Budget (Incremental costs from 2005) \$ 0
- iv) 2007 Budget (Incremental costs from 2006) \$ 0

B. BPFR Description:

- i) The funds will be used to pay for the increase in Fleet Costs greater than inflation. The Materiel Management area uses four pieces of fleet equipment, one 1993 half-ton truck (unit 331) and three forklifts (units 217, 5792, 556 ranging in age from 1982 to 2001). In the past two years, total fleet expenses for these four pieces of equipment have been approximately \$30,000 (approximately \$15,000 per year) but the fleet has recovered only \$28,000 leaving a two-year deficit in the fleet of \$2,000.

Materiel Management have been informed that the annual cost of these four pieces of equipment will increase 70% from approximately \$15,000 per year to 25,500.

- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$1,180
 - b. Other \$5,624 Explain: The Public Works Manager will explain.

C. Implications (include only those that apply):

- i) Financial Risk/Payback
 - If the increase is not approved, one of the forklifts will have to be deleted, creating inefficiencies in handling materiel.
- ii) Organizational Risk/Payback
 - One less forklift will create safety issues

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Audit Committee Training
Department Name & Reference #: Legislative & Administrative Services
Business Unit No.: 150

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement: \$ 10,000 (Net of \$ 0 revenue)
- iii) 2006 Operating Budget:
- iv) 2007 Operating Budget:

B. BPFR Description:

- i) The funds will be used to provide members of the audit committee with training to fulfill their role in providing a close link between council and its auditors.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ 10,000

Explain: Council approved The Audit Committee in 2004. The purpose of an audit committee is to ensure that appropriate internal controls are in place and provide direction to the auditors with respect to the audit plan.

To complete the mandate of the Committee, members will be required to understand the audit process, read financial statements, be aware of the reporting standards recommended by the Canadian Institute of Chartered Accountants and recognize internal controls to reduce risk.

C. Implications (include only those that apply):

- i) Legislative Requirements
 - The Municipal Government Act requires that each municipality must annually submit to the Minister its financial information return and financial statements and the auditor's report on the financial statements. The Act further requires that the auditor for the municipality report to council on the annual financial statements and financial information return of the municipality.
- ii) Financial Risk/Payback
 - In May 2003 the City's External Auditor advised that recent corporate failures and increasing demand for better financial reporting have resulted in an increased focus on organizations to establish audit committees to help oversee the financial reporting process.
- iii) Organizational Risk/Payback
- iv) Community Risk/Payback

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Full Time Committee Secretary
Department Name & Reference #: Legislative & Administrative Services
Business Unit No.: 180

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement: \$ 25,536 (Net of \$ 0 revenue)
- iii) 2006 Operating Budget:
- iv) 2007 Operating Budget:

B. BPFR Description:

- i) In 2004 a permanent part-time Committee Secretary position was created to address the increasing workload experienced by the department. The concept of the position was successful but we have encountered a number of challenges:
 - a. We under estimated the number of hours required to get the work done.
 - b. Difficult to attract and retain a qualified candidate as the position is part-time and requires variable shift hours. Many candidates are looking for full time employment, which increases the risk of the position becoming a revolving door if it remains part time. This was experienced in 2004. A decreased ability to get the work done results in a drain on other staff, who are continually training a new staff member.
 - c. New ongoing committees in 2004, i.e. Cultural Board, Audit Committee and Drinking Establishment Bylaw Appeal Committee.
 - d. Complexity of committee support increasing which requires more time and expertise.
 - e. Identified the need for:
 - i. Development of processes to meet the individual committee needs
 - ii. Review and updating of the Procedure Bylaw
 - iii. A documented history of each committee
 - iv. Additional pre-planning with the Committee liaisons
 - v. More time for legislated research and compliance
 - vi. Extensive time required for training
 - vii. Reduced overtime not fully achieved

We are requesting that the current part time Committee Secretary position be adjusted to a full time position with primary responsibility for committee secretarial support including related administrative responsibilities. The working hours still require variable shift work, but no overtime will be incurred.

ii) Costs for this initiative are intended to address (complete all that apply):

- a. Growth \$ 25,536
- b. Increased service \$
- c. Legislative & new complexities \$
- d. CPI, extra cost contracts \$
- e. Other:

C. Implications (include only those that apply):

i) Financial Risk/Payback

- The inability to recruit and retain a suitable candidate increases overtime for staff.

ii) Organizational Risk/Payback

- Increased staff workload reduces staff productivity within their area of responsibility.
- Existing staff must provide training, but in doing so it takes them away from their responsibilities thus reducing their productivity.
- The part time hours and funding allocated to the Committee Secretary position made it difficult to recruit and retain a suitable candidate.
- The complexity of a number of new committees is increasing which requires better expertise and more time to support these committees.

iii) Community Risk/Payback

- Lack of sufficient resources to respond to increasing requests for information and documentation.

FUNDING REQUEST BACKGROUND INFORMATION

History

To ensure corporate standardization and central control of all committee minutes, as permanent records of The City, secretarial support for Council and Adhoc Committees was allocated to Legislative & Administrative Services.

Up until 2004, three Administrative Assistants provided secretarial support for these committees as part of their other regular duties. With several of these meetings being after regular office hours, staff were given time off in lieu of overtime payment for attendance at these meetings. With department responsibilities increasing, the number of committees increasing and no staffing increases it became difficult for the staff to use up their banked straight overtime hours to comply with the City's Overtime Agreement and still get the work done. For example, in 2003 approximately 96 days of accumulated overtime were required to use up the accumulated overtime for attending committee meetings.

In February 2004 funding of \$17,795 was approved for a part time Committee Secretary. Based on the findings of the CUPE Job Evaluation Committee, the hourly base pay rate for this position was established to be \$18.37 with a part time rate of \$16.70. Funding provided for approximately 17.5 hours per week (70 hours per month) for a part time Committee Secretary position.

After several months of recruitment, the position was filled August 2004.

Why was it difficult to fill the position?

- Candidates were looking for full time employment.
- Candidates did not want variable shift hours.
- The number of hours did not attract qualified candidates.

Did the Committee Secretary support all the Council and Adhoc Committees?

No. The Intermunicipal Affairs Committee, Mayor's Recognition , Nomination Review Committee, and quasi-judicial committees, such as Municipal Planning Commission, Assessment Review Board and Subdivision and Development Appeal Board, were retained by the Administrative Assistants.

What were the positive results of creating the Committee Secretary position?

After the initial training period, we learned that:

- Administrative Assistants had additional time to catch up on their other work.
- Departments supported the concept of one Committee Secretary.
- Legislative & Administrative Services staff supported the concept.

What were the challenges?

- We under estimated the number of hours required to get the work done.
- New ongoing committees in 2004, i.e. Cultural Board, Audit Committee and Drinking Establishment Bylaw Appeal Committee.
- The number of hours approved was not sufficient to free up enough time for the Administrative Assistants to take on new initiatives or develop more extensive skills specific to their area of responsibility.
- Complexity of committee support increasing which requires more expertise.
- Additional committee related responsibilities should have been turned over to the Committee Secretary.
- Identified the need for:
 - development of processes to meet the individual committee needs
 - review and updating of the Procedure Bylaw
 - a documented history of each committee
 - additional pre-planning with the Committee liaisons
 - more time for legislated research and compliance
 - extensive time required for training
 - reduced overtime not fully achieved
- Concern that turnover in this position would be high.

How much time is required to support the Committees ?

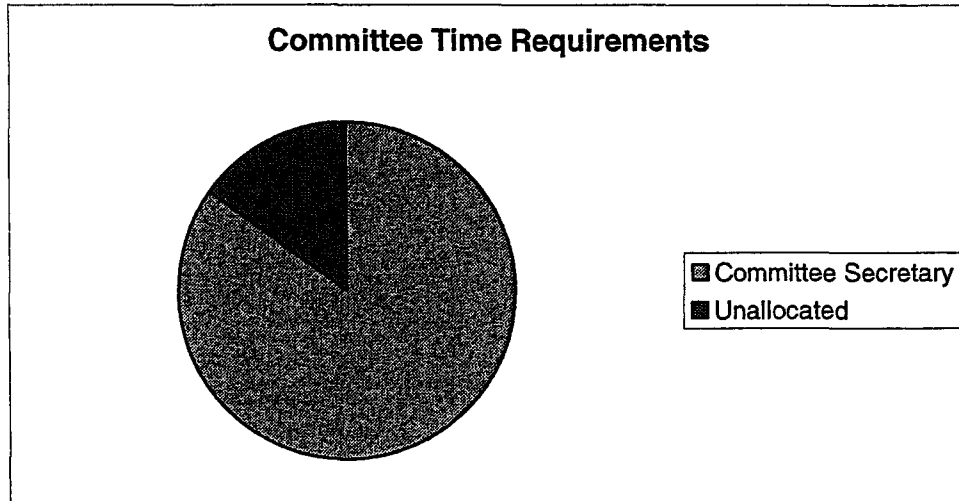
Supporting committees includes:

- Committee Meetings:
 - Scheduling
 - Agenda preparation
 - Attendance at the meetings
 - Follow-up (minutes, letters, etc.)
- Committee Administrative Responsibilities:
 - Update and maintain the Committee Directory
 - Update and maintain Committee Orientation Manual
 - Preparing for the bi-yearly Volunteer Appreciation
 - Supporting committee liaisons.

In 2004 approximately 136 hours per month of staff time were required to support the Committees.

Average hourly break down for full time (150 hours):

Committee Secretary work	136 hours
Unallocated	14 hours



What will unallocated portion be used for?

Within Legislative and Administrative Services 2005 Business Plan an objective is to *review and report corporate policy and procedural inconsistencies with legislative requirements and propose appropriate course of corrective action to reduce exposure to potential risk*. These hours would be allocated to this work as resources are not currently available.

How does this impact the existing Administrative Assistants?

Due to scheduling conflicts, holidays and the need to retain knowledge, the existing Administrative Assistants will still be scheduled to attend meetings although predominately on a backup basis.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: **Volunteer Appreciation Reception**
Department Name: Legislative & Administrative Services
Business Unit No.: 180

A. Revenue Source - Transfer:

- i) **One time** ☒ or, Ongoing ☐
- ii) 2005 Net Budget Requirement \$ 4,300
- iii) 2006 Budget
- iv) 2007 Budget

B. BPFR Description:

- i) The funds will be used for:

These funds are for the **Volunteer Appreciation Reception** that occurs every second year. The reception is **scheduled for April 27, 2005**. Since 1981 Council has provided for a Volunteer Appreciation Banquet, which recognizes the contribution of volunteers that sit on Council Committees. Up to 1993 this event was a banquet however based on feedback from the volunteers, the format was changed to a reception beginning in 1995.

Implications :

The process we normally use to fund this event is by spreading the cost over 2 years. The funds were part of the base budget but did require setting up a reserve in the year the banquet was not held, and then carried over to the next year. Administration prefers not to have the funds going into a reserve to be used every second year and as such **recommends that this project be an added to the base, with a claw back on the off year not required.**

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Census - Cover projected population growth expenses
for data collection.**

**Department Name & Reference #: Census
Business Unit No.: 181**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$10,013 (Net of \$ 0 revenue)
- iii) 2006 Budget (Incremental costs from 2005): \$ 1,500 (projected growth 2.5%)
- iv) 2007 Budget (Incremental costs from 2006): \$ 1,200 (projected growth 2.0%)

B. BPFR Description:

- i) The funds will be used to cover increased costs paid to census workers in 2004 for the collection of census data and projected increased costs to conduct a basic municipal census in 2005.
 - The 2004 budget was based on the Parkland Community Planning Services projected population increase of 2.6%. Actual population increase was 4.45% resulting in a budget over expenditure of \$8,207.
 - A projected population increase of 3% is proposed for 2005. A 3% population growth for 2005 will result in an additional expenditure of approximately \$1,806.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$ 10,013
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
 - Section 57 of the Municipal Government Act states: "A council 'may' conduct a census."
- ii) Financial Risk/Payback
 - Not funding a municipal census for 2005 would see the Transportation Grant reduced from the maximum funding available by approximately \$136,600. Other grant revenues based on per capita, such as FCSS, would also not be maximized.

iii) Organizational Risk/Payback

- Conducting an annual census assists City departments with forecasting future development and programming needs to accommodate continued population growth

iv) Community Risk/Payback

- The data collected during a census is also used by the School Boards, local businesses and potential developers for their future forecasts and planning.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Records Management Department Technical Support
Department Name & Reference #: Legislative & Administrative Services
Business Unit No.: 183**

A. Funds Required:

- i) One time ☒ or, Ongoing ☐
- ii) 2005 Net Budget Requirement: \$ 75,000 (Net of \$ 0 revenue)
- iii) 2006 Operating Budget:
- iv) 2007 Operating Budget:

B. BPFR Description:

- i) The purpose is to take a corporate approach to ensure The City's paper records comply with Records Management Guidelines and Procedures using qualified resources to complete back-file classification and disposition.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other: \$75,000
 - Explain: Due to limited resources, departments have not been able to bring paper records into compliance with records guidelines and procedures.

C. Implications (include only those that apply):

- i) Legislative Requirements
 - Section 207(b) of the *Municipal Government Act* states "The chief administrative officer ensures that the policies and programs of the municipality are implemented."
 - Section 208(1) of the *Municipal Government Act* states "The chief administrative officer must ensure that the bylaws and minutes of council meetings and all other records and documents of the municipality are kept safe."
 - Sections 11(1) and 11(2) of the *Freedom of Information & Protection of Privacy Act* states that we must have an open and accountable government, which provides Right of Access while protecting individual privacy. "The head of a public body must make every reasonable effort to respond to a request not later than 30 days after receiving it . . . failure of the head to respond to a request within the 30-day period or any extended period is to be treated as a decision to refuse access to the record."

ii) Financial Risk/Payback

- Poor space utilization results in extra storage costs to The City. Providing back-file classification will free up valuable working space.
- The inability to produce required records results in the potential for legal liability, unless it has been disposed according to disposition standards.
- With back-files classified, the time used for search and retrieval will be significantly less, allowing staff to be more productive within their roles.

iii) Organizational Risk/Payback

- Unsafe working conditions including exposure to mice, mold, and non-standard hazardous equipment does not comply with the current City Hall Health and Safety Manual or Hazard Assessment Elimination and Control Policy and Guidelines adopted by the Super Safe Operating Committee.
- Improper back-file storage results in the deterioration of record material.
- Lack of department organization of back-files decreases staff productivity.
- Improper classification by untrained resources results in irretrievable documents.
- Irretrievable documents produce poor internal and external customer service delivery.
- Properly securing corporate records reduces the risk of unauthorized use, access, and disclosure of information, which could potentially result in a damaged City reputation.

iv) Community Risk/Payback

- Improper release of confidential information could be harmful to an individual or external corporation.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Relocation of a City Hall Department
Department Name & Reference #: Development Services Directorate
Business Unit No.:

A. Funds Required:

- i) One time ☒ \$250,000 and, Ongoing ☒ \$123,750
- ii) 2005 Net Budget Requirement \$373,750
- iii) 2006 Budget (Incremental costs from 2005) \$ 41,250
- iv) 2007 Budget (Incremental costs from 2006) \$ 0

B. BPFR Description:

- i) The funds will be used for: Physically moving one department, currently in City Hall, to temporary leased office space. Sufficient space is not available in City Hall to accommodate expansion and growth required by several departments. This additional space is required until expanded City Hall facilities are complete.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$220,000

C. Implications (include only those that apply):

- i) Organizational Risk/Payback
 - Without the additional space, departments would be unable to expand staffing as required, or additional staff would be unsuitably stationed. This would have a negative impact on the ability of departments to achieve business plan objectives as set out.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: City Hall Space Requirements
Department Name & Reference #: Development Services Directorate
Business Unit No.: 200

A. Funds Required:

- i) One time ☒ or, Ongoing ☐
- ii) 2005 Net Budget Requirement \$80,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for: **City Hall Space Requirements:**
- ii) We would commission a consultant to advance the necessary investigation of options, preliminary design work (concept only), and some high level costing and financial analysis of the options. The project is a complex one, as there are a number of options to be considered from new construction to leasing, decisions will likely effect parking issues, and open space issues.
- iii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$80,000
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications (include only those that apply):

- i) Financial Risk/Payback
 - City Hall is effectively at capacity for staff, equipment, and information management accommodation. Over the next several years, it is highly likely that additional staffing and ancillary space will be required. Determining the best solution to these issues will minimize the cost, both capital and operating.
- ii) Organizational Risk/Payback
 - Their working environment significantly affects the effectiveness and morale of staff, and the ease and comfort of our citizens. There has been significant research done on the effects office climate has on an organizations productivity and health. As space available to carry out your duties becomes constrained or inappropriate, staff's ability to deal with their daily responsibilities diminishes.
- iii) Community Risk/Payback
 - The community visits City Hall on a daily basis. Inadequate, or crowded, substandard facilities results in a less pleasant interaction with our staff.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Traffic Operations Engineer
Department Name & Reference #: Engineering
Business Unit No.: 215**

A. Funds Required:

- i) One time ☒ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$28,400 ongoing
 \$5,000 one time (workstation)
- iii) 2006 Budget (Incremental costs from 2005) \$ 38,600
- iv) 2007 Budget (Incremental costs from 2006) \$ 0

B. BPFR Description:

- i) The funds will be used for the addition of a new Traffic Operations Engineer position starting August 2005. Initiation of this position will coincide with the return of a current staff member currently on maternity leave.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$40,000
 - b. Increased service \$20,000
 - c. Legislative & new complexities \$7,000
 - d. CPI, extra cost contracts \$
 - e. Other \$

C. Implications (include only those that apply):

- i) Organizational Risk/Payback
 - The addition of this position addresses The City's strategy for developing and maintaining a viable succession plan. In part, the additional staff will be used to job shadow the existing Traffic Engineer in order to ensure that we have a qualified candidate to succeed him as he plans to retire as early as 2006.
 - Quality customer service is a Strategic Plan requirement for all City departments and current staffing levels limit our ability to meet these expectations. The Sections level of service delivery has been compromised due to City growth, increased traffic, and a higher demand for service.
 - The increased service demand in all aspects of traffic operation and planning work has resulted in overall increases in response time, staff stress, and overtime.
 - Another professional position would expedite review and acceptance of the continuously increasing number of development applications with traffic impact analysis submissions.
 - Traffic planning and impact analysis for proposed developments and road improvements have increased substantially in the last 5 years while staff resources have stayed constant. Staff resources need to be expanded so that we can appropriately allocate resources to meet the increased demands placed on this section.

ii) Community Risk/Payback

- Traffic safety initiatives in the City have increased substantially in the last 5 years, including ongoing data entry and analysis of a traffic accident database, identifying high risk locations, designing and implementing crash reduction measures, evaluating safety improvement effectiveness, administering consultant studies of road safety audits, road network screening and in-service road safety reviews. Staff resources need to be allocated to meet these needs. If we are unable to deal with all new issues, the motoring public can anticipate an increase in delays and an erosion of safety.

THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS BUSINESS PLAN FUNDING REQUIREMENT

Initiative Title: Prevention Staff Funding
Department Name & Reference #: Emergency Services (ES 1)
Business Unit No.: 221

A. Funds Required:

- i) Ongoing ☒
 2005 Net Budget Requirement \$62,499 (March 1, 2005 hiring date)
- ii) 2006 Budget (Incremental costs from 2005) \$ 14,071
- iii) 2007 Budget (Incremental costs from 2006) \$ per new collective agreement

B. BPFR Description:

- i) The funds will be used for salary and benefits of a fulltime fire prevention officer
- ii) The number of inspectable properties increases by approximately 112 units per year since 1997. In 2005 we will be managing in excess of 3000 public and commercial properties in terms of compliance monitoring, up from 2150 in 1997. One prevention officer can effectively manage approximately 500 inspections per year in addition to his other responsibilities.
- iii) * projected; (property numbers are estimated prior to 2002) **with additional inspector

Year	1997	1998	1999	2000	2001	2002	2003	2004	2005
Properties	2150	2300	2400	2450	2500	2600	2700	2850	3000
Inspections	1855	1723	2200	2125	2249	1851	2056	2500*	3000**

- iv) Compliance inspections put an ever-increasing demand on our public education and other activities, although inspectors are conducting more inspections than ever before.
- v) The City of Red Deer is realizing an increase of new commercial properties of about 67 per year and we issue over 380 occupancy permits per year.
- vi) Costs for this initiative are intended to address:
 - a. Growth \$62,499

C. Implications:

- i) Legislative Requirements
 - We have a City Council-approved and statutory obligation to conduct fire inspections and investigations. Occupational Health and Safety is requiring much more of employers in terms of risk management resulting in an increase in consultative work for our prevention officers.
- ii) Financial Risk/Payback
 - A successful lawsuit against the City by a property owner that suffered a fire loss where a fire inspection was not performed within the prescribed time frame could easily be many times more than the cost of an inspector.
- iii) Organizational Risk/Payback
 - The bureau is currently unable to meet our obligation under our Fire QMP.
 - Regaining our former staffing strength will allow us to achieve our inspection quotas into the future and provide additional relief to prevention staff in the areas of

investigation and property records management. Bureau growth is not keeping pace with departmental and city growth. Our staffing level has not increased in over 20 years. In 1982 bureau strength was six in a population of 48,000. Today our strength is five in a population of 77,000.

- The negative effect on staff is tangible - stress is increased by never being able to reach ever-increasing targets, and morale is decreased.

iv) Community Risk/Payback

- We face some risk while we are unable to meet the challenges of growth and the increasing demands for compliance monitoring and enforcement.
- Community payback will result from adequate staffing in general fire and injury prevention programs. Officers can apply a greater amount of their time to fire and injury prevention activities and investigations.
- Commercial and public occupancies comprise only 10% of all buildings in Red Deer. The fire and injury problem affects home safety and outside areas as well. 75% of our fire/injury experience occurs in dwellings and open areas.
- Although we have reorganized work responsibilities and made improvements to work processes to focus on our core activities, the efficiencies gained have not been able to keep pace with the shear growth in the workload. Efforts have been concentrated on compliance, technical improvements have been implemented such that our work processes have become very efficient and quality has improved dramatically.
- Our overall focus has shifted from inputs to outcomes. All of our efforts are directed to our mission of reducing the incidence and severity of fire and injury in Red Deer. Work is continually directed to meet these overall objectives.
- Fire prevention officers are continually engaged in inspections, enforcement, public education, and investigation and consultation activity. Greater emphases need to be directed at public fire and injury prevention and the arson problem including juvenile fire setting (35% of all destructive fires are intentionally set).

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Prevention Support Staff
Department Name & Reference #: Emergency Services (ES 2)
Business Unit No.: 221**

A. Funds Required:

- i) Ongoing ☒
- ii) 2005 Net Budget Requirement \$21,600
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) Increase support staff in Fire Prevention Branch from .5 to 1 FTE
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$21,600
 - b. Legislative & new complexities: FDM property management and file keeping.
 - c. Other Explain: Current half-time support staff is insufficient to meet the administrative support needs of the Fire Prevention Branch.

C. Implications:

- i) Legislative Requirements
 - Inspection records and billing
 - Property file management
 - Enforcement documents
- ii) Financial Risk/Payback
 - Enhance billing and fee capability
- iii) Organizational Risk/Payback
 - Employee dedicated to fire prevention activities v. shared duties in general office. Increased workload in Bureau office duties demonstrates the need for a fulltime prevention clerk. Clerical assistance will free up time for prevention officers to perform work in the field as outlined in staffing BPFR

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Five (5) Additional Staff
Department Name & Reference #: Emergency Services (ES 6)
Business Unit No.: 222**

A. Funds Required:

- i) Ongoing ☒
- ii) 2005 Net Budget Requirement \$330,133.00 (5 X 11 months)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used: To hire 5 (five) new staff in February 2005.
- ii) Costs for this initiative are intended to address:
 - a. Growth 2005 - \$330,133.00

C. Implications:

- i) Legislative Requirements
 - This is a continuation of Council's initiative to hire 5 new staff per year until 2007. This will help us move towards meeting Council's travel time targets.
- ii) Financial Risk/Payback
 - This will continue to allow us to work towards having enough depth to reduce call in over time.
- iii) Organizational Risk/Payback
 - This will allow us to continue on the path of having enough resources available to respond to and mitigate ongoing incidents.
- iv) Community Risk/Payback
 - The return to the community is in quicker and a more appropriate level of response.

Call Volume Statistics

January to September 2004

Fire Up over 9 % vs. 2003
Ambulance Up 4.25 % vs. 2003

8 of the 9 months in 2004 were the highest ambulance totals ever for that month, and the other month was the second highest total ever.

Overlapping calls (through Sept.)	<u>2002</u>	<u>2003</u>	<u>2004</u>
2 Ambulances	1050	1139	1143
3 Ambulances	277	350	381
4 Ambulances	52	88	113
5 Ambulances	12	12	27
6 Ambulances	0	0	2
7 Ambulances	0	0	1

The increased number of assault and drug related calls are demanding more resources.

The increase in waiting times in Emergency continues to tie up resources, sometimes for extended periods of time. Although strategies have been developed with DTHR to help reduce the problem, it remains an issue.

Annexation impact.

TRAVEL TIME STATISTICS:

BENCHMARK - 4 minutes or less 90 % of the time

<u>2004</u>	<u>FIRE</u>	<u>AMBULANCE</u>	<u>FIRE + AMB</u>
1 st Quarter	70 %	85 %	82.3 %
2 nd Quarter	75 %	87 %	84.0%
3 rd Quarter	78 %	86 %	84.4 %

Total Fire and Ambulance calls through September = 84 %

Dillon Analysis – small to mid-size cities - .30 firefighters on duty per thousand population, not including what would be needed for ambulance. $.30 \times 80 = 24$
 Red Deer currently has 25.5 per platoon, completing the next two phases of the plan would bring us to 28, or enough staffing for 2 ambulances besides fire protection.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Station 5 Operating Costs
Department Name & Reference #: Emergency Services (ES 10)
Business Unit No.: 222**

A. Funds Required:

- i) One time ☒ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$81,000
- iii) 2006 Budget (Incremental costs from 2005) \$48,000
- iv) 2007 Budget (Incremental costs from 2006) \$0

B. BPFR Description:

- i) The funds will be used for:
 - a. \$16,000 in 2005 for the fourth quarter operating expenses (natural gas, electricity, cleaning supplies etc.)(Full year operating expenses estimated at \$64,000.)
 - b. \$65,000 for one-time furnishing of station (fridge, stove, tables, chairs, desks, drapes, fitness equipment etc.)
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$\$81,000

C. Implications (include only those that apply):

- i) Financial Risk/Payback
 - These costs will be realized if the station is built in 2005.
- ii) Organizational Risk/Payback
 - The costs reflect the basic requirements of opening a new fire station. The one-time and on-going expenses ensure it is a fully functioning facility.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Fleet Cost for Portable Radios
Department Name & Reference #: Emergency Services (ES 9)
Business Unit No.: 222

A. Funds Required:

- i) Ongoing ☒
- ii) 2005 Net Budget Requirement \$11,826
- iii) 2006 Budget (Incremental costs from 2005) \$ CPI increase
- iv) 2007 Budget (Incremental costs from 2006) \$ CPI increase

B. BPFR Description:

- i) The funds will be used for: Fleet costs for 28 portable and 24 mobile radios for ES to be in the fleet program.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Other \$11,826 Explain: This is part of the 2004 Council initiative to have ES become part of the radio fleet.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Fleet Costs

Department Name & Reference #: Emergency Services (ES 3)

Business Unit No.: 222/225

A. Funds Required:

- i) Ongoing ☒
- ii) 2005 Net Budget Requirement \$43,506
 - Administration Costs \$30,000
 - Annual Fleet Growth \$13,506

B. BPFR Description:

- i) The funds will be used for:
In 2004 Council agreed to put all Emergency Services new and replacement vehicles into the fleet program.
 - Administrative cost of Public Works Fleet to manage the Emergency Services fleet requirements. The 2004 budget presentations did not include the administrative cost of the Civic Garage providing this service. This requirement is to correct that oversight.
 - Fleet growth rate for future/additional equipment for the ES sub-fleet. This is based on a 10-year plan.
- ii) Costs for this initiative are intended to address:
 - a. Other: \$43,506
This is a 2004 Council initiative to put Emergency Services' new and replacement vehicles in the fleet management program.

C. Implications:

- i) Financial Risk/Payback
 - The growth rate would be predicted and a fixed budgeted amount could be forecast.
- ii) Organizational Risk/Payback
 - This is an annual growth rate and provides a 10-year planning guideline.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Fleet Costs for Additional Equipment
Department Name & Reference #:Emergency Services
Business Unit No.:222 / 225**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$78,348 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for: Fleet equipment costs for 2005 additional equipment purchases as follows:
 - i. Emergency Command Unit \$18,792/yr
 - ii. Deputy Chief Car \$4,884/yr
 - iii. Trench Rescue Trailer \$2,340/yr
 - iv. Pumper Truck \$32,568/yr
 - v. Ambulance \$19,764/yr
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$78,348

C. Implications (include only those that apply):

- i) Legislative Requirements
- ii) Financial Risk/Payback
- iii) Organizational Risk/Payback
 - If not funded the department will not be able to fund the operating costs of the new equipment required for business operation and service delivery.
- iv) Community Risk/Payback

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Emergency Apparatus Technician (mechanic) - Additional
Department Name & Reference #: Emergency Services (ES 4)
Business Unit No.: 222/225**

A. Funds Required:

- i) Ongoing ☒
- ii) 2005 Net Budget Requirement \$54,071 (9 months salary and benefits)
- iii) 2006 Budget (Incremental costs from 2005) \$ 23,100.00

B. BPFR Description:

- i) The funds will be used: To hire a second emergency apparatus technician (mechanic) for Emergency Services.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$54,071 The fleet and the department have grown greatly.
 - b. Legislative and new complexities 2006 \$5100.00 contract reclassification agreement.

C. Implications:

- i) Legislative Requirements
 - In 2004 the Provincial Government through Alberta Infrastructure informed us that the requirement for vehicle certification had changed. We are now required to annually certify all vehicles over 11,000 kgs. We are also required through Alberta Health to annually certify all of our ambulances. Each certification inspection takes about one (1) days work for a certified mechanic.
- ii) Financial Risk/Payback
 - We have close to 50 units in the ES fleet plus over 500 ancillary pieces of equipment. The cost to have this work done by an outside agency at shop hours of \$80.00/hr (regular working hours) would be at least 40% higher than doing it ourselves.
 - Liability of a breakdown while responding or at an emergency scene.
- iii) Organizational Risk/Payback
 - The current equipment we have requires over 4,190 hours of scheduled maintenance, which equates to over 2.25 FTE hours. We are saying that we will meet our needs (current and future 3-5 years) with 2 FTE positions and with the agreements we now have in place (mainly with Civic Garage).
 - Excessive workloads, stress, health and vacation issues will be resolved.
- iv) Community Risk/Payback
 - The units and equipment must be in good working order (lives and property depend on it). There are a number of items that are not being currently done or not being done as often as they should be (routine maintenance and service tests etc.). It is a known fact that the more time spent on preventive maintenance the less time and expense is spent on emergency repairs and down time for the units.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Part Time (2) Additional Staff
Department Name & Reference #: Emergency Services (ES 7)
Business Unit No.: 223

A. Funds Required:

- i) Ongoing ☒
- ii) 2005 Net Budget Requirement \$ 64,585 ((0.5 FTE X 2) = 1FTE X 12 months)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used: To hire 2 (two) new part time staff positions beginning in January 2005.
- ii) Costs for this initiative are intended to address:
 - a) Growth
 - b) Minimize Risk / Impact to Service Delivery Because of Staff Turnover or Long Term Leave

C. Implications:

- i) Legislative Requirements
 - The City of Red Deer provides contractual 9-1-1 call answer and fire/ems dispatching services to many other municipalities. It is imperative that we have enough staff to meet our obligations.
- ii) Financial Risk/Payback
 - This will continue to allow us to work towards having enough depth to ensure trained competent staff deliver emergency communications services, and reduce call in over time. In serving external departments, prolonged additional hours of work beyond 14 hours may place revenues at risk because of avoidable situations that may cause increased errors or omissions
- iii) Organizational Risk/Payback
 - This will allow us to continue on the path of having enough resources available to respond to and mitigate ongoing multiple incidents. We will be able to avoid situations where employees are needed to work excessively long hours (up to 19 hours consecutively) to cover shortages. The need to have staff work in excess of a 14-hour shift (up to a 19-hour shift) has occurred due to no off duty staff being available.

The City of Red Deer maintains a permit to have staff work a 14-hour shift, additional hours of work beyond the shift is scrutinized. The frequency and length of over time hours is monitored and growth in this area may become a concern if left unchecked. Increased access to part time staffing will reduce this risk.

Additionally, Communications Branch staff perform other associated duties including calling in of RDES staff on demand, support services to emergency radio dispatched

agencies and other related business functions. In serving external departments contracting services, error or omissions because of prolonged additional hours of work beyond 14 hours may place revenues at risk for services offered as well a increased risks to the City for errors or omissions. Increased part time staffing will reduce this risk by minimizing or eliminating prolonged extensions of shifts.

iv) Community Risk/Payback

- The return to the community is a greater assurance of quality of services being provided for 9-1-1-call answer and emergency agency dispatching services. Locally and regionally, both will realize a more accurate and efficient level of service.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Street & Traffic Light Growth Costs
Department Name & Reference #: EL&P
Business Unit No.: 250, 251, 252

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$67,000 (Net of \$0 revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for:
 - a. Increased electricity consumption and demand results from the 4% annual increase in the number of street and traffic lights. This is not reflected in the CPI adjustment in the Base Budget and results in an increased cost in Business Unit 250 of \$46,200 in 2005.
 - b. Increased municipal taxation of street lights results from the 4% annual increase in the number of street lights. This is not reflected in the CPI adjustment in the Base Budget and results in an increased cost in Business Unit 251 of \$5,800 (net of CPI increase) in 2005.
 - c. Increased funding in Business Units 251(Street Light Maint.) and 252 (Traffic Light Maint.) to properly maintain an asset base which increases 4% annually. The 2005 additional cost (net of CPI increase) in Business Unit 251 is \$1,500 and in Business Unit 252 is \$13,500 for a total increase of \$15,000.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$67,000 as detailed above
 - b. Increased service \$0 (no increase in service level)
 - c. Legislative & new complexities \$0
 - d. CPI, extra cost contracts \$0
 - e. Other \$0 Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
 - Must comply with taxation requirements of the municipality
- ii) Financial Risk/Payback
 - Some maintenance, such as painting, extends the life of the asset, thus, reducing the capital requirement.
- iii) Organizational Risk/Payback
 - Improper maintenance of traffic lights can result in sizeable lawsuits against the City.

- The City's Strategic Plan contains the Guiding Principle of Preservation which states, "We will preserve our community assets and respect and use our resources wisely."

iv) Community Risk/Payback

- The greatest number of service calls received by EL&P relates to street lights and traffic lights. The public generally link good street lighting with their personal and property security.
- This BPFR responds to the increased volume of Street & Traffic Lights.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: City Hall Infrastructure Maintenance
Department Name & Reference #: Licensing & inspections
Business Unit No.: 270**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$135,000 (Net of \$0 revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for:
 - Proper maintenance and repair of City Hall building components as per The City Hall Building Assessment Report as prepared by Stantec Consulting Ltd.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$0
 - b. Increased service \$
 - c. Legislative & new complexities \$0
 - d. CPI, extra cost contracts \$0
 - e. Other \$135,000 Explain: To maintain the architectural, structural, mechanical, and electrical integrity of City Hall.

C. Implications (include only those that apply):

- i) Legislative Requirements
- ii) Financial Risk/Payback
 - Yes – Could be larger financial consequences if maintenance is not kept up.
- iii) Organizational Risk/Payback
- iv) Community Risk/Payback

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Security Services – Cdn Corps Of Commissionaires

Department Name & Reference #: Inspections & Licensing #271

Business Unit No.: 270

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$ 34,092. (Net of \$ 0 revenue)
- iii) 2006 Budget (Incremental costs from 2005) as per contract – cost of living increases
- iv) 2007 Budget (Incremental costs from 2006) as per contract – cost of living increases

B. BPFR Description:

- i) The funds will be used for: to provide security service at City Hall in the evenings and on weekends. Commissionaires check the building to ensure both safety for staff and protection for City Hall equipment.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$
 - b. Increased service \$ 34,092
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
- ii) Financial Risk/Payback
 - extra security protects the building from theft; payback is that there has been no major theft in the building since this service was implemented
- iii) Organizational Risk/Payback
 - ensures safety for staff – staff are walked to their vehicles if working late.
 - Protects the building from theft.
- iv) Community Risk/Payback
 - provides security for all meetings at city hall and ensures safety for both the public and staff

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Training Of Safety Codes Officers
Department Name & Reference #: Inspections & Licensing #271
Business Unit No.: 271**

A. Funds Required:

- i) One time ☒ \$12000 or, Ongoing ☒ \$5000
- ii) 2005 Net Budget Requirement \$17,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for: Training of Safety Codes Officers in the new building codes (building and plumbing) and for training of 3 Building Safety Codes Officers to Group 3 designation in order to provide for commercial and industrial inspections in 2005 and ongoing training for staff.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$
 - b. Increased service \$
 - c. Legislative & new complexities \$ 17,000
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
The new Plumbing and Building Codes will be objective based codes which will require more judgments by our inspectors. It is critical that they be trained how to use the Codes as early as possible. The upgrading of three inspectors to Group 3 will ensure that we have enough Building inspectors for commercial and industrial projects. Adequately training of staff is a required component of our municipal accreditation under the safety codes act. Attendance at seminars and conferences assists staff to correctly interpret codes and gain an awareness of emerging issues. Training is also required for front office staff in terms of code and architectural issues.
- ii) Financial Risk/Payback
The financial risk in terms of the new codes is that inspections are not done properly opening the city to litigation. The financial risk in not training officers for Group 3 is that we do not have any backup for commercial inspections; this would delay permit approvals. Organizational Risk/Payback
Organizational risk is that untrained inspectors would create the risk of losing our certification from the safety codes council.
Community Risk/Payback
Improperly inspected buildings could lead to safety issues. Loss of accreditation as a municipality under the safety codes act could also result from inadequate training. Knowledgeable well trained staff leads to increased respect, co-operation and support from clients.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Customer Service Clerk – Permanent Part Time
Department Name & Reference #: Inspections & Licensing #271
Business Unit No.: 271**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$ 15,527 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for: provision of an adequate level of customer service during peak vacation and construction times.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$ 15,527
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
- ii) Financial Risk/Payback
During summer it is difficult to maintain adequate customer service during our busiest period; this is compounded by vacation periods. Since we have such a short building season it is critical to maintain adequate service levels.

Organizational Risk/Payback

The department has hired staff each summer for several years to cover vacations; the additional funds will allow this position to fill in for permanent Customer Service Clerks. The risk of inadequate staff is delayed permits and real property reports, longer line-ups, frustrated customers and legal liability issues.
- iii) Community Risk/Payback
Delayed permits and real property reports can cause financial stress; the payback for the community is that permits are issued in a timely fashion to meet real estate transaction and construction deadlines.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Customer Service Clerk
Department Name & Reference #: Inspections & Licensing #271
Business Unit No.: Half Time 271 & Half Time 275**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$42,255 + \$6,000 for furniture/renovation
(Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for: providing customer service assistance for Licensing (half time) and within the front office area (half time). Additional licensing requirements mean that one individual can no longer handle that area. Additional customer service staff is also required.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$ 21,127.50 + \$3,000
 - b. Increased service \$
 - c. Legislative & new complexities \$ 21,127.50 + \$3,000
 - d. CPI, extra cost contracts \$
 - e. Other \$ 1,000 Explain: renovation costs to accommodate the new position

C. Implications (include only those that apply):

- i) Legislative Requirements
The half time licensing position will allow the Department to administer existing bylaws as well as the Drinking Establishment Bylaw and the new Smoking in Public Places Bylaw. Without additional support, it will be impossible to maintain our licensing program leading to declining enforcement and reduced respect for city bylaws. The half time customer service clerk is needed to maintain adequate service levels during the short construction season. The top priority for this position however will be the licensing area

Financial Risk/Payback

There is a financial risk in licensing that many licenses will not be properly administered and/or that licensing will not be in place for the required businesses. There is a potential legal liability if we do not enforce and administer our own bylaw. The Customer Service position will allow us to continue to maintain service levels for our large number of customers. The risk of inadequate customer service staff is delayed permits and real property reports, longer line-ups and frustrated customers; these frustrations could lead to less people getting permits.

Organizational Risk/Payback

Organization risk is a collapse of the licensing system through staff burnout, long term illness and/or inadequate resource.

Community Risk/Payback Community risk is increased errors, poor customer service and non compliance with bylaws.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Alberta Animal Control
Department Name & Reference #: Inspections & Licensing #271
Business Unit No.: 273**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$ 36,000 (Net of \$ _____ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for: increase of 25 hours per week for Animal Control services. These additional hours are required to maintain an adequate level of animal control.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$ 36,000
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
None
- ii) Financial Risk/Payback
Financial risk is that the city may be deemed negligent in providing safety to residents. In terms of payback, there may be increased fine revenue.
- iii) Organizational Risk/Payback
Effective bylaw enforcement, attendance at trials and assistance to the RCMP will be difficult with current staff levels.
- iv) Community Risk/Payback
Community safety, particularly in parks, is one of the risks that we hope to address with these additional hours. It will also allow for weekend patrols. The payback will be increased community safety.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: S.P.C.A.

Department Name & Reference #: Inspections & Licensing #271

Business Unit No.: 273

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$ 7,600 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for: increase to the grant to the S.P.C.A. to bring the total grant to \$20,000.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$ 3,800
 - b. Increased service \$ 3,800
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
- ii) Financial Risk/Payback
The organizational risk is that without educational programs and services offered by the SPCA, the cost to destroy healthy, adoptable animals and enforcement costs will increase.
- iii) Organizational Risk/Payback
As the city grows there could be increased dissatisfaction among the citizens of Red Deer with how animal welfare and animal control are managed
- iv) Community Risk/Payback
Payback will adequately fund programs including:
Disaster planning with the City of Red Deer (pet care)
Coordination of foster care for pets for victims of domestic violence/poverty
Operate the pet food bank (decreases numbers of animals relinquished to the shelter and animal control)
The Bite Free Programs that teaches children safety around dogs in order to reduce the numbers of dog bites
Humane Education, which fosters compassion and kindness (to reduce bullying and violence not only to animals and people but to the environment)

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Public Works Organizational Change
Department Name & Reference #: Public Works Dept.- #PW14
Business Unit No.: Various**

A. Funds Required¹:

i) One time ☒ or, Ongoing ☒

See Table 1:

Table 1 Public Works Re-Organization Implementation - Forecasted Annual Costs

Year	Utility Based	Tax Based	Total
2005	258,000	143,000	401,000
2006	319,000	234,000	553,000
2007 & Ongoing	294,000	210,000	504,000

Notes: -Includes benefit allowances of 20.0% for Exempt and 21.0% CUPE
 -Allocation split based on existing PW Salary Allocations to Utilities 2005 Budget split
 -Assumes use of Stores Building for Public Works additional offices
 -Cost estimates are based on 2004 dollars and do not include inflation, or regular salary and wage adjustments.

Table 2 Public Works Re-Organization Implementation – One Time and Operating Costs

Year	One Time	Operating	Total
2005 Utility Based	178,000	81,000	258,000
2005 Tax Based	87,000	56,000	143,000
Sub Total	264,000	137,000	401,000
2006 Utility Based	25,000	294,000	319,000
2006 Tax Based	25,000	210,000	234,000
Sub Total	50,000	504,000	553,000
2007 Utility Based	0	294,000	294,000
2007 Tax Based	0	210,000	210,000
Sub Total	0	504,000	504,000

B. BPFR Description:

The City is growing at a rate that is generating many more demands on existing resources. The number of calls received that result in memos for service has increased by over 50% (4194 in 1998 to 6445 in 2003)² over the last five years. Over that same period the amount of budget that each Department Supervisor is responsible for has increased by 47% (\$3.35M in 1998 to \$4.94M in 2003). The population of the city has increased by 13.7% in the last five years; this leads to a proportional increase in demands for service. In addition:

- there are ever increasing levels of complexity (more government regulations OH&S changes, Alberta Environment focus, technological changes and obsolescence),
- the demographics of the workforce are resulting in significant levels of retirements over the next few years, and
- the public is becoming more and more demanding for instant response to concerns.

During 2004 a review of the Public Works Department organizational structure was completed to determine if the Department should be restructured to better address current and future service demands. The results of the independent review indicated a number of key drivers for change:

- Internal pressures are building – from a workload and complexity perspective,
- Environmental issues are becoming more of a driver, and
- There is an increased emphasis and need for teamwork, empowerment, customer service, and quality focus.

The outcome is a recommendation to create a new department, the Environmental Services Department, which would have an environmental focus. The new structure is shown in Figure 1 New Structure. Environmental Services mandate would be to manage the utilities that are currently part of Public Works (ie. water, wastewater, and waste management). The role will be:

- Ensure environmentally responsible policies, plans, standards and operations related to environmental impacts of the water, wastewater, and waste management utilities,
- Monitor the impact on the environment of human actions and decisions regarding water, wastewater, and waste management, and
- Provide a corporate focus, contact, and awareness for cross department environmental concerns.

The new structure is required to position the City on a proactive basis to better handle existing and future challenges.

The ultimate new structure requires the addition of five new positions: department manager, office supervisor/accountant, environmental initiative coordinator, superintendent, and an engineering technician. It is expected that it will take 18 to 24 months to fully staff and implement the new structure. During the transition phase resources will be required to: develop a change management plan; revise, create, and evaluate job descriptions; modify accounting systems and business processes; modify and create department policies; reassign, recruit, and train staff; and determine and acquire space and office requirements.

² Public Works 2003 Annual Report, Chart: Inquiries Requiring Memos 1994 to 2003.

C. Implications:

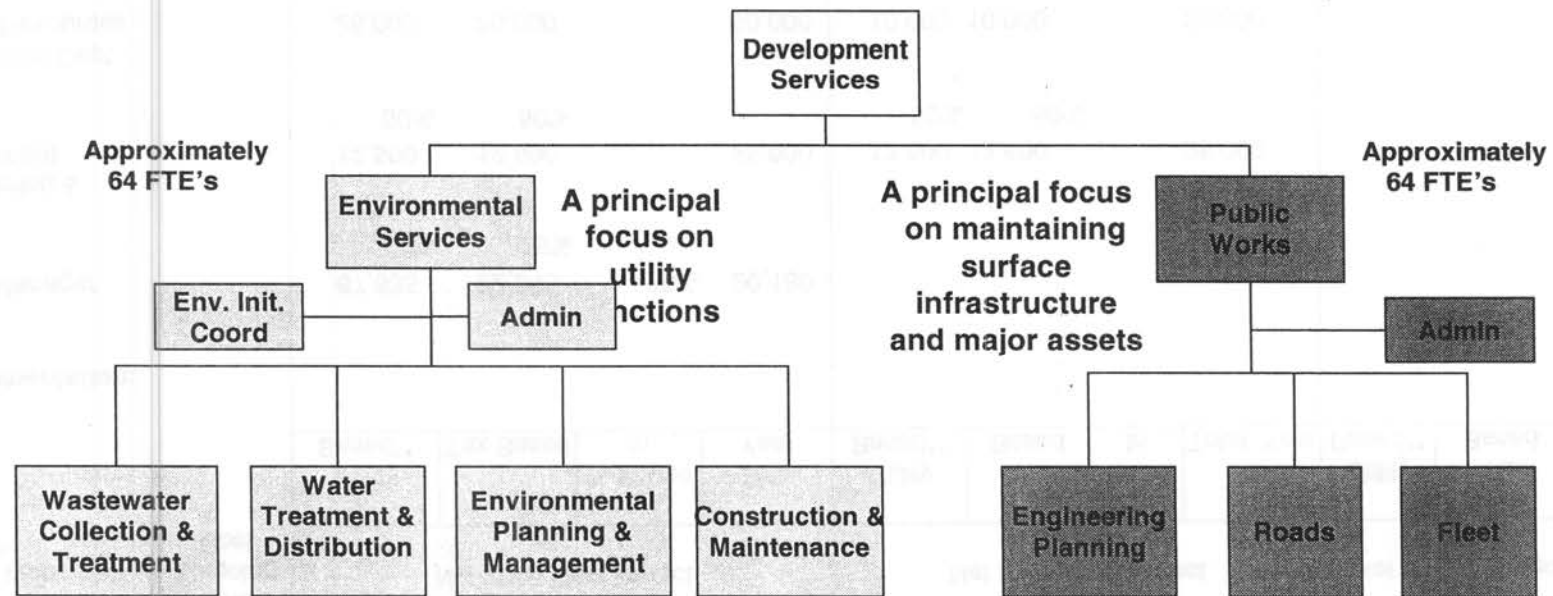
Some of the identifiable implications of not funding this request are:

- Staff work related stress will continue to increase,
- As work load increases mistakes will get made,
- Impact of regulatory changes will not be adequately understood or implemented,
- Levels of service will decline, response times to customer concerns will slow,
- Quality staff will find other employment,



Figure 1 - Recommended Changes

New Structure Two Departments



Denotes new department/section

Public Works Organizational
Change
Forecasted Implementation Budget and Ultimate
Budget Impact

Cost Item ****	Ultimate Ongoing Cost	Net 2005 Cost Impact				Net 2006 Cost Impact				Net 2007 & Ongoing Cost Impact			
		Utility Based**	Tax Based	% Phase In	Total Year	Utility Based**	Tax Based	% Phase In	Total Year	Utility Based**	Tax Based	% Phase In	Total Year
Implementation:													
New Manager	-	67,635 75%	22,545 25%	75%	90,180								
Furnishing & Equipment	-	12,500 50%	12,500 50%		25,000	12,500 50%	12,500 50%		25,000	-	-		-
Personnel Dept - Term Resources		25,000 50%	25,000 50%		50,000	10,000 50%	10,000 50%		20,000				
Positions *:													
Dept. Manager	120,240	- 35%	- 65%	0%	-	42,084 35%	78,156 65%	100%	120,240	42,084 35%	78,156 65%	100%	120,240
Office Supervisor	83,340	14,585 35%	27,086 65%	50%	41,670	29,169 35%	54,171 65%	100%	83,340	29,169 35%	54,171 65%	100%	83,340
Superintendent	97,718	24,430 100%	- 0%	25%	24,430	97,718 100%	- 0%	100%	97,718	97,718 100%	- 0%	100%	97,718

Section 4

Support??		-	-	-		-	-	-		-	-	-	
		50%	50%			50%	50%			50%	50%		
Program Tech	61,677	15,419	15,419	50%	30,839	30,839	30,839	100%	61,677	30,839	30,839	100%	61,677
		50%	50%			50%	50%			50%	50%		
Revised Jobs	15,000	3,750	3,750	50%	7,500	7,500	7,500	100%	15,000	7,500	7,500	100%	15,000
		50%	50%			50%	50%			50%	50%		
Sub Total:	377,976	163,323	106,304		269,618	229,814	193,169		422,976	207,313	170,668		377,976
Environmental Initiative Coordinator	80,000	15,000	5,000	25%	20,000	60,000	20,000	100%	80,000	60,000	20,000	100%	80,000
		75%	25%			75%	25%			75%	25%		
Facilities													
Removed, plan on using Stores for PWks	-	-	-	50%	-	-	-	100%	-	-	-	100%	-
		75%	25%			75%	25%			75%	25%		
Leasehold Improve		56,250	18,750		75,000								
		75%	25%										
Subtotal:	80,000	71,252	23,751		95,000	60,002	20,001		-80,000	60,002	20,001		-80,000
Total:	457,976	234,576	130,055	-	364,618	289,816	213,170		-502,976	267,315	190,669		-457,976

Contingency (10%)	45,798	23,458	13,005	-	36,462	28,982	21,317	-50,298	26,731	19,067	-45,798
Forecast Total:	503,773	258,033	143,060	-	401,080	318,797	234,487	-553,273	294,046	209,736	-503,773
Rounded Total:	504,000	258,000	143,000		401,000	319,000	234,000	-553,000	294,000	210,000	-504,000

* Includes allowances for benefits @ 20.0% Exempt
and 21.0% Union Inside

** allocation based on existing PW Salary Allocations to Utilities
2005 Budget split

Public Works Implementation with Personnel costs Dec 2 2004.xls

**** Cost estimates are based on 2004 dollars and do not include inflation, nor salary
and wage adjustments

THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS BUSINESS PLAN FUNDING REQUIREMENT

Initiative Title: Equipment Fleet Growth – All Departments w/ Fleet
Department Name & Reference #: Public Works - #PW15
Business Unit No.: Various

A. Funds Required¹:

- i) One time or, Ongoing ☐ - See individual department requests.

Table 1 – Individual Subfleet Growth Amounts

Sub-Fleet	2005 Mid-Year Replacement		2005	2005 Incremental Allocation
	Cost of Existing Equipment	Growth Factor		
Bylaw	130,875	5.00%	6,544	1,424
E.L.&P.	2,670,164	1.50%	40,052	8,715
Engineering	173,802	2.00%	3,476	756
Garage	176,420	2.00%	3,528	768
Solid Waste	50,256	7.00%	3,518	765
Parks Maintenance	3,329,460	2.00%	66,589	14,490
Recreation	628,200	1.75%	10,994	2,392
Roads	6,168,905	1.50%	92,534	20,135
Stores	271,173	2.00%	5,423	1,180
Transit	4,315,734	3.00%	129,472	28,173
W & WW	3,999,540	1.80%	71,992	15,665
WTP	107,841	4.00%	4,314	939
WWTP	135,325	4.00%	5,413	1,178
Parks Facilities	554,387	2.00%	11,088	2,413
P.W./Eng. Maint.	54,444	7.00%	3,811	829
Emergency Services	8,867,043	0.70%	62,069	13,506
Total 2005 Mid-Year Replacement Value	32,013,629			
2005 Subfleet specific Growth contribution			520,817	113,327

Notes: - Future annual amounts will change based on inflationary impacts, changing growth expectations, changing replacement schedules, and changing equipment level needs.

B. BPFR Description:

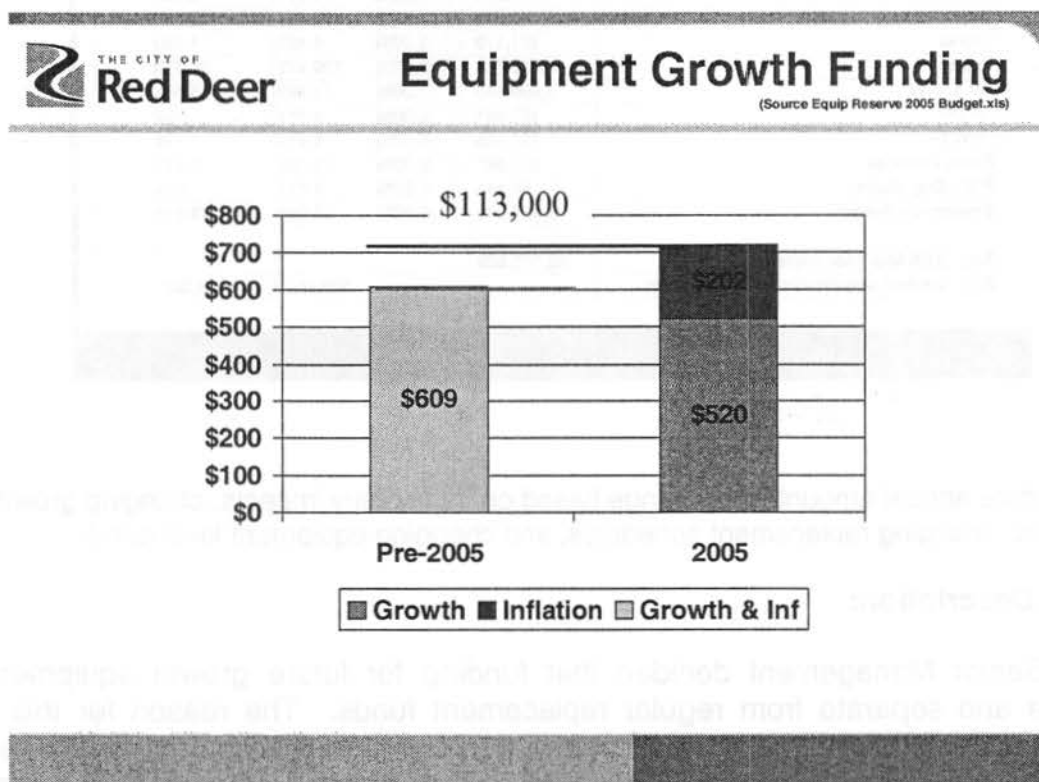
In 2003 Senior Management decided that funding for future growth equipment be identifiable and separate from regular replacement funds. The reason for this is to prevent cross subsidization between tax and non-tax funded programs and to lessen the risk of a slow growth program subsidizing a fast growing program. This concept was presented to Council as part of the 2004 Budget discussions. This was to be accomplished by surcharging individual fleet user groups based on the anticipated

growth estimated for the individual groups. The concept is that the funds must be set aside in a reserve allocated for growth equipment, yet still be approved by Council prior to being spent.

Based on this concept, each Fleet user was asked to provide projections for growth over the next 10 years. The total Fleet growth projected between 2005 and 2014 is \$6,000,000. A 2005 contribution of \$520K (plus annual adjustments for inflation) is required to fund this growth. These percentages were then used to forecast the funds required from each Fleet User on an annual basis as shown in Table 1.

In previous years an interest cost was charged to equipment. This was intended to cover the costs of inflation and allow for growth of the Fleet. Calculations have been done to determine how much of the new growth related costs was actually all ready accounted for in the rates. A financial model was developed that projects that a net incremental increased annual cost of \$113K would cover the projected growth of the entire Fleet. The results are shown in Figure 2. Based on the 2004 budgeted revenue, the average rate would have to incrementally increase by 2.0% (\$113K/\$5.8M) to fund the projected growth and adjustments for inflation.

Figure 2 – Equipment Growth Funding



If the growth is not funded through an equipment rate increase the overall Fleet is likely to under recover in 2005. If the choice is made to not fund equipment growth through

the Fleet rates at all, then the overall rates could be decreased by \$170K (\$609k + 81k inf -\$520 growth). This would leave two options, not allow the numbers of equipment to grow, or to fund future growth from another source.

To help ensure that there is little cross subsidization between fleet users, it is recommended that the fleet users have rates prorated based on the individually projected growth amounts. In this manner the \$113K will be recovered over the entire fleet, but on a user pay based method. The last column in Table 1 shows the amounts that would be allocated to each Fleet User Group. This should form the basis for the individual Department's business plan funding requirements. Some Departments may be able to absorb these changes due to offsets from other business units or due to changing use patterns for their equipment. Some Departments may be submitting BPFR requests specifically for these amounts.

C. Implications:

If the growth is not funded through the equipment rates the overall Fleet is likely to under recover in 2005. If the choice is made to not fund equipment growth through the Fleet rates, then:

- the Fleet will not be able to grow to meet service related demands as the community grows, or
- an alternate source will be needed to fund the growth demands of the Fleet.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Increase Sidewalk Repair
Department Name & Reference #: Public Works, Roads Section #PW03
Business Unit No.: 327**

A. Funds Required:

- i) One time ☐ or, Ongoing X
- ii) 2005 Net Budget Requirement \$52,000
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for: Sidewalk Construction Repair and replacement of priority 1 as per council Policy 4601
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$35,000
 - b. Inflation \$17,000

C. Implications (include only those that apply):

- i) Legislative Requirements
- ii) Financial Risk/Payback
- iii) Organizational Risk/Payback
 - Expanding the budget will enable that the repairing of sidewalks can be done which have a significant amount of cracking, and where vertical or horizontal separation is greater than 25 mm when inspected. Because of material increases contracted services have increased by 16%.
- iv) Community Risk/Payback
 - By not repairing separation more than 25 mm there is more risk for people to be injured from trips and falls.

Account Distribution:

327.7305 52,000

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Increase Snow & Ice Control
Department Name & Reference #: Public Works, Roads Section #PW06
Business Unit No.: 344, 345, 346

A. Funds Required:

- i) One time ☐ or, Ongoing X
- ii) 2005 Net Budget Requirement \$21,000
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for snow & ice control to maintain roads in safe winter driving condition. This request uses the practice of determining budget funds based on the average of the previous 5 years actual expenditures (adjusted for inflation):

2000	\$ 948,194
2001	923,750
2002	1,134,758
2003	1,590,053
2004	1,113,092 projected to year end
Average	\$1,141,969
Current '04 budget	1,120,781
Increase requested	21,000 approximate

- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth (and longer term climate changes) \$21,000

C. Implications (include only those that apply):

- i) Organizational Risk/Payback
 - Impacts ability to meet requirements of Council Policy 4602 Snow & Ice Control without requesting additional funding

Account Distribution:

344.7141	5,000
344.7464	11,000
344.8613	5,000

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Street Sweeping
Department Name & Reference #: Public Works
Business Unit No: 350**

A. Funds Required:

- i) One time ☐ or, Ongoing X
- ii) 2005 Net Budget Requirement \$5,000
- iii) 2006 Budget (Incremental costs from 2005) \$ 0
- iv) 2007 Budget (Incremental costs from 2006) \$ 0

An additional \$5,000. annually would be sufficient to fund one additional sweeping of the downtown area (As defined roughly by the BRZ boundary)

B. BPFR Description:

- i) The funds will be used for:

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).

The additional funds would increase the sweeping hours by about 7%. Currently 550 hours of sweeping can be funded through this program, the additional funds could increase this by approximately 35 sweeping hours (depending on 2005 rates).

- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$5,000
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications (include only those that apply):

- ◆ 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 (ie. 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.

Accounting Detail:

350.7141	1,200
350.8613	3,800

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Spring Cleanup

Department Name & Reference #: Public Works, Roads section #PW04

Business Unit No.:349

A. Funds Required:

- i) One time ☐ or, Ongoing X
- ii) 2005 Net Budget Requirement \$30,000
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for: Spring cleanup
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$30,000

C. Implications (include only those that apply):

- i) Financial Risk/Payback
 - Liability risk with sanding material left for longer periods, windshield breakage, falls, cyclists and motorcycle accidents.
- ii) Organizational Risk/Payback
 - Lower level of service. We will not be able to clean winter sanding material from all sub-divisions. Newly developed sub-divisions will not be able to be cleaned. We will either have to sweep around parked cars to reduce signing or use signs at entrances to sub-divisions only to warn residences of sweeping operations, instead of on-street signage.
- iii) Community Risk/Payback
 - Not all streets will be cleaned in the spring

History:

Year	Budget	Actual	Shortfall
2004	\$532,000	\$563,000	\$31,000
2003	473,000	571,000	98,000
2002	458,000	511,000	53,000
2001	400,000	467,000	67,000
2000	362,000	464,000	102,000
5yr average	446,000	515,000	70,000

Account Distribution:

349.7371 30,000

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Red Deer Regional Airport Annual Capital Grant
Department Name & Reference #: Development Services
Business Unit No.:361**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$ 40,000
- iii) 2010 Budget (Incremental costs from 2009) \$(40,000)

B. BPFR Description:

- i) The funds will be used for:
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$40,000 Explain: Continuance of Capital grant to Red Deer Regional Airport for an additional five years

C. Implications (include only those that apply):

- i) Legislative Requirements
 - Nil
- ii) Financial Risk/Payback
 - Nil
- iii) Organizational Risk/Payback
 - A more viable airport will enable our staff to more effectively market Red Deer
- iv) Community Risk/Payback
 - A more viable airport will result in benefits to the Red Deer community and to Central Alberta.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Roads Sub-fleet Growth

Department Name & Reference #: Public Works, Roads Section #PW05

Business Unit No.: various

A. Funds Required:

- i) One time ☐ or, Ongoing X
- ii) 2005 Net Budget Requirement \$20,135
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for: To fund future growth of Roads equipment fleet
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$20,135

C. Implications (include only those that apply):

- i) Organizational Risk/Payback
 - To fund the increase in equipment growth for the next ten years. If not funded, future equipment will not be able to be cash financed and will require debt or capital leasing.
- ii) Community Risk/Payback

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Awareness, Education, Marketing Function (1 permanent position)
Department Name & Reference #: Community Services Directorate
Business Unit No.: 470**

A. Funds Required:

- i) One time X (\$5,000 equipment) or, Ongoing X (\$45,000)
- ii) 2005 Net Budget Requirement \$50,000 (3/4 of year) (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$15,000 (remainder of full year cost)
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for: To hire 1 permanent position to undertake:
 - increased community awareness and education about Division initiatives (e.g. the importance of using Transit, community role in crime prevention, benefits of recreation, program opportunities);
 - marketing/promotion support for the Division (e.g. support for the development of news releases, publications, advertising, generating publicity opportunities, advertising design);
 - web site content development and liaison support for the Division.
 - coordination of cross-departmental/section initiatives related to awareness, education and marketing
 - close liaison with Communications and Corporate Planning.

Note: See backgrounder for further detail.

- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$
 - b. Increased service: (2005)
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$45,000 (2005), Explain: This is seen as a strategic approach for the Community Services Division to ensure that the education, awareness and marketing functions are addressed in a pro-active manner, by a person with appropriate skills.

C. Implications:

- i) Legislative Requirements
- ii) Financial Risk/Payback
 - Time of current staff (who do not have the appropriate skills to undertake this work) will be saved, with tasks undertaken by a trained person who can do the work more quickly.
 - Some funding currently spent on contracting layout etc, may be saved.
 - The lost opportunities for no cost media coverage or support.
 - Poorly written or designed advertisements waste resources and reduce impact.
 - Generation of media stories through news releases is, on average, equivalent to \$455 in paid advertising space.

- Revenues should increase over time, especially for services such as transit, leisure programs/facilities
- iii) Organizational Risk/Payback
- Community Services will be able to better inform the community about our services, programs, initiatives and we will be able encourage use of transit etc.
 - Better coordination of education, awareness and marketing throughout the Division, which saves time, and gets a better product into the hands of the community.
- iv) Community Risk/Payback
- Community is aware of ways to be involved and the benefits of such things as transit, crime prevention; leisure services.
 - Increased public awareness of participation and input opportunities.

**Community Services Directorate – Awareness, Education, Marketing
Function
Background**

Background

The Community Services Division includes a diversity of Departments providing programs and services that require the coordination of timely and accurate information, as well as the promotion and advertising of a large number of department projects and initiatives. The Strategic Plan supports and outlines the need to “promote our amenities” and to “provide timely information that our citizens need to make choices and understand our decisions.”

Much of the work undertaken and provided by the Community Services Division is in, and for, the community. The scope of work required goes beyond core services offered through Communications and Corporate Planning, specifically in the areas of:

- generating publicity opportunities through news releases and other contacts with the media;
- implement education and awareness programs;
- advertising and marketing of individual services;
- community Services Activity/Program Guide coordination (currently contracted out);
- community Services Guide development and coordination (new initiative);
- coordination of opportunities across the Division to achieve synergies and maximize current resources; and
- developing publications and other material to support education and awareness programs.

Therefore, to achieve The Division’s goal of communication, community education and marketing, additional resources are required to work in collaboration with the Communications and Corporate Planning section efficiently.

The number and scope of the current and ongoing programs and services, in addition to implementation of projects such as the Crime Prevention and Policing Study, the Transit/Special Transportation Study and strategies outlined in the Community Services Action Plans, clearly reflect the need for additional marketing and education support and resources. Each of the projects mention, articulate and recommend education and community awareness as key strategies.

Publications, promotions and marketing initiatives have, to date, been handled in a variety of ways including both by staff and some contracting out. The result has been staff, without the appropriate training or skills in communications and marketing, are currently undertaking these tasks, resulting in inefficient time use and inconsistent or below standard products.

A further issue is the inability to capitalize on free publicity and education opportunities through the media is resulting in missed opportunities and efficient resource use.

There is also a need to improve and maintain the use of corporate image standards throughout the Division. Currently initiatives and publications being created within the

Division are not meeting the requirements of the Corporate Identification program which was designed to maximize the City's investment spent on publications and advertising through effective design and increased visibility of all City services. This is resulting in a disjointed and unprofessional appearance.

Lastly, the integration and coordination of inter-departmental initiatives have not been easily identified or executed, resulting in duplication of effort, inconsistent standards and reactionary responses to communication needs.

Outcome

There are many opportunities for Departments and work units within the Division to improve the quality and quantity of promotional, educational and marketing initiatives related to the community programs, initiatives and services provided. Provision of ongoing staff resources who are trained in communication and marketing will enable The Division to achieve the following:

- Increased application and appropriate use of The City of Red Deer's corporate identity standards.
- Prevention of duplicated efforts through the coordination of education, marketing and promotions of Division programs and services
- Potential increased return on investment for programs and services.
- Increased public awareness and value for the programs and services provided by The Division (e.g. the importance of using Transit, community role in crime prevention, benefits of recreation, program opportunities) and The City as a whole.
- Increased involvement and engagement of work units within the Division not currently practicing or benefiting from promotions and marketing.
- Improved web site content development, accuracy and coordination.
- Improved Division image and community education.
- Consistent quality and image related to Division publications and advertising.
- Improved coordination of cross-departmental/section initiatives related to awareness, community education and marketing.
- A consistent level of coordination before issues and initiatives are reviewed/supported by the Communications and Corporate Planning section.
- Ability to meet expectations of the community as identified through strategies in recent plans.

It is anticipated that The City's Communications and Corporate Planning section will continue to provide excellent expertise and support to the Division in the actual development and timely delivery of communications to the public and various stakeholders, including internal staff. It is also anticipated that the support of a Community Services 'Awareness, Education, Marketing Function' will not change or impact the Communications and Corporate Planning section's role in issues management, media relations, or communication planning, but supplement and support their core service.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Grand Opening of Alexander Way
Department Name & Reference #: Community Services Directorate
Business Unit No.: 470**

A. Funds Required:

- i) One time \$25,000 or, Ongoing
- ii) 2005 Net Budget Requirement (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005)
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- The funds will be used for: A grand opening celebration for Alexander Way with a Centennial theme in September 2005. As Alexander Way is supported as one of The City of Red Deer's Centennial Legacy Grant Projects, it is fitting that there be a Community celebration with a 'Centennial Theme' for the grand opening of Alexander Way.
- The March 4th, 2003 Report to Council regarding Red Deer's Celebration of Alberta's 100th Anniversary supports a celebration on Alexander Way.

- i) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$
 - b. Increased service: (2005)
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$25,000 (2005), Explain: This is seen as an opportunity for the community to celebrate the grand opening of a significant community revitalization project in conjunction with Alberta Centennial celebrations.

C. Implications:

- i) Legislative Requirements
- ii) Financial Risk/Payback
- iii) Organizational Risk/Payback
 - Increased return on the investments put into Alexander Way project costs, including community pride.
- iv) Community Risk/Payback
 - Community will have an opportunity to celebrate this downtown initiative as a part of the community's Centennial Celebration.
 - Highlights and promotes the use and value of the investment to the community.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Tourism Red Deer Review
Department Name & Reference #: Community Services
Business Unit No.: 474**

A. Funds Required:

- i) One time **X** or, Ongoing ☐
- ii) 2005 Net Budget Requirement \$75,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

The funds will be used to:

- i) Contract with a consultant to undertake a review of the services of Tourism Red Deer. The Contract will include extensive community consultation, research on industry trends and best practices through a comparative analysis of other communities, needs assessment, a review of membership fees and structure, wage and salary analysis, the feasibility of a regional mandate with regional involvement and support, and the preparation of a report that includes recommendations, including the role of The City.

(Stakeholders and Terms of Reference to be defined prior to budget review)

- ii) Costs for this initiative are intended to address:
 - a. Growth \$
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ 75,000 Explain: The costs associated with contracting a consultant to undertake the study.

C. Implications:

- i) Legislative Requirements:
- ii) Financial Risk/Payback:
 - There is no financial risk or short-term payback associated with undertaking a study. However, in the longer term, there can be other sources of revenues for the organization identified through the study — other stakeholder/fee-for-service opportunities, increased membership fees, etc.
- iii) City/Organizational Risk/Payback:
 - This tourism research will allow The City to make well-informed decisions regarding its position on tourism in general and its expectations of Tourism Red Deer in particular. This will lead to a well-researched plan for the future.
 - Not undertaking the study will not diminish the need for a thorough review and will mean that The City and the organization do not have the benefit of an up-to-date and thorough broad view from which to develop strategy.

iv) Community Risk/Payback:

- Other communities are moving forward with tourism in very significant ways. They are trending to increased investment because of the increased awareness of the importance of tourism and its economic impact. With new tourism operations currently under-construction, the expectation and need has never been greater for Red Deer to remain competitive in its efforts to attract events and visitors. Industry is aware of the need and looks to Tourism Red Deer and The City to assist in addressing it.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Additional Fee-for-Service Funding
Department Name & Reference #: Community Services
Business Unit No.: 474**

A. Funds Required:

- i) One time **X** or, Ongoing ☐
- ii) 2005 Net Budget Requirement \$30,000 (Net of \$ revenue)

Note: May be ongoing, subject to renewal of subsequent agreements with Tourism Red Deer.

B. BPFR Description:

The funds will be used to:

- i) Offset the additional costs related to the newly acquired accounting and insurance responsibilities taken on by Tourism Red Deer in 2004, at The City's request. Prior to this, The City had undertaken all of the day-to-day accounting, paying of invoices, collection of memberships etc, and also had Tourism Red Deer as an additional insured on our insurance. Taking on the new responsibilities has resulted in some additional costs to Tourism Red Deer, well beyond inflation.
- ii) Costs for this initiative are intended to address:
 - a. Legislative & new complexities \$30,000

C. Implications:

- i) Legislative Requirements:
 - The City, through an agreement, now requires Tourism Red Deer to be responsible for insurance and all accounting functions. This requirement has brings with it significant additional costs to the organization.
- ii) Financial Risk/Payback:
 - Having Tourism Red Deer take over the responsibilities of accounting and insurance was identified as being a cost benefit to The City. Savings are related to personnel workloads, accounting requirements and insurance costs.
- iii) City/Organizational Risk/Payback:
 - If Tourism Red Deer is unable to effectively take on these tasks and sustain operations and service levels, due to financial limitations, The City may be requested to once again assume the responsibilities.
- iv) Community Risk/Payback:
 - If Tourism Red Deer does not have the adequate financial resources to remain sustainable, the level of service to the community and The City will be at risk.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Normandeau Culture and Natural History Society Inventory Update

Department Name & Reference #: Community Services

Business Unit No.:# 477

A. Funds Required:

- i) One time ☒ or, Ongoing
- ii) 2005 Net Budget Requirement \$28,000 (over two years) (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

The funds will be used for:

- i) The hiring of a temporary inventory clerk over the next two years in order to complete an inventory of the museum collection that will allow better management of the artifacts at the completion of the Site Evaluation and Concept Design Plan. Where possible, NCNHS will apply for grants to leverage these funds.
- ii) The completed inventory, which will be electronic will be available on line creating yet another way in which to make the Collection accessible to more people.

Costs for this initiative are intended to address:

- a. Growth \$
- b. Increased service \$
- c. Legislative & new complexities \$ 28,000 (over 2 years)
- d. CPI, extra cost contracts \$
- e. Other \$ Explain:

C. Implications:

- i) Legislative Requirements
The City of Red Deer has two agreements that impact this initiative. The first with is one with NCNHS in which The City contracts NCNHS to operate and manage the museum and to care for and exhibit a collection that is owned by The Red Deer and District Museum Society. By way of an earlier agreement with the Museum Society, The City agrees to care for and exhibit the artifacts. As a result, City has an obligation to ensure the collection is adequately managed and maintained. Inventory is a critical aspect of this process.
- ii) Financial Risk/Payback
- iii) Organizational Risk/Payback
The museum will be prepared for a move to a new facility or for the decommissioning of this collection without the risk of misplaced collection items. Community Risk/Payback
Should Council decide not to proceed with a new facility for the museum and archives, steps will have to be taken to deaccession the collection, which in itself would require a complete inventory. Community response to a step of this magnitude might be better mitigated if the collection was easily accessible on line and various other organizations and businesses could

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Normandeau Culture and Natural History Society Limited Term
Executive Director**

**Department Name & Reference #: Community Services
Business Unit No.:# 477**

A. Funds Required:

- i) One time \$7,500 or, Ongoing \$40,200*
- ii) 2005 Net Budget Requirement \$47,700 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$ 0

*Note: This amount is required for a 2-year agreement which will have its terms and conditions revisited at the time of renewal.

B. BPFR Description:

In anticipation of certain changes and improvements that will result from the Site Evaluation and Concept Design Plan for the museum and archives, the Normandeau Culture and Natural History Society (NCNHS) have identified a need for a part-time Executive Director that will support NCNHS in preparing both the museum and the organization for the future. The establishment of a part-time Executive Director and additional NCNHS offices will allow The Society to focus on its strategic needs in relation to board operations, policy development, fund development and community engagement. In total, this request is for \$47,700 in 2005 decreasing to \$40,500 in 2006.

The funds will be used for:

- i. \$27,200 per year for each of 2 years for the purpose of hiring a part-time Executive Director. The NCNHS will match this amount with a further \$13,000 each year. Both The City and The Society will increase their contributions to this position in 2006 in accordance with the change in the Alberta Consumer Price Index as published by Statistics Canada.
- ii. \$13,000 per year for each of 2 years to cover the cost of operating an office for the Executive Director and Society administrative staff. Due to space constraints the office will have to be located outside the Museum or Kerry Wood Nature Centre facilities.
- iii. \$7,500 for one-time costs associated with establishing the office for the Executive Director and Administrative staff.

Costs for this initiative are intended to address:

- a. Growth \$ 47,700
- b. Increased service \$
- c. Legislative & new complexities \$
- d. CPI, extra cost contracts \$
- e. Other \$ Explain:

C. Implications:**i) Legislative Requirements**

The City, through an agreement with the NCNHS has contracted NCNHS manage its facilities at Kerry Wood Nature Centre, Fort Normandeau and the Museum. In addition the NCNHS provides administrative support to Council's Historic Preservation Committee. This service provision is becoming more complex and with the Site Evaluation and Concept Design Plan coming to a conclusion in 2005, we want to ensure NCNHS is able to support changes, organizationally and from a policy perspective.

ii) Financial Risk/Payback**iii) Organizational Risk/Payback**

In order to be prepared to implement the recommendations of the Site Evaluation and Concept Design Plan for the Museum and Archives, it is critical that NCNHS be able to connect with potential sponsors and funders and be seen as an important part of Red Deer's overall community fabric. With the strategic role of the Executive Director tied to the operations of the nature centre (or, as in the past, the museum) it has become increasingly a challenge for the Society to focus on its strategic needs in relation to board operations, policy development, and fund development and community engagement. With the Site Evaluation and Concept Design Plan underway, NCNHS as The City's agent in delivering service must be in a strategic position to move forward with any recommendations. This position will assist in creating that opportunity.

iv) Community Risk/Payback

Benefits that will arise from this initiative are:

- An increased profile for the NCNHS in the community, which will increase its ability to participate in fund development for a potential capital project.
- Increasing the level of leadership in Red Deer's cultural community should position NCNHS to remain and grow as an active component of that community.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Annual Major Maintenance Normandeau Society
Department Name & Reference #:Community Services General
Business Unit No.: 478**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$70,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for:

Annual major maintenance needs for the Museum, Kerry Wood Nature Centre, Allen Bungalow, Fort Normandeau and for Interpretive signs.

It is anticipated that the Normandeau Society will contribute matching funding in certain instances on a project-by-project basis. For 2005, no matching will be required in order to get these projects underway.

In 2005 funding will be used for:

- Signage \$25,000
- Roofing at Allen Bungalow \$45,000

In the 10 year Capital Planning and Infrastructure Maintenance Plan each respective year identifies different maintenance requirements that will be considered and prioritized for completion through the allocation of this annual amount.

- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$70,000 Explain:

Maintenance of these City owned facilities needs to be done annually in order to protect our assets and ensure public need are met.

C. Implications (include only those that apply):

- i) Legislative Requirements
 - Through the Management Agreement, The City is required to “make any required structural repairs to the perimeter walls, roof, bearing structure and foundation” and further requires that the Society undertake interpretive signage on our behalf.

- ii) Financial Risk/Payback
 - Proactive maintenance is appropriate to ensure that “spikes” in costs are not happening when a number of items finally catch up to us.
- iii) Organizational Risk/Payback
 - The Normandeau Society is in the process of completing several years of maintenance items in 2005, but the items noted are of crucial need.
 - It is important to maintain City assets so as not to decrease their value, both financially and in the view of the public.
- iv) Community Risk/Payback
 - Community facilities owned by The City must be kept in proper repair in order to maintain our standards that have been established with the community.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Archives Temporary Staff –Record Backlog & Inventory

Department Name & Reference #: Community Services Directorate

Business Unit No.: #480

A. Funds Required:

- i) One time ☒ or, Ongoing ☐
- ii) 2005 Net Budget Requirement \$45,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$ n.a.
- iv) 2007 Budget (Incremental costs from 2006) \$ n.a.

B. BPFR Description:

- i) The funds will be used for the hiring of a temporary full time archives technician for a period of one year in order to clear up backlogs of records inventories prior to a relocation of the Archives storeroom.

The Archives has experienced some dramatic growth in the Archives collections in the past four years, yet there remains a substantial volume of unprocessed collections and an increase in the number of backlogs.

This staff support will ensure that a comprehensive inventory in the preparation for a move to a new facility or the decommissioning of the collection.

Costs for this initiative are intended to address:

- a. Growth \$45,000
- b. Increased service \$
- c. Legislative & new complexities \$
- d. CPI, extra cost contracts \$
- e. Other \$ Explain:

C. Implications:

- i) Legislative Requirements
 - The Archives holds many City records for which the Corporation has legal obligations to properly store and account for.
- ii) Financial Risk/Payback
 - There have been lawsuits involving the City where timely location of relevant records was essential.
- iii) Organizational Risk/Payback
 - The storeroom renovations over the past three years have demonstrate the risks and problems that arise when unprocessed and incompletely inventoried records are moved around. Having records properly organized saves staff and researcher time when retrieving information.

iv) Community Risk/Payback

- Failure to properly manage the collections would be a failure of the core function of the Archives to collect, preserve and make readily accessible the documentary and photographic heritage of Red Deer and area.
- There will be a decreased level of efficiency and level of service.
- The archives will be prepared for a move to a new facility or the decommissioning of the collection without the risk of misplaced collection items.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Supplies, Equipment, Software and Microfilm
Department Name & Reference #: Community Services Directorate - (Archives)
Business Unit No.: #480**

A. Funds Required:

- i) One time ☐ or, Ongoing X
- ii) 2005 Net Budget Requirement \$6,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006)

Background

In 2003, the Archives requested and received one-time funding for \$10,000. In 2004 the Archives requested ongoing funding in the amount of \$10,000 and received \$5,000.

B. BPFR Description:

- i) The funds will be used for:
 - 1. increasing the annual allotments for conservation and acid free supplies to implement the priority recommendations of conservation consultant for long-term safe storage and preservation of collections.
 - 2. acquiring new and replacement equipment necessary for safe and productive operation of the Archives, in accordance with three year minor equipment list.
 - 3. purchasing new software to continue the digitization initiatives, upgrade existing InMagic software and replace collections management software by 2007.
 - 4. microfilming copies of Red Deer Advocate to ensure the preservation of this important historical resource.
- ii) Costs for this initiative are intended to address:
 - a. Growth \$
 - b. Increased service: \$3,000 - \$850 photo digitization software \$2,150 microfilm.
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$3,000 - \$1,000 collections conservation, \$2,000 equipment replacement:

C. Implications:

- i) Legislative Requirements
 - The Archives holds many City records for which the Corporation has legal obligations to properly store and account for.
- ii) Financial Risk/Payback
 - Improper care of collections may cause losses or damage which would be expensive to remedy or repair. Photo digitization not only reduces risk of damage to original images, but creates revenue opportunities from sales of images to the public.

iii) Organizational Risk/Payback

- City records with operational and historical value may be lost or damaged if improperly stored. Having collections indexed with automated systems and readily accessible saves staff and researcher time for retrieval. Having proper equipment increases safety for staff, volunteers and collections.

iv) Community Risk/Payback

- Failure to properly store and manage the collections would be a failure of the core function of the Archives to collect, preserve and make readily available to the public the documentary and photographic heritage of Red Deer and area. If collections were lost or damaged, or if the local newspapers were not microfilmed, these important parts of our history could be lost forever.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Additional Funding for Fee for Service to Community Culture
Groups**

**Department Name & Reference #: Community Services General
Business Unit No.: 483**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$38,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for: Increased funding for the fee for service program for community culture organizations and groups. This funding supports special initiatives, festivals, and operation of facilities and daily operations. With the momentum of culture in the community, more and more need is being experienced by organizations, particularly in the area of festivals. Grants are distributed to assist, as many groups as possible, which means individual grants overall, have not increased, even with the additional funding in 2004.

From 2000-2003 funding remained static at \$97,400. In 2004, Council approved an increase of \$22,000 (\$23,980 plus a further \$18,170 specific to festivals was requested, with the intent of a similar request in 2005). The current \$119,400 amounts to approximately \$1.50 per capita. The request of \$38,000 would bring the contribution up to \$2.00/capita.

- ii) Costs for this initiative are intended to address:
 - a. Growth \$
 - b. Increased service \$38,000
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications:

- i) Legislative Requirements
- ii) Financial Risk/Payback
 - This funding helps to leverage other grant money and donations to support culture groups in the community, therefore making them much more viable.
- iii) Organizational Risk/Payback
 - Increased funding helps administration to better address needs for the culture 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.

iv) Community Risk/Payback

- 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 (e.g. Centrefest, Canada Day etc.). Currently more and more culture groups are applying for the limited funding and therefore grants remain constant, or even decrease. This means the grants are not as able to assist the culture groups meet their needs.
- This funding is consistent with the Community Culture Master Plan, that suggests that The City should strengthen their partnerships within the community, as well as that The City's leadership (as shown through this grant program) should continue.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Fee-for-Service Funding for Culture Link
Department Name & Reference #: Community Services General
Business Unit No.: 483**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒ X
- ii) 2005 Net Budget Requirement \$50,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

Note: This is requested for three years, and is to be reviewed at the end of that time.

B. BPFR Description:

- i) The funds will be used for: Fee-for-service funding for Culture Link for the next three years. Culture Link is the organization charged with the implementation of the Culture Master Plan.

Culture Link has done significant work over the past three years in implementing the Community Culture Master Plan and in managing the Culture Capitals of Canada Award. Funding for operation of the Society has been partially through a \$50,000 fee-for-service grant provided by The City for each of the past three years (funding coming from the sale of the Old Courthouse, as approved by Council. This source of funding has ended).

The City defines expectations and accountability through a Fee-for-Service Agreement, which is supported by Culture Link's detailed workplan.

Culture has gained much momentum in the community and it is very important to be able to maintain this, with Culture Link being key in ensuring this can occur. The organization is not able to continue without City support, even though they have applied for, and will continue to access, other grants.

- ii) Costs for this initiative are intended to address:
 - a. Growth \$
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$50,000 Explain: to continue with work underway that would likely fall to City staff, if this organization were not able to continue operation.

C. Implications:

- i) Legislative Requirements
- ii) Financial Risk/Payback
 - Work done to implement the Community Culture Master Plan could fall to City staff and this will be a cost, likely a greater amount than we are currently paying to Culture Link.

iii) Organizational Risk/Payback

- Increased workload, or the need to increase staffing in the Culture Services section if The City were to take on this role.

iv) Community Risk/Payback

- The community has expectations that the implementation of the Community Culture Master Plan should continue and the current momentum should be optimized. If implementation were to stop or to slow down, the community would likely feel that The City should take on the role.
- Having the leadership for the implementation for the Community Culture Master Plan rest in the community is very positive and leads to greater opportunity for buy-in and often for accessing of grants and donations.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Parkland Community Planning Services – Part Time Staff Funding
from Tax Base rather than Reserves**

**Department Name & Reference #: Community Services General
Business Unit No.: 485**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒ X
- ii) 2005 Net Budget Requirement \$40,738 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for: Move the current funding for the equivalent of a ½ of a staffing position from PCPS Dividend to tax base support rather than from the PCPS reserve, which is not a sustainable source of funding. This is to ensure staffing levels are maintained regardless of dividend amount and to preserve use of the dividend amount for upcoming and required planning issues of a one-time nature (e.g. update of the MDP).
- ii) Costs for this initiative are intended to address:
 - a. Growth \$
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$40,738 Explain: For long-term sustainability of funding for staffing levels and preservation of PCPS Dividend for future planning requirements.

C. Implications:

- i) Legislative Requirements
- ii) Financial Risk/Payback
 - This funding will ensure the long-term sustainability of necessary funding for staffing levels for the planning requirements of The City without dependence on or use of the variable PCPS Dividend dollars.
 - Ensures there is adequate funding available from the PCPS Dividend to cover the cost of required planning projects, of a one-time nature.
- iii) Organizational Risk/Payback
 - If part of the funding for the staffing position continues to be drawn from the Dividend account, additional planning projects or needs may not be completed as required.
- iv) Community Risk/Payback
 - Some planning projects may not be completed in a timely, appropriate manner.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Implementation of Crime Prevention and Policing Study
Department Name & Reference #:RCMP
Business Unit No.:490**

A. Funds Required:

- i) One time X or, Ongoing
- ii) 2005 Net Budget Requirement \$100,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005)
- iv) 2007 Budget (Incremental costs from 2006) \$

* Note: This funding will be provided from the Policing Reserve for 2005. (\$813,000)

B. BPFR Description:

- i) The funds will be used for:
 - The development of an Implementation Plan for the Crime Prevention and Policing Study. This will be based on recommendations from the Study, but will identify the specific stakeholders, roles and expectations related to the various strategies necessary to implement the Plan. It is anticipated that this work can be completed by July 2005, which will be brought to Council.
 - Following the development of the Implementation Plan initial implementation can begin. This plan will outline the detailed costs and timelines related to the strategies identified within the Crime Prevention and Policing Study Phase II report. It is anticipated that further funding will be required for 2006/2007, which can also be drawn from the Policing Reserve.
- ii) Costs for this initiative are intended to address:
 - a. Increased service \$100,000

C. Implications:

- i) Legislative Requirements
- ii) Financial Risk/Payback
 - If community is not involved in addressing crime prevention initiatives, then policing resource needs will rise at an even greater rate.
- iii) Organizational Risk/Payback
 - Police require community assistance in addressing crime. The Implementation Plan will define stakeholders, their role and the expectations, through specific strategies, placing some of the responsibility with the community, rather than just with The City.
- iv) Community Risk/Payback
 - There are high expectations in the community regarding the implementation of recommendations from the Crime Prevention and Policing Study. Along with the expectations, there is also a willingness to be involved, and therefore it will be important to support this approach.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: STAFFING (RCMP Members and Municipal Employees)

Department Name & Reference #: POLICE

Business Unit No.: 490 & 491

A. Funds Required:

- i) One time or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$516,122 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$439,423
- iv) 2007 Budget (Incremental costs from 2006) \$

Note: The \$1,129,488 Policing Grant from the province is to assist with the operating costs of the RCMP.

B. BPFR Description:

- i) The funds will be used for: RCMP Members, Member Overtime, Municipal Employee Staffing and Furniture & Equipment.

ONGOING COSTS:

- (6) Additional RCMP Members ½ year (July 2005) \$317,538
(\$331,839 Incremental 2006-Full Year)
- RCMP Member Overtime 81,000
- (4) Municipal Employee Positions ½ year (July 2005)
- Court Stenographer \$25,204
- Community Policing Admin Assistant 25,204
- Reviewer Analyst 32,256
- Watch Clerk 24,920 107,584
(\$107,584 Incremental 2006-Full Year)

TOTAL ONGOING COSTS

\$506,122

ONE TIME COSTS:

- Furniture & Equipment Municipal Employees 10,000

TOTAL 2005 FUNDING REQUESTED

\$516,122

- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$516,122
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
 - The Police Grant allocated by the province must be spent on police operations.
- ii) Financial Risk/Payback
- iii) Organizational Risk/Payback
 - Current RCMP complement is not sufficient to meet community need, and therefore workloads are significantly higher than police forces in similar communities, particularly as it relates to criminal code offences. Additional officers and staff will assist in addressing workload issues.
 - Currently the detachment deals with complaints on a regular basis because officers are not able to respond. Additional officers responding to calls will reduce this number of complaints, which currently ties-up valuable staff time.
 - Currently there is significant backlog of work for the municipal employees. The result of this is that data is not entered on a timely basis and therefore cannot be accessed by officers and others who require it. Clients also often have to wait to get information. Call volumes have also increased and caseload is higher, meaning that there is a requirement to complete more paperwork. Additional municipal employees, to work in collaboration with the new officers are required.
- iv) Community Risk/Payback
 - Currently the community is frustrated that there are not enough officers to meet community needs. Additional officers will assist with serious crimes investigations, better supervision for the increased number officers and with the abuse team.
 - There could be community issues if data is not entered in a timely manner. The result is the officers' inability to access data when arrests are made, increasing in the potential for some offenders not being identified in an efficient, timely manner.
 - In providing for the requested positions, the community sees the municipality being responsive to need and demand.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: **Police Reserve Funding**
Department Name: **Police**
Business Unit No.: **491**

A. Revenue Source - Transfer:

- i) One time ☐ or, **Ongoing** ☒
- ii) 2005 Net Budget Requirement \$ (250,000)
- iii) 2006 Budget
- iv) 2007 Budget

B. BPFR Description:

- i) The funds will be used for:

New policing funding was received from the Province in 2004. The City had already set its budget. The decision was made by Council to place the net figure of \$813,164 into a police reserve, rather than bringing the funds into the revenue stream. This reserve is now being drawn down by \$250,000 in 2005.

Implications :

This is a temporary funding source that will need to be replaced with other revenues in the next few years.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: STAFFING (Enhanced Policing)
Department Name & Reference #: POLICE
Business Unit No.: 490 & 491**

A. Funds Required:

- i) One time ☒ or, Ongoing
- ii) 2005 Net Budget Requirement \$70,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

Note: The \$1,129,488 Policing Grant from the province assists with the operating costs of the RCMP.

B. BPFR Description:

- i) The funds will be used for: Enhanced Policing

Enhanced Policing, to focus primarily on issues in the downtown. This supplements the ongoing resources that are in place. It should be noted that the amount requested is ½ of the 2004 allocation of \$140,000 as the intent is to gradually be able to phase out of the need for overtime funding because of increased resources.

- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Increased service \$70,000

C. Implications (include only those that apply):

- i) Legislative Requirements
 - The Police Grant allocated by the province must be spent on police operations.
- ii) Financial Risk/Payback
- iii) Organizational Risk/Payback
 - Assists with monitoring issues that arise under the new Bar Licensing Bylaw.
 - Currently the detachment deals with complaints on a regular basis because officers are not able to respond. Additional officers will assist in addressing this issue, that takes staff time.
 - The current detachment still needs supplemental house to address issues in the downtown.
- iv) Community Risk/Payback
 - In continuing to build on successes from the current program of Enhanced Policing, the community sees the municipality being responsive to need and demand.
 - The community continues to request additional police presence in the downtown bar area.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Annual Major Maintenance RCMP Building
Department Name & Reference #: Police
Business Unit No.: 494**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$75,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for:
 - 2005: -Air exchange unit \$50,000
 - Shower renovations \$25,000

Annual major maintenance required for the RCMP building. (This is a projected average annual cost, where each year the funding will be used to the specific items identified in the 10 year Capital Planning and Infrastructure Maintenance Plan.)

- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$75,000 Explain:

In the 10 year Capital Planning and Infrastructure Maintenance Plan each respective year identifies different maintenance requirements that will be considered and prioritized for completion through the allocation of this annual amount. It is anticipated that major renovations to the facility are likely over the next 2-3 years.

C. Implications (include only those that apply):

- i) Legislative Requirements
 - By agreement, the municipality is required to provide an appropriate and adequate building for RCMP operations.
- ii) Financial Risk/Payback
 -
- iii) Organizational Risk/Payback
 - Maintenance funding is required on an annual basis to ensure the building is maintained appropriately. In 2005 funding is required for an air exchange unit to address current issues that are affecting staff on a regular basis.
- iv) Community Risk/Payback
 - Officers and employees are better able to respond to the community when working from appropriate workspace.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Active Living Coalition
Department Name & Reference #: RPC - Athletics
Business Unit No.: 502**

A. Funds Required: \$4,500

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$4,500 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The \$4,500 would be ongoing funds for the formation of the Red Deer Active Living Coalition. This is a partnership of Red Deer agencies and organizations with a goal of “working together to encourage and support individuals and families to lead healthy active lifestyles”. Partners include the City of Red Deer, Red Deer College, David Thompson Health Region, Red Deer Public School District and the Canadian Cancer Society.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$4,500 Explain: Costs for this initiative include promotion and marketing, population focus initiatives, special events and administration.

C. Implications (include only those that apply):

- i) Legislative Requirements
- ii) Financial Risk/Payback
- iii) Organizational Risk/Payback
 - A strong, vibrant organization that will be the leader in promoting active living to the citizens of Red Deer.
- iv) Community Risk/Payback
 - Informed and educated citizens regarding healthy lifestyle choices.
 - Improved inter-agency communication regarding active living initiatives.
 - Increased community awareness of active living opportunities.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Lifeguard Augmentation - Casual Hours
Department Name & Reference #: RPC -Aquatics
Business Unit No.: 552**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$ 87,300.00 Ongoing (Net of Revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

Addition of casual hours equivalent to 2 FTE lifeguard positions to the summer season operation at the Recreation Centre Pool complex. Over the past 3 years pool booking times have increased by approx 675 hrs per year. In addition, summer admissions have increased on the average of 16% based on hourly head counts. We currently maintain the standard of one lifeguard on deck for every 50 swimmers in the pool. The increased public times in conjunction with the increased number of swimmers requires funding for an additional 3132 lifeguard hours per year.

- i) Costs for this initiative are intended to address (complete all that apply):
 - Growth \$87,300. There is a demonstrated increased demand based on daily attendance over a seasonal period. The demand is based on increased average daily attendance. This statistic is weather dependant.

C. Implications (include only those that apply):

- i) Legislative Requirements
- ii) Financial Risk/Payback
 - The risk of not providing a response to the demand could result in lost revenue opportunity as well as a loss of community confidence in not meeting the need.
- iii) Organizational Risk/Payback
 - Staff managing adjustment in service delivery based on community expectations.
- iv) Community Risk/Payback
 - Hours of pool may have to be adjusted or numbers in the pool capped. Adjustment in service relating to swim time opportunities.

THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS BUSINESS PLAN FUNDING REQUIREMENT

Initiative Title: Ghost/Public Art Assessment & Maintenance
Department Name & Reference #: Recreation, Parks & Culture
Business Unit No.: 602

A. Funds Required:

- i) **One time:** \$3500 in 2005 and **Ongoing:** \$8,000 starting in 2006
- ii) 2005 Net Budget Requirement \$3,500 one time
- iii) 2006 Budget (Incremental costs from 2005) **\$8,000** ongoing
- iv) 2007 Budget (Incremental costs from 2006)

Background: (concerning public art and Ghosts)

- The Downtown Business Association has approached The City of Red Deer to take over the ownership of the "Ghost" collection, including the maintenance and insurance cost associated with the program. The Ghosts are presently owned & operated by the DBA. It is felt that it would be prudent for The City to investigate what this would mean, in terms of value of the pieces and also what potential maintenance may be required. As a result, it is recognized that The City would need to establish a current condition report on The Ghosts, which will need to be done by a professional with expertise in bronze statuary.
- In addition, The City owns other pieces of public art (Boomtown in Victory Park and pieces at the Collicutt Centre). These pieces should also have an appraisal for value, and some planning done in terms of future maintenance of the pieces.
- Once the evaluation is complete, with an identified maintenance plan in place, it is anticipated that annual maintenance will be undertaken as required, with all of the public art owned by The City.

B. BPFR Description:

- i) **The funds will be used for:**
Year 1 (2005 one time):
 - conducting an assessment of the nine (9) ghost bronze statues, that presently fall under the Red Deer Downtown Business Association Ghost program, plus the two (2) murals developed through the Main St. program, which is also part of the DBA, to determine value, condition and maintenance needs.
 - Conducting an assessment of the public art already owned by The City (such as Boomtown and Collicutt Centre pieces) to determine value, condition and maintenance needs
 - The development of a plan for ongoing, annual maintenance needs of the Ghost collection and other public art owned by The City. The maintenance and care of the existing art pieces should be minimal if The City committed to doing the required maintenance on a regular basis. The value of this public art collection increases on a yearly basis and it will be important for The City to ensure the art is kept in good condition. Training in care and maintenance will be required. The responsibility for this care & maintenance will fall under the Culture

Services Section, RPC department. For regular art protection, it is recommended that The City contract a conservationist who specializes in bronze materials.

Year 2 (2006 and ongoing)

- Implementation of the annual maintenance plan on an ongoing basis
- ii) Costs for this initiative are intended to address (complete all that apply):
- a. Growth \$
 - b. Increased service \$3,500 One time in 2005
\$8,000 ongoing (beginning in 2006)
 - c. Legislative & new complexities –
 - d. \$ CPI, extra cost contracts \$
 - e. Other Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements:
- ii) Financial Risk/Payback
 - The actual value of the “ghosts” will be determined when the assessment of properties has been completed. If proper maintenance is not done, the value could significantly decrease, and it would appear that the DBA is not in a position to undertake this assessment or annual work.
- iii) Organizational Risk/Payback
 - The organization will benefit from the national and international acclaim that is presently attributed to the ghost program.
- iv) Community Risk/Payback
 - The community benefits from the ghost projects in that it instills a sense of history and pride in the community as well as generating tourism and economic development spin offs. If the ghost collection is not maintained properly, the statues may have to be decommissioned in the longer term. In addition, if The City takes ownership of the collection, then the DBA as a community organization is more financially viable.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Centre Fest

Department Name & Reference #: Recreation, Parks and Culture

Business Unit No.: 650

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$10,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used to provide a children's area to Centre Fest to offer the whole family a wonderful low cost experience. Sponsorship dollars are getting more difficult to secure and The City's sponsorship of the activity will ensure its delivery.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$10,000 Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
- ii) Financial Risk/Payback
 - Sponsors are getting more difficult to recruit; therefore ongoing City support is required.
- iii) Organizational Risk/Payback
 - If not supported, there could be negative feedback from the public and from the Centre Fest organizers.
 - After participating the last two years failure to continue may reflect a poor public image.
 - May adversely affect the City's profile as being a major partner/supporter in this event.
- iv) Community Risk/Payback
 - Failure to fund this initiative will result in Department/City not participating in future Centre Fests.
 - If no sponsors are secured this component of the Centre Fest may be dropped.

The History

In the fall of 2001 the Downtown Business Association (*a not-for profit business association dedicated to downtown business development and sustainability*) submitted a project to the Leadership Centre for inclusion in the Leadership Networks program (*The Leadership Centre was a non-profit society committed to providing a variety of engaging and challenging opportunities that support the development of leadership in the Central Alberta region*). The project was accepted for the Leadership Network's program and in January of 2002 a group of community leaders from Central Alberta began working on the development of a summer festival for downtown Red Deer. Over an 8-month period a festival concept and blueprint were developed, dates selected and the project team established a number of key partnerships. In September of 2002 a public meeting was held to promote the festival and seek community support. In that same month a group of volunteers stepped forward to become the first Board of Directors for CentreFest.

What evolved was CentreFest, a 2-day summer festival featuring international street performers, providing a unique backdrop for the celebration of arts and culture in Downtown Red Deer. This lively event actively promotes the development of arts and culture in Red Deer and exposes crowds to both local and international performers. CentreFest is the only festival of its type in Central Alberta and is designed to bring people together to walk the streets of downtown Red Deer ... experiencing culture and community.

The Event

CentreFest is certain to become a signature event in Central Alberta for years to come. You've never seen the downtown sector more active. Even with unfavourable weather conditions this summer, some 8,000 people attended the festival in Red Deer.

CentreFest is comprised of a number of elements:

- **Street Performers** – World-class performers form the backbone of the festival, providing thrilling entertainment over the two day event.
- **Local Performers** – A showcase will feature local performers during the festival.
- **Kids World** – This section of the festival provides a fun, activity filled zone for kids to play and enjoy the festival.
- **Food Court & Vendors**– Food, clothing, specialty items and more will be showcased throughout the site.

CentreFest Society is a registered not-for-profit agency. In 2004, it cost \$173,000 to run this event. This money is accumulated through donations from the business community, grants, and revenue generated from the festival. Events of this magnitude require a community-wide commitment. In all, 66 sponsors gave dollars or in-kind donations to support Centrefest.

It costs over \$40,000 to put international Street Performers in our festival, including magicians, sword swallowers, tight ropewalkers, face painters, jugglers, clowns and contortionists. And do we mean international - coming from all stretches of the globe such as Asia, Europe, Australia and South America.

We cover all our bases when it comes to advertising the event. It costs over \$25,000 to have seven media institutions participating at Centrefest, we are definitely the focus of what is happening in Central Alberta. It takes almost \$10,000 to design, print and deliver programs to all households in Red Deer.

CentreFest has truly been a collaborative community effort with many individuals and organizations stepping forward to assist in the development of the festival over the past two years. The festival could not have happened with the gracious support of the citizens of Red Deer. The Founders of Red Deer Summer CentreFest Society; Downtown Business Association, Leadership Centre and the City of Red Deer continue to be huge supporters of this amazing downtown street performers' festival.

Community volunteers are the key to run an event of this magnitude and once again we will require nearly 250 to make it successful. Committee members work year round during the planning and development stages, while the bulk of these volunteers will step forward during the 2 days of the event to help with set-up and take-down, assist performers, clean, and oversee the event.

Not-for-profit agencies come to network, reach out, and often involve their clients in the festivities. Red Deer is an inclusive and welcoming city when we invite and embrace the unique and diverse contributions of our whole community.

The City of Red Deer's - Kidsworld provides children an opportunity to enjoy some physically active fun in between a host of fantastic international performers. Bringing contractors in from Calgary with a 30' portable Climbing Wall, three large inflatable activity centres and a mini golf course from Three Hills, Kidsworld operates for two days for under \$10,000.

CentreFest is based on a proven concept that takes place in other cities in Western Canada. Nelson, BC, a much smaller town than Red Deer, will be holding its 8th festival this summer. The City of Grande Prairie supports its festival, contributing \$10,000, while Spruce Grove, in their 3rd year, is run solely by the Town of Spruce Grove. Edmonton is celebrating its 20th year and receives \$72,000 from the municipality.

It takes commitment from The City of Red Deer to assure the success of events such as this - events that play a big part in the quality of life in our community. Our involvement reflects our ongoing dedication to our community and helps to instill a sense of pride in our residents.

THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS BUSINESS PLAN FUNDING REQUIREMENT

Initiative Title: Department Organizational & Functional Review
Department Name & Reference #: Recreation Park & Culture
Business Unit No.: 690

A. Funds Required:

- | | | |
|--|------------------|------------------------------------|
| i) One time <input checked="" type="checkbox"/> or, Ongoing <input type="checkbox"/> | | |
| ii) 2005 Net Budget Requirement | \$ 75,000.00 | Organizational & Functional Review |
| | <u>25,000.00</u> | Community Consultation & Review |
| | \$ 100,000.00 | (Net of \$ revenue) |
| iii) 2006 Budget (Incremental costs from 2005) | \$ | |
| iv) 2007 Budget (Incremental costs from 2006) | \$ | |

B. BPFR Description:

- i) The funds will be used for a comprehensive service review of the Recreation, Parks & Culture Department, one of the larger departments within the City. (The last major service review was at least 20 years ago.) This project will be an in depth review of the Department's programs and services and include business functions, staff responsibilities, workload and alignment. The Department organizational model will also be reviewed to improve effectiveness of operations. Major areas of review will include:

- a) Testing the Department's mission and vision through a customer satisfaction/needs survey with the community in order to better align programs and services to meet needs of the community stakeholder groups.
- b) Examining staff responsibilities at all levels to determine where realignment and improvements are required.
- c) Evaluating the Department's organizational structure, identifying functional and administrative efficiencies, to become more effective with current service delivery cost recovery and create capacity to help manage future growth projections.

- ii) Costs for this initiative are intended to address (complete all that apply):

- a) Growth

Over 10 years, Red Deer has grown by approximately 21.5% (59,826 to 72,691). This has resulted in an increase in the Recreation and Parks facility and land based inventory. (Over 240 acres have been added to the Parks inventory alone.)

Growth, combined with community need and expectation, result in significant pressure on the Department to provide appropriate programs and services. Staffing levels have remained essentially unchanged over this period and in some cases, the Department has had to reduce service (Community Development).

- b) Increased Service

The review of the Department's programs, services, functions and structure is intended to create capacity in the short term and develop an organizational strategy for the future to meet the needs of both internal and external customers.

- ### c) Legislative & New Complexities

- d) The new OH & S regulations are significantly impacting staff roles and responsibilities.
- e) CPI, extra cost contracts \$ Other \$

C. Implications (include only those that apply):

- i) Legislative Requirements
 - In order to comply with new OH & S regulations certain staff functions and responsibilities have been added. Increased costs may result for both staff and operations. This area would be reviewed as part of this project.
- ii) Financial Risk/Payback
 - At completion, the review of the Department's programs and services, business functions and staff responsibilities, may result in recommendations for additional funding for both staff and operations
- iii) Organizational Risk/Payback
 - The Department is very large with a diverse range of programs, services and business units. The operational model has basically been unchanged for over 20 years. Risks include:
 - a) The challenge to effectively respond to both internal and external customers may result in modifications to job functions and organizational structure.
 - b) Identification of an organizational model that more effectively and efficiently delivers programs and services may result in changes for staff and the community.
 - c) Improvements to staff morale and working conditions as well as the community's level of service may result from a new organizational model.
- iv) Community Risk/Payback
 - The Recreation, Parks & Culture Department plays a significant role in the development of healthy and active communities. Building "Community Capacity" will be a significant focus for the RPC Department this new millennium. Completion of this project will result in an organization model that will position the Department to be more proactive working with both internal and external customers to meet the needs of the community.

Recreation, Parks and Culture Department Organizational & Functional Review

Backgrounder

Background

The current Recreation, Parks and Culture Department consists of 116 permanent employees and 67 casual staff working within the areas of facility operation, program and services delivery, environmental stewardship and community health and wellness. The Department is organized into primarily six main sections responsible for the operational delivery of the aforementioned service areas; Recreation, Parks and Culture Facilities, Parks Maintenance, Parks Facilities, Recreation Program Development, Collicutt Centre and Culture Services. This organizational structure has basically been in place for over 20 years, with the exception of the Collicutt Centre.

Currently the Department mandate is:

“To ensure there are Recreation, Parks and Culture opportunities for public participation and to work cooperatively with organizations that offer complimentary services. All staff in the Department is committed to excellence in customer service and high quality programs and facilities.”

The field of Recreation, Parks and Culture is ever evolving. The role of recreation, parks and culture programs and services in our communities is vital, contributing to individual and community quality of life by providing a diversity of benefits to individuals, families, community groups, agencies, businesses and visitors. The positive personal, social, economic and environmental contributions realized through our programs, services and facilities are an investment in the current and future well-being of our community.

As our community and department has experienced considerable growth and demand for recreation, parks and culture programs and services over the past 20 years, it is important to determine if the current organizational structure, philosophies, priorities and services reflect, and successfully meet, the needs and expectations of the community. Consideration must also be given to alternatives that may more effectively meet current and future needs.

To ensure The City of Red Deer's Recreation, Parks and Culture Department is positioned to continue to provide quality programs and services in an efficient and effective manner, a Department Organizational & Functional Review needs to be completed.

In 2004, the Recreation, Parks and Culture Department Business Plan identified the need for a Department Organizational & Functional Review. Due to the retirement of the Department Manager, in April of 2004, it was decided that the new Department Manager should have an opportunity to become established in that role, prior to initiating this Review. The Review was then deferred until 2005.

Identified Need

Through the completion of a Department Organizational & Functional Review, the following challenges will be addressed:

- Growth
- Financial and Organizational Accountability
- Increased/Changed Service Demands & Expectations
- Staff & Organizational Efficiencies
- Increased Demand for Community/Volunteer Agency Support
- Environmental Stewardship
- Nurturing Community Health
- Improved Access to programs and services

Anticipated Review process will include:

- A review of best practice research related to the philosophy, mandate, and scope of programs, services and facilities, available resources, innovative partnerships and organizational structure of recreation, parks and culture departments.
- Identification of current trends industry trends.
- Determination of community needs and expectations through the development and execution of an inclusive, consultative process that allows for and encourages a wide range of participation and input from the community, stakeholders and The City, in particular all levels of staff within the Recreation, Parks and Culture Department.
- A Review of the current function(s) of the Recreation, Parks and Culture Department as it relates to effective and efficient service delivery and the identified needs and expectations of the community, stakeholders and staff. Identification of any potential new functions based on the research and community needs assessment will also be included.
- Examination of the current organizational structure with recommendations for improvements based on increased effectiveness and efficiency.
- Identification and analysis of the community and organizational risks related to not responding to the report recommendations.

Anticipated Results

It is anticipated that this overview will result in a renewed vision for the Recreation, Parks and Culture Department that will include the following theme areas outlining our role in:

- **Visionary Leadership:** Our role in championing a healthy, prosperous, sustainable community.
- **Collaboration & Partnership:** Toward a new standard of integrated services.
- **Accessible Opportunities:** Nurturing healthy, safe, vibrant communities.
- **Environmental Stewardship:** Protecting and preserving Alberta's environment.
- **Mutual Accountability:** Accepting personal and communal responsibility for well being.

Along with a renewed vision that is aligned with and supports the City's Strategic Plan and the community's needs and/or expectations, the Department's functions will better reflect the current realities and limitations.

The evaluation of current programs and services, including business functions, staff responsibilities, workload and opportunities for possible realignment of staff and resources, will allow for more effective and responsive Recreation, Parks and Culture services in the community. By re-positioning ourselves to better meet both the internal and external needs, will enable us to continue to positively contribute to the health, well-being and quality of life that Red Deer is renowned for.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Facility Infrastructure Maintenance Funding
Department Name & Reference #: Recreation Parks & Culture Administration
Business Unit No.: 690**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$192,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$192,000
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The first year of a two-year program to help fund both major and minor infrastructure maintenance in Recreation, Parks and Culture facilities. This fund will be used for maintenance items that range in value up to \$50,000 that are required for the safe operation of these facilities. Based on the R,P&C strategic infrastructure plan, a minimum of \$384,000 worth of infrastructure items are not funded annually and may result in downtime of facilities or equipment to maintain the programs and facilities operated by R,P&C. This style of funding has been used successfully in the past and is vital to the longevity of our facilities.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ 192,000 Infrastructure repairs Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
- ii) Financial Risk/Payback
- iii) Organizational Risk/Payback
 - As facilities and the infrastructure in those facilities age, there is an incremental cost of maintaining large dollar items that can not be funded through the current operating budgets. These major maintenance items have often lead to numerous Business Plan Funding requests each year. This ongoing funding will allow us to proactively and strategically fund these major maintenance items.
- iv) Community Risk/Payback

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Staff Training & Development
Department Name & Reference #: Recreation, Parks & Culture
Business Unit No.: 690**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$16,300 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) These funds will be used to help train new staff due to the significant staff turnover in the Department.
 - a. Growth \$
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$16,300 Explain: There is significant annual staff turnover with many positions requiring advanced technical skills to operate facility equipment. (e.g., pool and arena operator courses), to ensure safe operation of the facility by safe, well-trained staff.

C. Implications (include only those that apply):

- i) Legislative Requirements
- ii) Financial Risk/Payback
 - Increased WCB rates if there are injuries as a result of poorly trained/oriented staff.
- iii) Organizational Risk/Payback
 - O.H. & S. risk of injury to staff not properly trained.
 - Obligation to ensure we have properly trained staff.
- iv) Community Risk/Payback
 - Risk of liability if public patrons are not protected by adequately trained/orientated staff.

THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS BUSINESS PLAN FUNDING REQUIREMENT

**Initiative Title: Increased Parks Trail Repairs
Department Name & Reference #: Recreation Parks & Culture
Business Unit No.: 769**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$35,000 (Net of \$0 revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$ 0
- iv) 2007 Budget (Incremental costs from 2006) \$ 0

B. BPFR Description:

- i) The funds will be used for:
 - The trails through the Waskasoo Park System are the gem of the parks in the City of Red Deer. There are approximately 90 Km of trails in the city and 22 connection bridges. With current funding it would take 45 years to overlay the existing trails in the city.
 - With the increased use of hard wheels on the system especially from roller blades and skateboards overlay repairs are required more regularly than in the past.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$
 - b. Increased service \$35,000
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
- ii) Financial Risk/Payback
 - If not maintained to appropriate standard higher future costs will be incurred
 - By regularly overlaying trails, we will reduce the need for major trail replacements in the future and therefore prevent a major capital expenditure.
- iii) Organizational Risk/Payback
 - Not in compliance with the Community Services Open Spaces & Facilities Action Plan
- iv) Community Risk/Payback
 - There is an expectation by the community that the Parks will be maintained to an appropriate, safe standard.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Fleet Equipment Growth Rate
Department Name & Reference #: Recreation, Parks & Culture
Parks Maintenance, Park Facilities, and Recreation & Culture Facilities sections
Business Unit No.:**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$19,295 (Net of \$0 revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for:
Through the 2005 budget development process a 2.1% increase was incorporated for fleet cost increases. In August 2004 Fleet instructed departments to insert a sub fleet growth rate into the budget as determined by the Fleet Superintendent. This new assessment is to be used for the purchase of future/additional equipment for the sub-fleets. The breakdown for the Recreation, Parks & Culture department is as follows:

Parks Maintenance	\$	14,490
Parks Facilities		2,413
Recreation & Culture Facilities		<u>2,392</u>
	\$	19,295

This additional funding cannot be absorbed with current operational budgets therefore a BPFR is required.

- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$19,295
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
- ii) Financial Risk/Payback
- iii) Organizational Risk/Payback
 - If not funded Department will not be able to purchase the new equipment required for business operation and service delivery
 - Lack of continuity of fleet funding for purchase of new equipment
 - Lack of ability to meet the demands of future growth
- iv) Community Risk/Payback
 - Meet adopted maintenance standards
 - Overall less maintenance of city park facilities

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Vehicle Inspection Requirements & Fleet Rate Increase
Department Name & Reference #: Recreation, Parks & Culture
Business Unit No.: 777, 780, 781, 807 & 782**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$22,600 (Net of \$0 revenue)
- iii) 2006 Budget (Incremental costs from 2005)
- iv) 2007 Budget (Incremental costs from 2006)

B. BPFR Description:

- i) The following areas are now the responsibility of individual departments. This has resulted in the need for additional financial resources to complete the inspection work.
 - Increased Alberta Transportation Inspections.
 - Increased Occupational Health & Safety Inspections.
 - The rates for loaner trucks have also increased.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$0
 - b. Increased service \$0
 - c. Legislative & new complexities \$13,200
 - d. CPI, extra cost contracts \$0
 - e. Other \$9,400 Rate increases for loaner trucks in excess of guidelines.

C. Implications (include only those that apply):

- i) Legislative Requirements
 - New Occupational Health and Safety aerial lift truck inspection requirements.
 - New Alberta Transportation truck inspection requirements
- ii) Financial Risk/Payback
 - Reduced service (maintenance) will lead to future increased costs.
- iii) Organizational Risk/Payback
 - Not complying with OH&S regulations and AB Transportation.
 - Public image and complaints
- iv) Community Risk/Payback
 - Reduced maintenance would result in community pride and ownership concerns
 - Reduced maintenance would lower real estate values.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Heritage Ranch E.M.S. Access
Department Name & Reference #: Recreation, Parks & Culture
Business Unit No.: 784**

A. Funds Required:

- i) One time ☒ or, Ongoing ☐
- ii) 2005 Net Budget Requirement \$9,000 (Net of \$0 revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$0
- iv) 2007 Budget (Incremental costs from 2006) \$0

B. BPFR Description:

- i) The funds will be used to realign the existing fence line and replace two (2) existing gates to allow better access for E.M.S. vehicles to lower Heritage Ranch.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$0
 - b. Increased service \$0
 - c. Legislative & new complexities \$0
 - d. CPI, extra cost contracts \$0
 - e. Other \$9,000 Explain: Safety Initiative

C. Implications (include only those that apply):

- i) Legislative Requirements
- ii) Financial Risk/Payback
- iii) Organizational Risk/Payback
 - Not meeting appropriate safety standards.
 - A safety concern The City has been made aware of and is taking appropriate steps to ensure it is not an organizational liability.
- iv) Community Risk/Payback
 - Increased risk for forest fires and emergency response times in transporting injury victims.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Membership in Parkland Airshed Management Zone (PAMZ)
Department Name & Reference #:
Business Unit No.: 781

A. Funds Required:

- i) One time ☐ or, Ongoing X
- ii) 2005 Net Budget Requirement \$15,300 (Net of \$22,800 - \$7500* credit for contribution in kind revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$ 700**
- iv) 2007 Budget (Incremental costs from 2006) \$ 700**

*as per discussions with the Manager of PAMZ, the Board is very likely to approve a five year recognition of \$7500 contribution in kind for the use of the existing site (at Riverside Dr.). After five years this amount would be renegotiated.

**estimated inflationary adjustments of 3% of \$22,800 per year added

This assumes that meetings will be held in Red Deer so travel costs would be minimal.

B. BPFR Description:

The funds will be used for: Membership in PAMZ.

PAMZ Membership Request

The attached memo from the Chair of PAMZ (Ms. Harris) dated December 15, 2004 describes the essence of the membership benefits.

City Expected Commitment

PAMZ estimates that the amount of commitment that the City would have, for meetings would be approximately:

Board meetings (5)	24 hrs/year
Technical Working Group meetings (5)	<u>22 hrs/year</u>
	46 hrs/year

Most municipalities that are members of PAMZ have an elected official sitting on the Board, this opportunity would be open for the City as well. A member of Council would be requested to sit on the Board. The cost estimate does not include an additional stipend for these meetings.

The Technical Working Group would have a member of City Administration on it. The costs associated with this are estimated at \$900/yr (22 hrs X \$ 40/hr). While this is a real cost, it is considered a "soft" cost and is not included in the estimate. The time allotted to the appointed staff member would likely not result in an incremental increased cost, but would be an opportunity cost as the time spent would be taken away from performing other administrative responsibilities.

The PAMZ group would prefer that a relatively senior staff member would be assigned to the Technical Working Group. Currently there is no available appropriate staff that could take on this additional assignment. There is a new position, the Environmental Initiative Coordinator (EIC) that is proposed as part of the Re-organization of the Public Works Department. If the funding is approved for the EIC, that position would be assigned this responsibility. If the funding is not approved for the EIC, then there would be no City resources available for involvement on the Technical Working Group.

Council approved an annual operating cost increase of \$8000.00 in the 2000 budget to cover the on-going City costs associated with operation of the station. Currently the City incurs actual costs between \$5500 and \$7500 annually to collect data, check the station, clear snow, maintain the building, and fix repairs caused by vandalism. The Recreation, Parks, and Culture Department provide this function. All or some of these costs **may** be able to be avoided in the future, with PAMZ taking over all of the costs and responsibility associated with monitoring and operation of the facility. Alberta Environment (AEnv) is the owner of the monitoring station and the equipment. There has not been time to discuss what concerns, if any AENV may have with PAMZ taking over the operation of the site. AEnv may or may not still require some City involvement with the monitoring station. Due to these concerns, it is recommended that the \$8000.00 not be reduced from the current budget until the actual terms and conditions are finalized.

Past Environmental Advisory Board Resolutions

The Environmental Advisory Board (EAB) discussed the City membership in the PAMZ. In the meeting held on Jan 25, 2005. They did not have enough information to consider a current resolution supporting the City membership, but wanted to make sure that Council was aware that past EAB's had passed resolutions supporting the City membership. Following are two of the resolutions from past boards:

MINUTES

of the Regular meeting of the **ENVIRONMENTAL
ADVISORY BOARD** held on **Tuesday, May 25, 2004**
at **River Bend Golf & Recreation Area**
commenced at 4:35 p.m.

.....

Following the presentation a motion was passed supporting The City's membership with PAMZ.

Moved by V. Walls, seconded by S. Cross

"That the Environmental Advisory Board encourage The City of Red Deer to become a member of the Parkland Air Management Zone (PAMZ)."

MOTION CARRIED

MINUTES

of the regular meeting of the **ENVIRONMENTAL
ADVISORY BOARD** held on **Tuesday, June 25, 2002**
in the Wapiti Room, 2nd Floor, City Hall
commenced at 4:30 p.m.

.....

Moved by Councillor Watkinson-Zimmer, seconded by D. Grant

“That the Environmental Advisory Board recommend to Council of the City of Red Deer membership on the Parkland Airshed Management Zone (PAMZ) Board, and further that financial support and a representative to sit on the Board be approved.”

MOTION CARRIED

C. Implications (include only those that apply):

- i) Community Risk/Payback
 - There is some community support for this initiative, how much is difficult to measure.



PARKLAND AIRSHED MANAGEMENT ZONE
BOX 1020, SUNDRE, ALBERTA, CANADA, T0M 1X0 pamz@pamz.org

December 15, 2004

City Council
City of Red Deer
Box 5008
Red Deer, AB
T4N 3T4

Attn: Mayor Flewwelling and City Councilors:

Re: PAMZ Membership

On behalf of the Parkland Airshed Management Zone Association (PAMZ), I again request that in its January 2005 budget deliberations, serious consideration is given to City of Red Deer membership in our association.

In previous correspondence to you, both Red Deer's Environmental Advisory Board and several current Red Deer City councilors have acknowledged the significant benefits that would be derived from membership in PAMZ. These are summarized further on in my letter. At this point I would like to remind council of the benefits that the City has enjoyed to date from PAMZ's existence.

The benefits that the City of Red Deer has derived from PAMZ to date fall into three main categories:

- Air Quality Monitoring
- Workshops and Clinics
- Educational Outreach

Air Quality Monitoring

PAMZ has included summaries and interpretation of the data collected by Riverside Drive Air Quality Monitoring (AQM) Station in both its monthly and annual AQM reports since January 2002. The level to which the data has been analyzed is significantly over and above the simple data summaries presented by Alberta Environment on its website and in annual summary reports. PAMZ has converted the data into information that can be more readily understood by the public, a key goal of the Provincial Ambient AQM Strategic Plan that is currently being updated by a Clean Air Strategic Alliance (CASA) Project Team.

Since 2000, PAMZ has collected AQM data at numerous locations upwind and downwind of the City of Red Deer that have provided a more complete picture of the contribution of emissions originating from the City to the airshed than what is possible with the Riverside Drive AQM station alone.

In 2004, in response to City residents' concerns that air quality in the downtown area of Red Deer was not adequately being monitored, PAMZ located its Peregrine AQM station in the Woodlea area immediately adjacent to the City's downtown for the months of July and December. When the monitoring concludes at the end of this month, the data collected will help provide a more complete indication of what the air quality in Red Deer is like. We would welcome the opportunity to share our assessment with you.

Though, technically Gasoline Alley is outside Red Deer City's limits, a large number of city residents work in or commute through this area and a number of them have expressed concerns about air quality levels in this area. In 2005, PAMZ will conduct two months of air quality monitoring here also.

Workshops and Clinics

In recent years, PAMZ has held several workshops and clinics in or near Red Deer that City councilors, staff, and residents have participated in. All of these events have had a common purpose, namely public outreach and education i.e. to educate, inform and involve people about air issues that affect their quality of life.

To date PAMZ has held workshops on the air quality issues associated with intensive livestock operations, human health, pollution prevention and continuous improvement. In 2003 and 2004, PAMZ hosted "Let's Drive Green" vehicle emissions testing clinics at Bower Place Mall that made drivers more aware of the contributions that their various motor vehicles were making to the quality of the air within the city or wherever their vehicles may take them. The Mayor, Deputy Mayor and several councilors participated in these clinics. PAMZ is again planning to host a "Let's Drive Green" Clinic for 2005 and hereby extends an invitation to the City of Red Deer to partner with us on this event.

Public Presentations

As part of its commitment to public outreach and education, PAMZ regularly hosts presentations and panel discussions from recognized experts on Air Quality Issues. These presentations have frequently been attended by Red Deer City councilors and staff. The presentations have raised the awareness level and knowledge base of attendees who can use the information provided to make better decisions around air quality issues. These presentations have included:

- Pollution Prevention and Continuous Improvement - November 1999
- Air Quality Issues in the Carstairs Area - January 2000
- West Central Airshed and Wood Buffalo Airshed - March 2000
- Results of Carstairs-Crossfield Area Air Quality Investigation - June 2000
- Hydrogen Sulphide Levels in the Foothills - September 2000
- Consensus Building - November 2000
- Air Quality Issues in the Harmattan Area - January 2001
- Human Health Monitoring - March 2001
- NOVA Chemicals Environmental Monitoring Program - September 2001
- Alberta Environment Environmental Complaint Response System - November 2001

- Flaring and Livestock Health - January 2002
- Alberta's Ethylene Crop Research Project - March 2002
- Confined Feeding Operations and the NRCB - September 2002
- Climate Change and Kyoto - November 2002
- Canada Wide Standards for Particulate Matter and Ground Level Ozone - January 2003
- Vehicle Emissions - March 2003
- Health Effects Associated with Short-Term Exposure to Low Levels of Hydrogen Sulphide - September 2003
- Indoor Air Quality - November 2003
- Flaring and Venting - January 2004
- Sulphur Recovery Technologies - March 2004
- Electricity Emissions Management Framework - September 2004
- Financial Incentives for Corporations to Reduce Greenhouse Gas Emissions - November 2004

As indicated in previous correspondence, PAMZ also believes that membership would provide the City of Red Deer with the following benefits

- Membership in PAMZ will ensure that the interests of Red Deer residents and businesses are accounted for in the air Quality Management Strategies that are being developed and implemented at both the regional (PAMZ) and provincial level (through PAMZ's direct representation on various Clean Air Strategic Alliance project teams). e.g. Compliance with Canada Wide Standards for Ozone and Fine Particulate Matter
- Membership in PAMZ would help ensure that City management strategies/policies on air quality are coordinated with those of upwind municipalities and industries. In working harmoniously with other zone stakeholders, the City's limited resources can be directed at those issues where the most significant impacts/results on the air quality issues of concern to city residents and businesses can be realized.
- Membership in PAMZ will ensure that data gathered at the air quality monitoring station located in the City of Red Deer is studied more closely, in a timelier fashion, and made better use of in understanding Red Deer's air quality and airshed emissions to and from the City. Currently data from this station is interpreted primarily in relation to Alberta's air quality guidelines.
- Membership in PAMZ will allow City of Red Deer staff direct access to all the data collected by PAMZ and the expertise of the PAMZ Technical Working Group and executive director. This is a resource that could result in significant cost savings to the City by using PAMZ as a first stop for air quality monitoring and management expertise rather than going directly to private air quality consulting firms.
- Membership in PAMZ will help to ensure that PAMZ's emissions-based funding is fair and equitable. Currently industry from locations throughout the zone is financially covering the emissions assigned

from municipalities that are not members (approximately \$50,000). Clearwater County, Mountain View County and the Towns of Bentley, Rocky Mountain House, and Sundre all recognize their impact on the zone's air quality and are PAMZ members. Our executive director is currently making presentations to other interested municipalities and would be happy to make a presentation to council. On the basis of several past presentations to the Environmental Advisory Board (the most current in June, 2004), the board has recommended the City join PAMZ for the past 4 years.

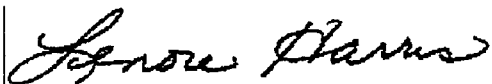
Membership in the association would cost approximately \$22,000 annually. The city would realize some cost savings from its current obligations associated with the air quality monitoring station on Riverside Drive. The maintenance of the station could be taken over by PAMZ and operated as an integral part of its 37-station regional network. The city would no longer have to use their own staff for the regular station visits to maintain the station and the utility costs associated with the station (power & telephone) would be credited towards the city's annual membership fee.

As you are aware, discussions are currently underway with Alberta Environment concerning the takeover of operations of the Riverside AQM Station by PAMZ. Similar initiatives have been completed or are underway in other Alberta Cities such as Fort McMurray, Grande Prairie and Medicine Hat. While PAMZ is interested in taking the station over and believes that it would greatly enhance our regional AQM Program and benefit City residents to do so, the PAMZ board has indicated that it will not take over the station unless this partnership includes the City of Red Deer and that the City of Red Deer also is a member of PAMZ. For your information, a list of all members is attached.

I hope that this letter has provided you with a good understanding of the reasons why PAMZ, its stakeholders including Alberta Environment and the Red Deer Environmental Advisory Board have all come to the same conclusion: Membership in PAMZ is in the best interests of the City of Red Deer and its residents. We hope that at the conclusion of your January 2005 budget deliberations you will have reached the same conclusion and elect to join our association

Please contact me at your convenience should you wish to discuss this letter further. Thanking you in advance for your consideration.

Sincerely,



Lenore Harris
Chair, PAMZ
#15, 5202 Farrell Avenue
Red Deer, AB
T4N 7B5
340-2575

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Parks Facilities - Maintenance Supplies
Department Name & Reference #: Recreation, Parks & Culture
Business Unit No.: 785**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$35,000 (Net of \$0 revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for inflationary cost increases beyond the 2.1%. These subsequent increases have arisen over the past three years. Examples include:
 - 38% price increase for steel to construct playgrounds, ball diamond backstops and goal posts.
 - 15% price increase for pressure treated wood (A.C.Q.) to replace C.C.A. lumber on playgrounds as per legislation.
 - 30% price increase for shale for shale trails and ball diamond infields.
 - 50% price increase for firewood used at picnic sites for public use.
 - 50% increase janitorial contract costs.

NOTE: All items above have a direct impact on construction and maintenance. One is based on tendered contracts or known purchase costs. Currently the materials and supplies portion of the budget is \$90,000. This request represents an approximate 30% increase.

- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$0
 - b. Increased service \$0
 - c. Legislative & new complexities \$0
 - d. CPI, extra cost contracts \$35,000
 - e. Other \$0 Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
- ii) Financial Risk/Payback
- iii) Organizational Risk/Payback
 - Not being able to meet standards that have been set. Over time this standard will be reduced and community complaints will result.
- iv) Community Risk/Payback
 - More public complaints

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Increased Parks Services Including Subdivision Enhancements & Waskasoo Facilities Staffing and Security

Department Name & Reference #: Recreation Parks & Culture

Business Unit No.: 794 & 778

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$28,000 (Net of \$0 revenue)

B. BPFR Description:

- i) The funds will be used to offset additional costs for the increased maintenance within the following:
 - Increase security and maintenance to park shelters and picnic grounds.
 - The Waskasoo Park System is approximately 2,800 acres of city property. This urban park is the highlight of the Red Deer River Valley and one of the primary features of the City of Red Deer. With the growth of the city, the trail and park systems are seeing extensive increases in use and vandalism. Additional care taking and security are required in order to maintain the safety and cleanliness of these park areas.
 - The subdivision enhancement program will allow us to begin replacing trees, shrubs, and plantings that are at or nearing the end of their life cycle in aging subdivisions. Currently the only funding that is in place is for the maintenance of existing areas and does not include the cost of replacing greenery in these aging subdivisions.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - I. Growth \$28,000

C. Implications (include only those that apply):

- i) Legislative Requirements
- ii) Financial Risk/Payback
 - Overall decrease in value of City assets
 - If not maintained to appropriate standard higher future costs will be incurred
- iii) Organizational Risk/Payback
 - Increase of public complaints and our ability to handle them. Increased stress for staff.
 - Not in compliance with the Community Services Open Spaces & Facilities Action Plan
- iv) Community Risk/Payback
 - Safer and cleaner facilities, washrooms, picnic shelters, and trails will result in fewer customer complaints
 - Aging neighborhoods will begin to see consistency between subdivisions. Many community parks are deficient in landscaping and some park plantings have failed and/or reached the end of their life span.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Increased Parks Maintenance due to Growth
Department Name & Reference #: Recreation Parks & Culture
Business Unit No.: Multiple**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$166,040 (Net of \$0 revenue)

B. BPFR Description:

- i) The funds will be used to offset additional costs for the increased maintenance due to growth with 10 developing subdivisions. Additional items to be maintained include:
 - 16 developing sports fields
 - 14 developing playgrounds
 - 5 outdoor rinks
 - 3 asphalt courts
 - Park furniture
 - 5 km asphalt trails
 - Turf maintenance (10 acres)
 - Increase the amount of trail overlays that can be done each year..

The average parks maintenance costs for each new subdivision is \$75,000 annually. This request represents a proportion of the funding required to complete and maintain the new park areas within these subdivisions.

- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$166,040

C. Implications:

- i) Legislative Requirements
 - Comply with the CSA safety standards. All new playgrounds constructed must comply.
- ii) Financial Risk/Payback
 - Overall decrease in value of City assets
 - If not maintained to appropriate standard higher future costs will be incurred
- iii) Organizational Risk/Payback
 - Increase of public complaints and our ability to handle them. Increased stress for staff.
 - Not in compliance with the Community Services Open Spaces & Facilities Action Plan
- iv) Community Risk/Payback
 - Decrease level of maintenance for all areas
 - There is an expectation by the community that the Parks will be maintained to an appropriate, safe standard.
 - Sports field users require an appropriate maintenance standard

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Community Facilitator (Research and Demographics)
Department Name & Reference #: Social Planning
Business Unit No.: 850**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$54,910 (Net of \$0 revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$ 22,460
- iv) 2007 Budget (Incremental costs from 2006) \$ 0

B. BPFR Description:

- i) The funds will be used for:

The Social Planning Department is requiring one additional FTE in the capacity of Community Facilitator with a focus on demographics analysis and research to effectively meet as many as ten (10) expectations identified in the 2002 – 2005 Strategic Plan (Appendix A).

Increasingly, the demands for demographic and social trends information are going unmet, or at minimum, subject to delays due to workload in the department. As a partner in the Community Social Data Strategy (CSDS) with the Child and Family Services Authority (CFSA) and David Thompson Health Region (DTHR), the Social Planning Department has significant access to data and information from a variety of federal sources including Statistics Canada. This information is forwarded to The City under agreement and requires considerable time for compilation, analysis and interpretation.

- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$54,910
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
 -
- ii) Financial Risk/Payback
 - The City of Red Deer invests significant funds annually into contracted studies and research. These special contracts are generally based on demographic information relative to growth and/or societal changes. The Social Planning Department is in a position to contribute significantly to the preliminary stages of these contracts and studies by providing demographic information and change analysis. In 2004, the Department was able to contribute such information to the Transit/Special

Transportation Study, the Crime Prevention and Policing Study, and the Diverse Downtown Program Options Project. This preliminary information allows the contractors to more quickly focus on their study objectives and potentially save The City funds in the long run.

iii) Organizational Risk/Payback

- As a partner in the Community Social Data Strategy (CSDS), The City has an opportunity to share information with the CFSA and DTHR. Information not available to CFSA or DTHR is available through CSDS. The partnership has formed the basis for The City to share this information with the other partners and gain considerable information from CFSA on regional social trends, and from DTHR on regional health and wellness information.
- Corporately, the Social Planning Department is in a position to share considerable information through the Community Facilitator with other City Departments for their use in planning. This position would assume responsibility for the Department's participation in the coordinated demographics initiative and monitor information available through GIS for ethics and social responsibility. As indicated in the 2002-2005 Strategic Plan, City of Red Deer employees and officials are expected to make informed decisions based on their knowledge of the community. Demographics information will enable informed decision-making based on facts and a deeper knowledge of the community.
- A relatively new role for the Social Planning Department has been the preparation of Social Impact Assessments for new neighborhood developments as per the new *Neighbourhood Planning and Design Guidelines and Standards*. As this approach is new for The City, there exists tremendous opportunity to research and catalogue best practices in social inclusion and other issues of social change. The benefits of this research would be seen in effective decisions based on academic evidence and proven best practices.

iv) Community Risk/Payback

- The Social Planning Department has a close working relationship with over 50 community organizations providing direct social programs and services to thousands of City residents. These organizations operate with minimal resources designated for the purpose of research and analysis. There is, therefore, a reliance on others to provide demographic and trends analysis for the purpose of planning. The Common Application Form, in use since 1999, expects that applicant organizations justify their program funding requests based on community needs. These needs are often rooted in demographics and require organizations to invest considerable time researching community information. Maintaining accessible web-based information enables community organizations to monitor changing populations.

Appendix A – Relevant Statements Identified in the 2002-2005 Strategic Plan

- 1.4.3 Work in partnership with provincial and federal governments and community organizations to facilitate community awareness and cooperation in:
 - Identifying the increased social issues of a growing community
 - Determining responses; and
 - Delivering programs.
- 3.1.1 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.
- 3.1.2 Provide timely information that our citizens need to make choices and understand our decisions.
- 3.2.2 Engage in future oriented planning that sets out goals and strategies to provide quality service in our community.
- 3.2.3 Support planning at the community level by working in partnership with organizations and people who contribute to our citizen' quality of life.
- 3.2.4 Prepare annual Department Business Plans, to prioritize the allocation of resources, to recommend service levels and actions required, and to identify how various changes in the community may affect our programs and services.
- 3.3.2 Through the business planning process, review the services we offer and support to ensure they reflect the demographics, community diversity and changing needs.
- 3.3.3 Establish, review, and maintain appropriate standards for providing services, recognizing that the services needed in one area of our city may not be the same as those needed in another area.
- 3.4.2 Provide timely information that our organization's members require to understand decision, make choices, and take action.
- 4.1.4 Monitor city growth and its impact on increasing program and service level demands and related funding needs.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Citizen Action Bus – Fleet Increase
Department Name & Reference #: Social Planning
Business Unit No.: 875**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$8,430 (Net of \$0 revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$ 8,430
- iv) 2007 Budget (Incremental costs from 2006) \$ 0

B. BPFR Description:

- i) The funds will be used for:

The Citizen Action Bus plans to retain one additional bus as a spare. The program currently operates 10 buses plus one spare. This BPFR would increase there fleet to include 10 buses plus two spares.

- ii) Costs for this initiative are intended to address:

- a. Growth \$0
- b. Increased service \$0
- c. Legislative & new complexities \$4,800
- d. CPI, extra cost contracts \$0
- e. Other \$8,430 Explain: Minimize the risk of trip cancellations

C. Implications:

- i) Legislative Requirements
- ii) Financial Risk/Payback
- iii) Organizational Risk/Payback
 - The Citizen Action Bus program currently operates with 10 buses in full-time service throughout the week. As the fleet has grown, so too has the risk of having more than one bus in need of repairs at any one time. The costs associated with keeping an additional bus are simply fleet expenses to maintain the unit.
- iv) Community Risk/Payback
 - Action Bus users would benefit from an additional spare unit as trip cancellations would be minimized.
 - The spare units, when not required for daily service, are available to the Citizen Action Bus program for charter trips. These trips are generally cost recovery.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Transit/Special Transportation Study Implementation
Department Name & Reference #: Social Planning/Transit
Business Unit No.: 875**

A. Funds Required:

- i) One time ☒ \$55,000 and, Ongoing ☒ \$8,289
- ii) 2005 Net Budget Requirement \$63,289 (Net of \$ revenue)

B. BPFR Description:

- i) The funds will be used for:
 - A full-time contract position will be hired to work with stakeholders involved in the transition of special transportation services with conventional transit services. While a skeleton implementation plan exists, the consultant will coordinate the variety of details and discussions necessary to move the transition process forward. Stakeholders include the Transit Manager, Social Planning Manager and Community Facilitator, IT Services, and the Red Deer Action Group. These stakeholders will form a steering committee to guide the consultant through the transition process.
 - The Citizen Action Bus is proposing to increase their hours of operation from 5:30 pm to 11:30 pm Monday-Friday. Currently the program operates from 6:00 pm to 10:00 pm Monday to Wednesday and 6:00 pm to 11:30 pm on Thursday and Friday.
- ii) Costs for this initiative are intended to address:
 - a. Growth \$
 - b. Increased service \$8,289
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$55,000 Explain:
 - Until the transition process is complete, there is not a clear intention for either growth and/or increased service. The transition coordinator will aid in the management of growth, however, the transition itself is not an increased service to the public. (\$55,000)

C. Implications:

- i) Legislative Requirements
 - The transition will involve review of the Taxi By-law
- ii) Financial Risk/Payback
 - Enhancing specialized transit will require financial investment in the years ahead. However, investing in a one-time position to manage the implementation will ensure effective investment. With no strategic and coordinated implementation plan, the temptation will be to simply add to the Action Bus fleet without incorporating the additional administrative and operational recommendations, resulting in not only higher costs, but with less effectiveness.

- Without investing in transition, the lack of ability for concerted and strategic implementation will create costly delays.

iii) Organizational Risk/Payback

- The transition involves Social Planning and Transit departments working closely together (with potential of IT and Licensing and Inspections involvement). Neither department has the human resources to undertake the transition. Without the Transition Coordinator only minimal attention could be given to very complex issues with a risk of costly delays and increased accountability issues.
- Current levels of accountability with Action Bus and their relationship with supplemental taxi service are unacceptable given the level of City investment and the expectations from the community.
- Status quo operations cannot meet current demand/need for service; demands and complexities are increasing.
- The additional hours and transition to greater consistency between transit and special transportation would demonstrate to the public that recommendations within the 2004 Transit and Special Transportation Study were being implemented at the earliest possible opportunity.

iv) Community Risk/Payback

- Any delay in this critical first step in the transition to an enhanced special transit service and the integration of transit and special transit will mean that service demands will continue to be unmet, and at the same time will continue to increase. The disability and elderly community will not be well served, will be increasingly limited in their capacity to manage their lives independently and participate in the community.
- The Action Bus is unable to meet growing demand for service. If service levels are not enhanced there is increasing risk of isolating members of the community, diminishing their ability to manage their own lives and participate in the community (health, social interaction, employment, etc).
- Building relationships and partnerships with other service providers will enhance service levels through coordination of services. Without this investment, special transit customers will experience increasing levels of frustration and risk. Demands on the Action Bus service from service providers working with the disability and elderly community could continue to increase, putting pressure on the availability of Action Bus bookings for individuals.
- Work with the Red Deer Action Group to pursue their mandated functions beyond accessible transportation will be important for the success of a coordinated community response to accessibility issues, for the Action Group, and more importantly to the those in the community who struggle with the issues daily.
- The proposed hours would increase consistency between transit and special transportation services. These new hours of operation would enable Citizen Action Bus to make their last pick-up at 11:00 pm and help to close the gap between regular weekday service and weeknight services. Conventional transit makes their last pick-up at the Transit Terminal at 10:45 pm.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Increased Staff Resource to meet key Department Business

Objectives

Department Name & Reference #: Transit

Business Unit No.: 885

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$46,500 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$8,500
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for:
Additional staff resource to respond to necessary system data collection; statistical reporting; prepare key department reports; managing system awareness and education objectives; clerical support; and reception duties at the transit storage garage, helping the department to achieve key business functions. This need was identified and recommended in the 2003/2004 Transit and Special Transportation Study. Includes initial workstation setup cost.
- ii) Costs for this initiative are intended to address:
 - a. Growth - full year expense - \$50,000
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - i) Other \$ Explain:

C. Implications:

- ii) Legislative Requirements
- iii) Financial Risk/Payback
 - Productivity will increase and the public awareness strategies identified in the 2003/2004 Transit and Special Transportation Study can be addressed and advanced.
- iv) Organizational Risk/Payback
 - Extreme workload on current administrative staff should be addressed or alternatively some current business functions will need to be reduced.
 - Senior administration productivity is reduced while regularly doing frontline business functions
- v) Community Risk/Payback
 - Business function reductions will directly affect the consumer and community and could include longer response time to inquiries and reduced levels of public interaction; public information, creating customer and community dissatisfaction.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Transit System Staff/Contract Expense Adjustment
Department Name & Reference #: Transit
Business Unit No.: 885 & 888**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$74,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for:

After 6 months of operation some additional overhead costs have been recognized to adequately cover the cost of operating new route operations implemented in August.

Four (4) additional staff hours per day in the Dispatch Function to manage scheduling 18 additional staff and 5 additional buses; and janitorial expenses, which have increased with 5 additional buses to clean each operating day.

- ii) Costs for this initiative are intended to address:
 - a. Growth \$74,000
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications:

- i) Legislative Requirements
- ii) Financial Risk/Payback
 - Fleet interior cleaning should be provided to maintain image and marketability, current and future customer satisfaction
- iii) Organizational Risk/Payback
 - The Dispatch Function cannot be managed within current resources, alternatively placing unreasonable job expectations on staff members
 - Strategically we need to effectively plan and respond to system support cost or expenses to maintain adopted service levels
- iv) Community Risk/Payback
 - Access to clean public transit vehicles will enhance and encourage the use of public transit service
 - Service levels reduced to previous levels

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Extended Public Transit Service Hours
Department Name & Reference #: Transit
Business Unit No.: 886**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$95,000 (Net of \$32,000 revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$284,000 (Net of \$94,000 revenue)
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for:
Provide public transit service earlier and later based on recommendations from the 2003/2004 Transit and Special Transportation Study.

	Mon. to Fri. Start	Mon. to Fri. End	Saturday Start	Saturday End	Sun./Hol. Start	Sun./Hol. End
Current	6:15am	10:45pm	7:45am	10:45pm	9:15am	6:15pm
Proposed	5:45am	11:15pm	5:45am	11:15pm	9:15am	7:15pm

- ii) Costs for this initiative are intended to address:
 - a. Growth \$
 - b. Increased service - full year net expense - \$379,000 (Net of \$ 126,000 revenue)
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications:

- i) Legislative Requirements
- ii) Financial Risk/Payback
 - Applying transit service will encourage travel by public transit, penetrating market segments and increasing the transportation modal split from the private automobile to public transit
- iii) Organizational Risk/Payback
- iv) Community Risk/Payback
 - Access to employment and recreation for persons without access to the private automobile is limited without increased hours
 - The 2003/2004 Transit and Special Transportation Study concluded that service should be provided earlier and later to meet community demands as identified during public information sessions held during the 2003/2004 Transit and Special Transportation Study

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Transit Service to West Park Extension (Westlake)

Department Name & Reference #: Transit

Business Unit No.: 886

A. Funds Required¹:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$20,000 (Net of \$7,000 revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$41,000
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for:
Provide an introductory level peak hour transit service to the new extension of West Park.
- ii) Costs for this initiative are intended to address:
 - a. Growth - full year net expense - \$61,000
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications:

- i) Legislative Requirements
- ii) Financial Risk/Payback
 - Applying transit service will encourage travel by public transit, penetrating market segments and increasing the transportation modal split from the private automobile to public transit
 - Introductory services levels are projected to promote improved route cost recovery performance
- iii) Organizational Risk/Payback
 - Strategically and to meet our service standards we need to provide consistent transit service to all areas of the city
 - The 2003/2004 Transit and Special Transportation Study concluded that service should be provided to West Park Extension in 2005
- iv) Community Risk/Payback
 - Inequality of not providing base transit service for persons in West Park Extension
 - Introductory service will respond to student and peak work hour travel

¹ Please note that inflationary costs are built into the base budget provided to you.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Additional Transit Fleet - Reserve Fund
Department Name & Reference #: Transit
Business Unit No.: 886**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$28,173 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for:
Establish a reserve fund to respond to the need for additional transit vehicles over the next 10 years. The fleet utility has established reserve accounts for each department.
- ii) Costs for this initiative are intended to address:
 - a. Growth \$28,173
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications:

- i) Legislative Requirements
- ii) Financial Risk/Payback
 - Surprise expenditures for transit vehicles will be avoided
- iii) Organizational Risk/Payback
 - Effective method to plan for future growth, updated annually
 - Strategically we need to effectively plan for city growth and expansion of services
- iv) Community Risk/Payback
 - Balanced funding approach, to respond to growth, avoids spikes in cost to taxpayers
 - Meets new growth service commitment and community expectations for base services

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Transit Fleet Maintenance Expense
Department Name & Reference #: Transit
Business Unit No.: 886**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$28,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for:
Increase the internal transfer of funds to the fleet to respond to actual expenditures to maintain the transit fleet.
- ii) Costs for this initiative are intended to address:
 - a. Growth \$
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$28,000 Explain:
 - i) Maintenance costs have increased as a result of major motor and transmission work on older transit buses. The life expectancy of rebuilt motor and transmissions has not been achieved and the trend is expected to continue.

C. Implications:

- ii) Legislative Requirements
- iii) Financial Risk/Payback
 - Planning for expected costs up front will avoid yearend deficits
- iv) Organizational Risk/Payback
 - Effective planning avoids yearend deficits
 - Strategically we need to effectively plan for expected expenses to maintain current service levels
- v) Community Risk/Payback

Council Budget Background Detail

In December a package of information was presented to City Council to try to provide enough additional background detail to provide additional historical and forecast perspective. Council agreed that the format of the following information appeared to provide the level of detail they were looking for. The format has now been populated with actual amounts and forecasts.

The following appendices have already been provided in another manner:

APPENDIX 'C'- OPERATING BPFRs –Section 4 of the Operating Budget Binder

APPENDIX 'N'- CAPITAL BUDGET & FORECAST – Section 2 Page 1 of the Capital Budget Binder

APPENDIX 'O'- CAPITAL PROJECT RESERVE (CPR) DEMANDS – Section 2 Page 3 of the Capital Budget Binder

Attached to this memo are the following:

APPENDIX 'A'- OPERATING BASE BUDGET LISTING – PREVIOUSLY APPROVED ITEMS

APPENDIX 'B'- OPERATING BASE BUDGET SUMMARIES (3 pages)

APPENDIX 'D'- OPERATING BUDGET RESOLUTION (2 pages)

APPENDIX 'E'- RESERVES

APPENDIX 'F'- DEBT (2 pages)

APPENDIX 'G'- PROPERTY TAXES

APPENDIX 'H'- GRANTS (2 pages)

APPENDIX 'I'- OPERATING GRANTS & TAXES COMBINED

APPENDIX 'J'- WAGES, SALARIES & BENEFITS DETAIL

APPENDIX 'K'- COMPARATIVE INFORMATION – OTHER CITIES (2 pages)

APPENDIX 'L'- TEN YEAR HISTORICAL ANALYSIS

APPENDIX 'M'- FIVE YEAR OPERATING BUDGET FORECAST

APPENDIX 'P'- 2005 CAPITAL BUDGET vs. 2005 ESTIMATES PRESENTED LAST YEAR

APPENDIX 'A'
OPERATING BASE BUDGET LISTING
PREVIOUSLY APPROVED ITEMS

The base budget includes items already approved by Council in prior years, plus tax projections, inflation, etc. In the past, some members of Council have referred to this as the 'hand in the meat grinder' report.

Additional Funding Sources are included, such as:

- Taxes resulting from construction growth and increases in market values on existing properties
- New grants, revenues, etc.

These additional funding sources are offset by additional costs such as:

- Prior Year Budget Approvals - Incremental Increases delayed for one year
- CPI Increases on Contracted Services, Materials, Supplies, Fleet Equipment Expense & Agency Contracts
- Inflation on Police Services Contract
- Personnel – Provisions for collective agreements, position re-evaluations, etc.

The 2005 base budget is a reduction of \$ 4.2 million, details as follows. This would result in a tax rate decrease of approximately 9.5%.

New Ambulance Funding	\$ (3,040,500)
Additional Tax Revenue - Construction growth.	(1,800,000)
Additional Tax Revenue - Market value growth.	(1,500,000)
New Police Grants	(813,164)
Increase in Franchise Fees	(495,000)
Other Revenue Increases (e.g. Utility Dividends, Investments)	(350,874)
GST Additional Rebate - Legislation Change	(284,174)
Debentures Paid Off	(46,314)
Airport Capital Funding Ended	(40,000)
Other Minor Changes & Rounding	(11,376)
Personnel Provisions & Full Year Funding of 2004 Additional Positions	2,463,779
Police Service Inflation Costs (for 91 members)	640,822
2.1 % CPI Increase on Materials, Services, Fleet & Contracts	330,545
Annualize 2004 Approval – Expanded Transit Service	596,000
Annualize 2004 Approval – Expansion of Credit Card Payment Option	10,000
Annualize 2004 Approval – Leg & Admin Services Electronic File Mgmt	11,000
Annualize 2004 Approval – Archives Equipment, Supplies & Training	2,000
Annualize 2004 Approval – 10th Action Bus Operating Expenses	34,400
Annualize 2004 Approval – Emergency Services Fleet Financing	45,000
Annualize 2004 Approval – Care for Adults - Subsidy	2,000
Total	\$ (4,245,856)

APPENDIX 'B'
OPERATING BASE BUDGET SUMMARIES

The following tables provide a summary of the 2005 BASE Operating Budget, with comparisons to 2004 Budget and 2003 actual revenues and expenses (2004 actual amounts are not yet available). The base is the starting point.

The **Total Operating Budget** includes Tax Supported Operations, Utility Operations (Water, Wastewater, Solid Waste, Electrical Distribution) and other Business Enterprises (Parking Fund & Land Bank / Subdivision Development). The following table shows the Total Base City Operating Budget.

TOTAL OPERATIONS	2003 ACTUAL	2004 BUDGET	2005 BUDGET BASE	CHANGE 2004 vs. 2005	% CHG.
EXPENDITURE					
Personnel	\$ 42,787,932	\$ 48,059,273	\$ 51,622,744	\$ 3,563,471	7%
General/Contracted Services	18,819,968	22,450,121	22,036,250	(413,871)	-2%
Police Contract	7,515,621	8,991,164	9,631,986	640,822	7%
Materials & Supplies	9,962,348	12,441,927	12,455,863	13,936	0%
Natural Gas & Electricity	5,620,003	5,582,516	5,439,629	(142,887)	-3%
Grants to Others	5,953,420	5,023,152	4,905,170	(117,982)	-2%
Other Expenses	1,857,171	1,263,398	1,379,559	116,161	9%
Debt Payments	4,200,528	2,811,592	3,627,034	815,442	29%
To Reserves - Depreciation	5,399,446	6,575,240	7,079,543	504,303	8%
To Reserves - Other	16,443,314	9,849,464	8,273,770	(1,575,694)	-16%
To Operating	13,895,502	14,240,816	15,182,481	941,665	7%
To Capital – Subdivision	12,728,902	10,622,350	16,480,664	5,858,314	55%
To Capital – Other	21,448,951	661,000	666,000	5,000	1%
Internal Charges	7,381,930	8,351,565	9,144,813	793,248	9%
TOTAL EXPENDITURE	\$ 174,015,036	\$ 156,923,578	\$ 167,925,506	\$ 11,001,928	7%
REVENUE					
Property Tax	\$ (62,570,404)	\$ (70,536,206)	\$ (73,987,333)	\$ (3,451,127)	5%
Less: Requisitions	26,827,084	28,722,035	28,873,162	151,127	1%
Net Municipal Taxes	\$ (35,743,320)	\$ (41,814,171)	\$ (45,114,171)	\$ (3,300,000)	8%
Utility Charges	(43,432,371)	(44,331,517)	(45,991,295)	(1,659,778)	4%
Land Sale Revenue	(12,718,148)	(12,305,300)	(17,523,700)	(5,218,400)	42%
Grants from Others	(5,954,106)	(6,855,095)	(6,329,445)	525,650	-8%
Other Revenues	(28,878,297)	(23,060,966)	(29,391,484)	(6,330,518)	27%
From Reserves	(18,168,150)	(3,758,417)	(2,165,302)	1,593,115	-42%
From Operating	(13,895,502)	(14,240,816)	(15,182,481)	(941,665)	7%
From Capital	(6,826,382)	(1,584,881)	(767,161)	817,720	-52%
Internal Recoveries	(8,398,760)	(8,972,415)	(9,706,323)	(733,908)	8%
TOTAL REVENUE	\$ (174,015,036)	\$ (156,923,578)	\$ (172,171,362)	\$ (15,247,784)	10%
NET REVENUE & EXPENSES	-	-	\$ (4,245,856)	\$ (4,245,856)	

APPENDIX 'B'
OPERATING BASE BUDGET SUMMARIES

The **Tax Supported Operating Budget** includes Tax Supported Operations such as Emergency Services, Transit, Recreation Parks & Culture, Police, Fleet Operations, and Administration

TAX SUPPORTED OPERATIONS	2003 ACTUAL	2004 BUDGET	2005 BUDGET BASE	CHANGE 2004 vs. 2005	% CHG.
EXPENDITURE					
Personnel	\$ 37,314,118	\$ 41,774,183	\$ 45,142,870	\$ 3,368,687	8%
General/Contracted Services	11,231,805	12,988,782	11,921,621	(1,067,161)	-8%
Police Contract	7,515,621	8,991,164	9,631,986	640,822	7%
Materials & Supplies	4,979,780	5,243,116	5,494,441	251,325	5%
Natural Gas & Electricity	3,351,179	3,213,656	3,230,588	16,932	1%
Grants to Others	5,953,420	4,983,152	4,905,170	(77,982)	-2%
Other Expenses	1,074,783	690,253	742,521	52,268	8%
Debt Payments	1,913,527	1,810,715	1,807,979	(2,736)	0%
To Reserves - Depreciation	1,234,632	1,850,472	1,877,818	27,346	1%
To Reserves - Other	3,380,801	2,051,594	1,340,038	(711,556)	-35%
To Operating	738,616	711,331	556,936	(154,395)	-22%
To Capital	7,635,484	541,000	546,000	5,000	1%
Internal Charges	6,612,178	7,524,553	8,327,644	803,091	11%
TOTAL EXPENDITURE	\$ 92,935,944	\$ 92,373,971	\$ 95,525,612	\$ 3,151,641	3%
REVENUE					
Property Tax	\$ (62,360,404)	\$ (70,326,206)	\$ (73,777,333)	\$ (3,451,127)	5%
Less: Requisitions	26,827,084	28,722,035	28,873,162	151,127	1%
Net Municipal Taxes	\$ (35,533,320)	\$ (41,604,171)	\$ (44,904,171)	\$ (3,300,000)	8%
Grants from Others	(5,885,542)	(6,803,256)	(6,292,355)	510,901	-8%
Other Revenue	(22,565,979)	(18,242,813)	(23,055,548)	(4,812,735)	26%
From Reserves	(5,320,404)	(2,613,928)	(1,532,124)	1,081,804	-41%
From Operating	(13,062,143)	(13,283,168)	(14,242,631)	(959,463)	7%
From Capital	(2,215,003)	(920,504)	(102,784)	817,720	-89%
Internal Recoveries	(8,353,553)	(8,906,131)	(9,641,855)	(735,724)	8%
TOTAL REVENUE	\$ (92,935,944)	\$ (92,373,971)	\$ (99,771,468)	\$ (7,397,497)	8%
NET REVENUE & EXPENSES	-	-	\$ (4,245,856)	\$ (4,245,856)	

APPENDIX 'B'
OPERATING BASE BUDGET SUMMARIES

The **Non -Tax Supported Budget** includes Utility Operations (Water, Wastewater, Solid Waste, Electrical Distribution) and other Business Enterprises (Parking Fund & Land Bank / Subdivision Development) that do not have an impact on property taxes.

NON-TAX SUPPORTED OPERATIONS	2003 ACTUAL	2004 BUDGET	2005 BUDGET BASE	CHANGE 2004 vs. 2005	% CHG.
EXPENDITURE					
Personnel	\$ 5,473,815	\$ 6,285,090	\$ 6,479,874	\$ 194,784	3%
General/Contracted Services	7,588,163	9,461,339	10,114,629	653,290	7%
Police Contract	4,982,568	7,198,811	6,961,422	(237,389)	-3%
Materials & Supplies	2,268,825	2,368,860	2,209,041	(159,819)	-7%
Natural Gas & Electricity	-	40,000	-	(40,000)	-100%
Grants to Others	782,388	573,145	637,038	63,893	11%
Other Expenses	2,287,001	1,000,877	1,819,055	818,178	82%
Debt Payments	4,164,814	4,724,768	5,201,725	476,957	10%
To Reserves - Depreciation	13,062,513	7,797,870	6,933,732	(864,138)	-11%
To Reserves - Other	13,156,886	13,529,485	14,625,545	1,096,060	8%
To Operating	12,728,902	10,622,350	16,480,664	5,858,314	55%
To Capital	13,813,468	120,000	120,000	-	0%
Internal Charges	769,753	827,012	817,169	(9,843)	-1%
TOTAL EXPENDITURE	\$ 81,079,096	\$ 64,549,607	\$ 72,399,894	\$ 7,850,287	12%
REVENUE					
Special Tax Levies	\$ (210,000)	\$ (210,000)	\$ (210,000)	\$ -	0%
Utility User Fees	(43,432,371)	(44,331,517)	(45,991,295)	(1,659,778)	4%
Land Sale Revenue	(12,701,153)	(12,291,300)	(17,505,400)	(5,214,100)	42%
Grants from Others	(68,564)	(51,839)	(37,090)	14,749	-28%
Other Revenues	(6,329,318)	(4,832,153)	(6,354,236)	(1,522,083)	31%
From Reserves	(12,847,745)	(1,144,489)	(633,178)	511,311	-45%
From Operating	(833,360)	(957,648)	(939,850)	17,798	-2%
From Capital	(4,611,378)	(664,377)	(664,377)	-	0%
Internal Recoveries	(45,207)	(66,284)	(64,468)	1,816	-3%
TOTAL REVENUE	\$ (81,079,096)	\$ (64,549,607)	\$ (72,399,894)	\$ (7,850,287)	12%
NET REVENUE & EXPENSES	-	-	-	-	

APPENDIX 'D'
OPERATING BUDGET RESOLUTION
2005 BASE ONLY - NO BPFRs INCLUDED

	Property Tax & Levies	BRZ Tax	Requisitions	Government Transfers (Grants)	Revenue	Expend- itures	Debt Payments	Deprecia- tion on Public Utilities	Transfers From Reserves or Surplus	Transfers To Reserves or Surplus	Transfers To Capital	Transfers From Capital	Transfers To/From Operating	2005 Total
OPERATING - TAX SUPPORTED														
Taxation	(73,612,333)	(165,000)	28,873,162			210,000								(44,694,171)
General City Programs					(4,390,000)	1,680,000			(1,350,000)	900,000	235,000		(11,452,830)	(14,377,830)
Legislative & Administrative					(115,875)	1,484,842			(52,462)					1,316,505
Community Services Directorate					(72,300)	560,877								488,577
Community Services - General				(245,215)		1,581,896	45,215		(93,442)	200,000				1,488,454
Corporate Services Directorate						256,195								256,195
Development Services Directorate						149,313								149,313
Assessment & Tax					(160,100)	1,196,411								1,036,311
EL&P Street & Traffic Lights						1,560,200								1,560,200
Emergency Services					(5,150,480)	13,437,585					45,000		173,500	8,505,605
Engineering Services					(97,500)	2,455,412						(8,120)	(353,914)	1,995,878
Information Technology Services				(22)	(76,500)	2,917,674	22,587			25,000	50,000		(105,000)	2,833,739
Inspections & Licensing					(2,227,700)	2,399,750							27,500	199,550
Land & Economic Development					(500)	265,249								264,749
Mayor & City Manager					(2,000)	1,084,360			(7,000)					1,075,360
Personnel					(48,900)	1,228,597			(29,220)					1,150,477
Police				(1,211,488)	(2,309,500)	12,871,315							(116,656)	9,233,671
Public Works				(1,023,204)	(548,153)	6,972,970	1,588,955				50,000	(94,664)	(614,732)	6,331,172
Equipment Fund					(157,000)	(1,920,483)		1,877,818		158,238			41,427	-
Recreation Parks & Culture				(795,119)	(5,042,603)	15,024,271	124,825			56,800	36,000		(12,500)	9,391,674
Social Planning				(2,420,364)		3,783,852	26,397							1,389,885
Transit System				(596,943)	(2,651,437)	6,997,578							510	3,749,708
Treasury Services					(5,000)	3,557,122					130,000		(1,273,000)	2,409,122
Total Tax Supported	(73,612,333)	(165,000)	28,873,162	(6,292,355)	(23,055,548)	79,754,986	1,807,979	1,877,818	(1,532,124)	1,340,038	546,000	(102,784)	(13,685,695)	(4,245,856)
OPERATING - UTILITIES, ETC.														
Electric Light & Power Utility					(22,060,600)	11,071,000		2,464,000		2,075,700	100,000	(600,000)	6,949,900	-
Parking Fund					(1,001,000)	619,199				79,864			301,937	-
Subdivision Fund				(10,051)	(18,915,000)	215,026	589,882				16,480,664		1,639,479	-
Water Utility	(165,200)				(10,514,226)	5,527,335	277,672	1,565,157	(519,347)	2,219,246	20,000		1,589,363	-
Wastewater Utility	(44,800)			(27,039)	(9,050,631)	3,463,636	951,501	1,172,568	(111,092)	1,816,859		(64,377)	1,893,375	-
Solid Waste Utility					(8,309,474)	6,258,509			(2,739)	742,063			1,311,641	-
Total Utilities & Business Enterprises	(210,000)	-	-	(37,090)	(69,850,931)	27,154,705	1,819,055	5,201,725	(633,178)	6,933,732	16,600,664	(664,377)	13,685,695	-
TOTAL OPERATING BUDGET	(73,822,333)	(165,000)	28,873,162	(6,329,445)	(92,906,479)	106,909,691	3,627,034	7,079,543	(2,165,302)	8,273,770	17,146,664	(767,161)	-	(4,245,856)

THE BUDGET

\$ (144,350,095)

\$ 117,616,268

\$ 22,487,971

APPENDIX 'D'
OPERATING BUDGET RESOLUTION
2004 with Amendments

	Property Tax & Levies	BRZ Tax	Requisitions	Government Transfers (Grants)	Revenue	Expend- itures	Debt Payments	Deprecia- tion on Public Utilities	Transfers From Reserves or Surplus	Transfers To Reserves or Surplus	Transfers To Capital	Transfers From Capital	Transfers To/From Operating	2004 Total
OPERATING - TAX SUPPORTED														
Taxation	(70,161,206)	(165,000)	28,722,035			210,000								(41,394,171)
General City Programs				(2,323,031)	(3,765,600)	1,745,348			(2,429,724)	1,713,164	235,000	(760,000)	(10,477,970)	(16,062,813)
Legislative & Administrative				(65,302)	(60,000)	1,391,429			(33,960)	2,150				1,234,317
Community Services Directorate					(71,300)	771,504			(125,000)					575,204
Community Services - General				(245,477)		1,606,406	45,477		(79,900)	200,000		(50,000)		1,476,506
Corporate Services Directorate						276,218								276,218
Development Services Directorate						149,413								149,413
Assessment & Tax					(116,500)	1,178,542								1,062,042
EL&P Street & Traffic Lights						1,558,766								1,558,766
Emergency Services					(1,847,790)	12,546,200					45,000		121,000	10,864,410
Engineering Services					(84,500)	2,499,446						(15,840)	(352,616)	2,046,490
Information Technology Services				(31)	(110,500)	2,904,593	22,630			25,000	50,000		(105,000)	2,786,692
Inspections & Licensing					(2,232,500)	2,278,794			(25,000)				80,000	101,294
Land & Economic Development					(500)	256,074								255,574
Mayor & City Manager					(2,000)	1,055,295			(10,000)					1,043,295
Personnel					(3,900)	1,262,507							(100,000)	1,158,607
Police				(60,000)	(1,986,500)	12,178,011							(108,542)	10,022,969
Public Works				(1,026,810)	(494,776)	6,941,747	1,590,985				50,000	(94,664)	(606,201)	6,360,281
Equipment Fund					(175,000)	(1,869,692)		1,850,472		49,480	50,000		94,740	-
Recreation Parks & Culture				(503,799)	(4,986,260)	14,940,564	125,185			61,800	81,000		(12,500)	9,705,990
Social Planning				(2,578,806)		3,898,846	26,438		(10,344)					1,336,134
Transit System					(2,249,615)	5,904,220							534	3,655,139
Treasury Services					(55,572)	2,818,497					130,000		(1,105,282)	1,787,643
Total Tax Supported	(70,161,206)	(165,000)	28,722,035	(6,803,256)	(18,242,813)	76,502,728	1,810,715	1,850,472	(2,713,928)	2,051,594	641,000	(920,504)	(12,571,837)	-
OPERATING - UTILITIES, ETC.														
Electric Light & Power Utility					(22,084,800)	10,676,659		2,423,000	(61,055)	2,596,296	100,000	(600,000)	6,949,900	-
Parking Fund					(989,000)	635,907			(40,000)	96,901			296,192	-
Subdivision Fund				(13,987)	(12,291,000)	213,982	590,767				10,622,350		877,888	-
Water Utility	(165,200)				(9,723,821)	5,571,683		1,438,030	(919,546)	2,324,956	20,000		1,453,898	-
Wastewater Utility	(44,800)			(37,852)	(8,344,076)	3,548,260	410,110	863,738	(29,076)	1,952,044		(64,377)	1,746,029	-
Solid Waste Utility					(8,022,273)	6,041,482			(94,812)	827,673			1,247,930	-
Total Utilities & Business Enterprises	(210,000)	-	-	(51,839)	(61,454,970)	26,687,973	1,000,877	4,724,768	(1,144,489)	7,797,870	10,742,350	(664,377)	12,571,837	-
TOTAL OPERATING BUDGET	(70,371,206)	(165,000)	28,722,035	(6,855,095)	(79,697,783)	103,190,701	2,811,592	6,575,240	(3,858,417)	9,849,464	11,383,350	(1,584,881)	-	-

THE BUDGET

\$ (128,367,049)

\$ 112,577,533

\$ 15,789,516

Treasury Services
Appendix 'D' Budget Resolution.xls
2005/01/11

APPENDIX 'E' RESERVES

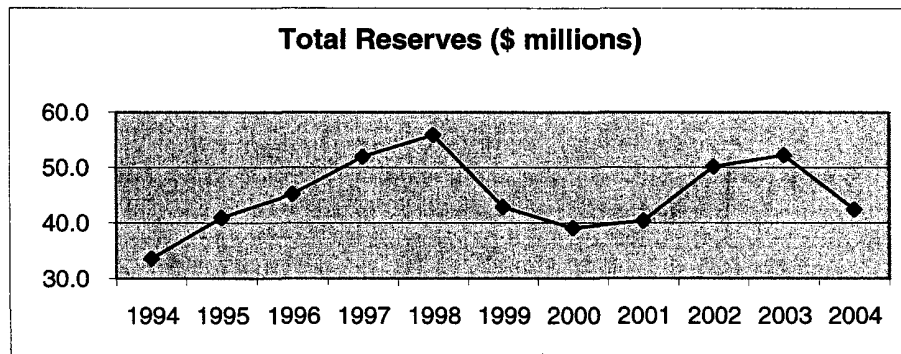
Reserves are more than just savings accounts. They are funds set-aside for three specific purposes.

1. **Operations & Rate Stabilization** - The first reserve type provides working capital and smoothes the impact of economic bumps in the road. A normal rule of thumb is about 1½ months (45 days) of expenses.
2. **Infrastructure Renewal & Replacement** - The second type is for renewal and replacement of Capital Assets, such as rebuilding of water lines, buildings or recreation facilities. These are normally funded through depreciation, but this is an area where municipalities are lacking.
3. **Special Purposes** - The last reserve type is to provide funding for special Purposes, such as the Cemetery perpetual care reserve.

	2004 Preliminary
Operations & Rate Stabilization	
Tax Stabilization Reserve	\$ 2,919,270
ELP Rate Equalization	3,145,495
Parking Fund Stabilization	1,803,374
Landfill Stabilization Reserve	1,090,931
Waste Mgmt & Collection Stabilization	778,905
Infrastructure Renewal & Replacement	
Subdivision / Land Bank Surplus	\$ 27,218,075
Capital Projects Reserve Deficit	(578,575)
Capital Reserve – RPC Interest	109,147
Power Util. Stabilization	8,424,704
Fleet Equipment Replacement	7,707,744
Landfill Cell Construction	3,549,903
Sewer Util. Stabilization	4,004,922
Water Util. Stabilization	3,310,258
Fleet - Fuel Tank	325,545
Miscellaneous	547,601
Special Purposes	
Perpetual Care	\$ 810,092
Cap Reserve - Road R/W Allowances	779,264
Public Reserve – RPC	1,255,136
Public Reserve - Bower Woods	457,803
Minor Capital - Downtown	432,625
R D Heritage Fund	297,703
Personnel – Safety	217,542
Planning Commission	87,941
Police General	813,164
FCSS - Admin & Planning	73,032
2006 Alta Summer Games	100,000
Total	\$ 69,681,601

Reserves - Historical Analysis

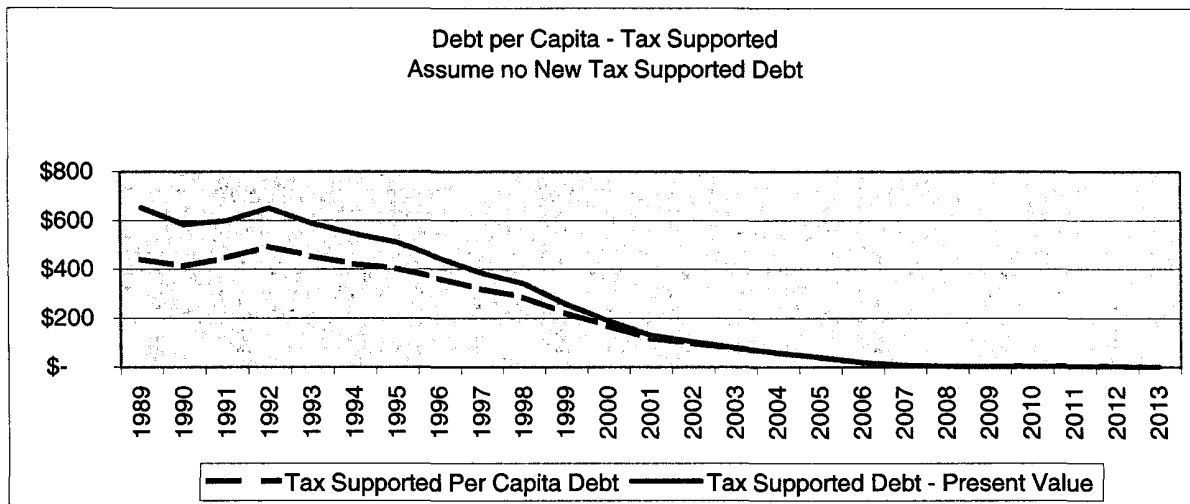
This historical reserve analysis excludes the Subdivision Surplus as it only came into being in 2002, and is earmarked for industrial and residential land purchases and servicing. Reserves peaked in 1998 and then declined primarily due to the use of reserves to construct the Collicutt Centre.



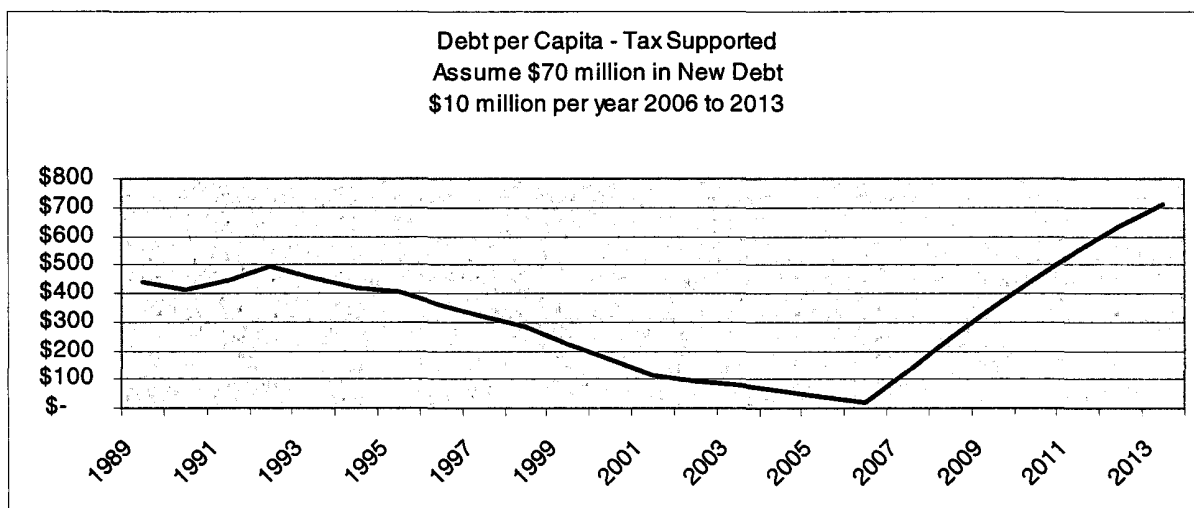
APPENDIX 'F' DEBT

Debt – Tax Supported

Even though this section is primarily historical, Tax Supported Debt is shown in two ways, historical and projected. The following graph shows tax supported debt per capita, assuming no new debt. (2004 Tax Supported Debt of \$4.44 million / 75,923 = Approximately \$58 per capita)

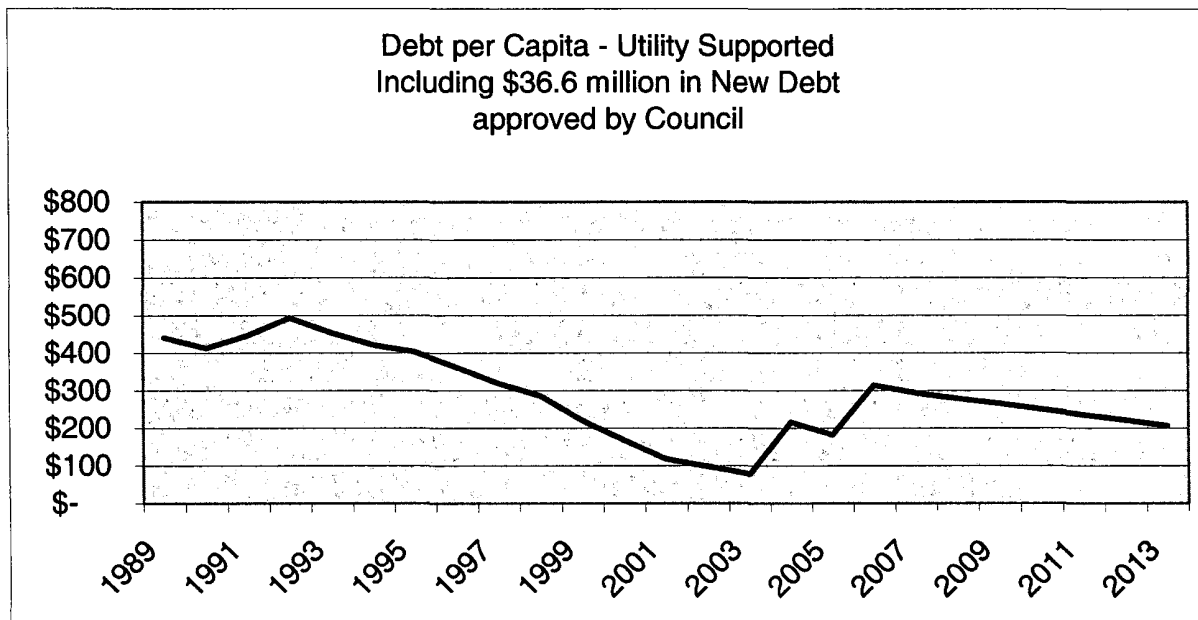


The following graph shows tax-supported debt per capita, assuming \$70 million in new tax supported debt, with \$10 million borrowed each year for 7 years (2006 to 2013). What we need is some direction from City Council as to what, if any, tax supported debt should be projected into the future. This decision will not only have an impact on debt per capita, but will have an impact on the five year operating projection we will be discussing in a few minutes.



Debt – Utility Supported

The following graph shows Utility Supported Debt per capita, based on existing debt plus the 36.6 million in new debt recently approved by City Council.



Debt for Utilities and Business Enterprises is a normal way of doing business. In fact, financing businesses through debt is less than the cost of generating the same financing through equity. That is, because lenders have a guarantee, they are willing to accept less interest on their investment than owners of an enterprise, who have greater risk. The Energy and Utilities Board (EUB) have recognized this principle in that the allowed return on investment assumes a 60/40 debt to equity ratio in order to ensure utility customers receive the benefit of debt, regardless of how the owners choose to structure their financing.

DEBT LIMIT

Municipal Affairs sets a debt limit for each municipality, based on their financial returns. The City's debt limit is about \$209 million. The City's total debt at the end of 2004 will be approximately \$20 million, less than one tenth of the limit.

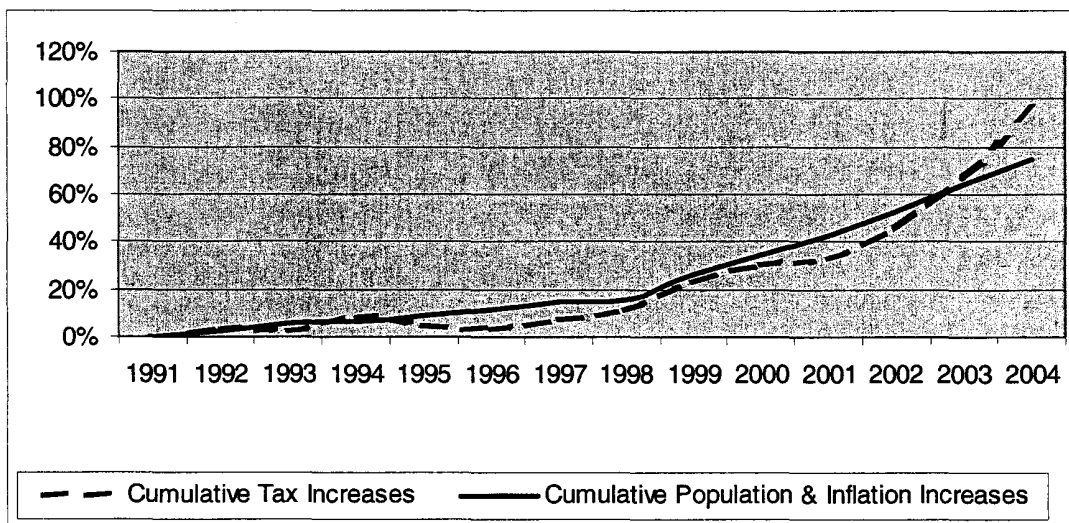
APPENDIX 'G' PROPERTY TAXES

The following shows the growth in property taxes as compared to the growth of the City and inflation. For example, if 1991 taxes of \$21,137,376 were increased by 30.3% to account for population growth, and 34% for inflation, the cumulative effect would be an increase of 75%. Factors adding to this demand are:

- Increases in service levels, such as higher police and fire staffing, and greater recreation choices
- Cost increases greater than inflation, such as insurance premiums

Recently, Council has increased taxes to the point where tax revenues have now caught up with inflation and growth.

Year	Municipal Taxes	Cumulative Tax Increase	Red Deer Population	Cumulative Population Growth Percent	Statistics Canada All Items Index	Cumulative Inflation	Combined Cumulative Population & Inflation Increase
1991	\$ 21,137,376	0%	58,252	0.0%	98.5	0.0%	0%
1992	\$ 21,833,699	3.3%	58,656	0.7%	100.0	1.5%	2.2%
1993	\$ 21,698,451	2.7%	59,826	2.7%	101.8	3.4%	6.1%
1994	\$ 22,807,941	7.9%	59,826	2.7%	102.0	3.6%	6.4%
1995	\$ 22,161,119	4.8%	59,834	2.7%	104.2	5.8%	8.7%
1996	\$ 21,865,737	3.4%	59,834	2.7%	107.3	8.9%	11.9%
1997	\$ 22,669,035	7.2%	60,075	3.1%	109.5	11.2%	14.6%
1998	\$ 23,645,669	11.9%	60,075	3.1%	110.7	12.4%	15.9%
1999	\$ 26,032,785	23.2%	63,940	9.8%	113.4	15.1%	26.4%
2000	\$ 27,607,556	30.6%	65,701	12.8%	117.4	19.2%	34.4%
2001	\$ 28,001,618	32.5%	68,308	17.3%	120.1	21.9%	43.0%
2002	\$ 30,814,754	45.8%	70,593	21.2%	124.2	26.1%	52.8%
2003	\$ 35,309,375	67.0%	72,691	24.8%	129.7	31.7%	64.3%
2004	\$ 41,394,171	95.8%	75,923	30.3%	132.0	34.0%	74.7%



Looking in isolation at specific revenue sources, such as taxes, does not give a complete picture. The next document shows, for example, that there has been a significant reduction in provincial operating grants over the past ten or fifteen years.

APPENDIX 'H' GRANTS

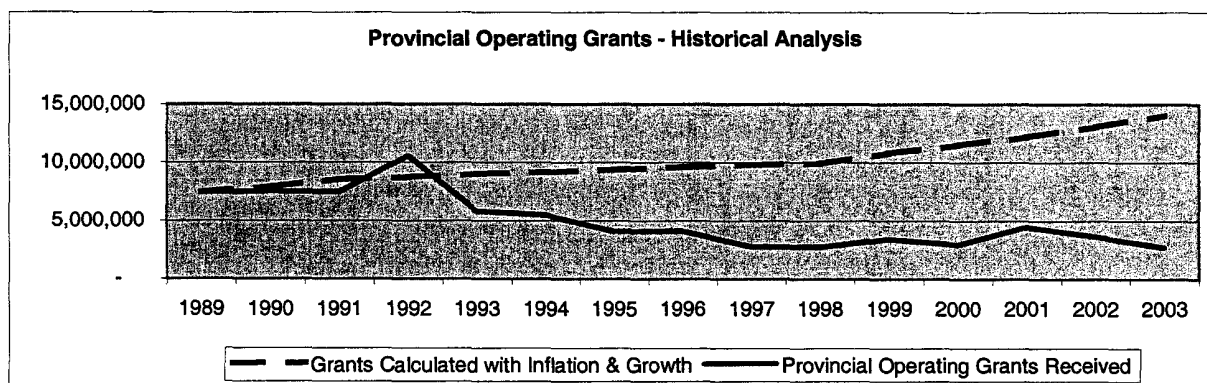
Grants received by the City, primarily from the province, have been used in the past to offset taxes. These operating grants have decreased over the years while during the same period, the City has grown in size and inflation has eroded purchasing power.

Some operating grants, like FCSS or Community Housing are considered 'flow through' grants in that the City of Red Deer as a corporation does not benefit directly, but is instead the administrator of these grants.

Provincial Operating Grants that the City can use for operational purposes have decreased significantly. The following table shows every second year back as far as fifteen years ago, to give a better historical view including the termination of the AMPLE grant. The municipal assistance grant is made up of three components, police, urban parks and transit.

PROVINCIAL OPERATING GRANTS (in \$ thousands)	1989	1991	1993	1995	1997	1999	2001	2003
Basic Capital - Crown Paving, PHM, Buses	475	628	692	679	315	922	2,024	1,038
A.M.P.L.E. Grant	1,550	1,396	0	0	0	0	0	0
Municipal Assistance (Partnership)	3,072	3,305	3,429	2,625	1,510	1,510	1,510	1,510
Other	1,184	1,028	678	639	388	321	251	87
RPC (e.g. Wask Park, Culture, Museum, Library)	1,157	1,104	1,010	432	555	661	703	82
TOTAL	7,439	7,460	5,809	4,074	2,768	3,414	4,487	2,717

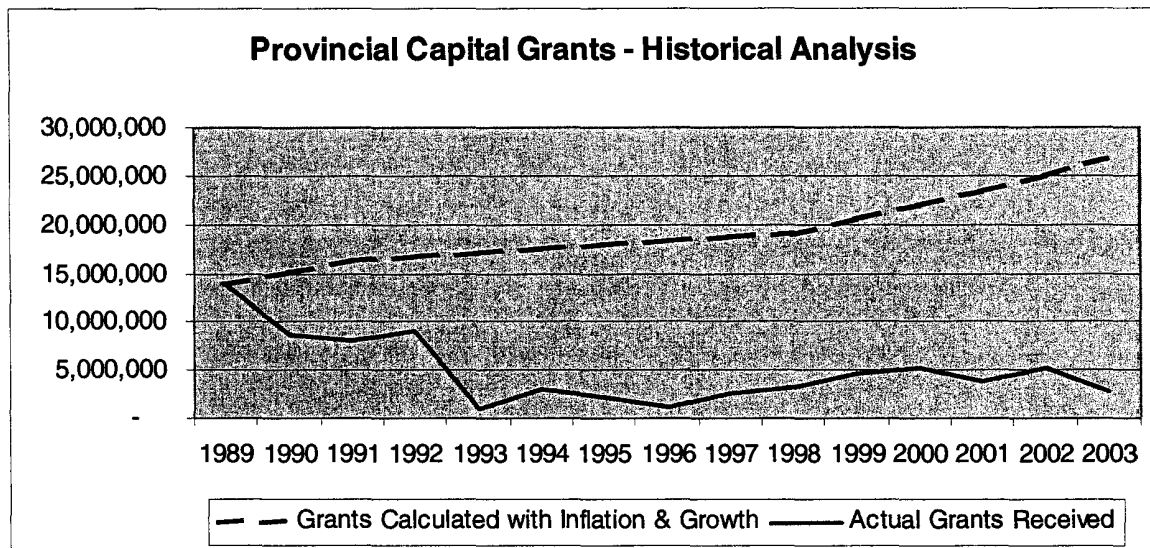
The following graph compares Provincial Operating Grants received to what the grants would have been if they had kept up with population growth and inflation. Put in this perspective, the provincial contribution to the City's operations has decline considerably.



Provincial Capital Grants that the City can use for capital purposes have also decreased significantly. The following table shows some of the detail:

PROVINCIAL CAPITAL GRANTS (in \$ thousands)	1989	1991	1993	1995	1997	1999	2001	2003
Basic Capital	13,632	7,582	786	1,762	2,265	4,003	2,277	2,215
Provincial Infrastructure	0	0	0	393	353	107	0	516
Other	345	515	228	42	50	0	189	0
Special Supplemental & Special Transit	0	0	0	0	0	473	1,310	35
TOTAL	13,978	8,097	1,014	2,197	2,667	4,583	3,776	2,765

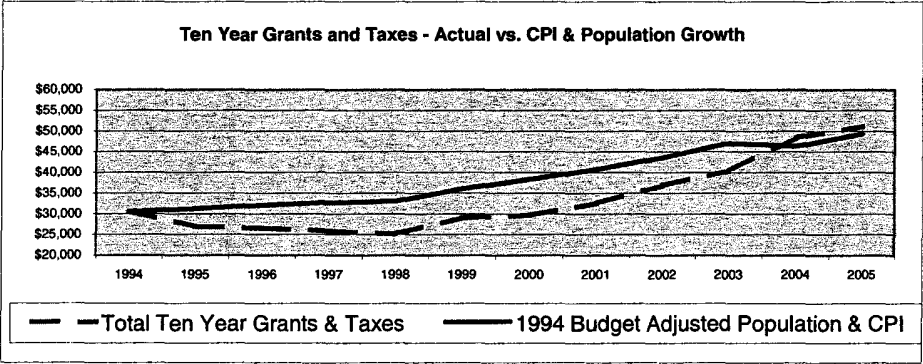
The following graph compares Provincial Capital Grants received to what the grants would have been if they had kept up with population growth and inflation.



APPENDIX 'I'
CITY OF RED DEER - COMBINED IMPACT OF GRANTS AND TAXES
 (in \$ Thousands)

	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
REVENUE												
Property Tax Revenue	\$ (48,563)	\$ (45,527)	\$ (46,712)	\$ (45,371)	\$ (45,553)	\$ (51,102)	\$ (52,172)	\$ (51,924)	\$ (55,612)	\$ (62,343)	\$ (70,326)	\$ (73,777)
Less: Requisitions - Schools, Library, etc.	25,769	23,503	24,899	23,115	23,976	25,757	26,167	23,718	24,591	26,827	28,722	28,873
Transfers (Grants) FROM Others	(7,772)	(4,913)	(4,728)	(3,636)	(3,619)	(3,685)	(3,619)	(4,305)	(5,884)	(4,891)	(6,855)	(6,300)
	\$ (30,567)	\$ (26,937)	\$ (26,542)	\$ (25,891)	\$ (25,196)	\$ (29,030)	\$ (29,624)	\$ (32,511)	\$ (36,906)	\$ (40,407)	\$ (48,459)	\$ (51,204)

	Base Yr											
Population	59,826	59,834	60,075	60,075	60,075	63,940	65,701	68,308	70,593	73,064	75,923	77,669
Population Growth	0.0%	0.0%	0.4%	0.0%	0.0%	6.4%	2.8%	4.0%	3.3%	3.5%	3.9%	2.3%
Alberta CPI	1.6%	2.2%	2.2%	2.0%	1.1%	2.4%	3.5%	2.3%	3.4%	4.4%	2.5%	2.5%
	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Total Ten Year Grants & Taxes	\$ 30,567	\$ 26,937	\$ 26,542	\$ 25,891	\$ 25,196	\$ 29,030	\$ 29,624	\$ 32,511	\$ 36,906	\$ 40,407	\$ 48,459	\$ 51,204
1994 Budget Adjusted Population & CPI	\$ 30,567	\$ 31,243	\$ 32,059	\$ 32,700	\$ 33,060	\$ 36,032	\$ 38,320	\$ 40,757	\$ 43,552	\$ 47,060	\$ 46,388	\$ 49,345



APPENDIX 'J'
WAGES, SALARY & BENEFITS DETAIL

SALARIES, WAGES & BENEFITS TAX SUPPORTED	2005 BASE
Emergency Services	11,205,848
Recreation Parks & Culture	9,209,206
Public Works	4,592,887
Transit System	4,081,942
Police - Civilian Staff * See Note	2,164,919
Treasury Services	2,106,905
Engineering Services	2,067,772
Information Technology Services	1,661,695
Inspections & Licensing	1,467,043
General Provision	1,330,000
Assessment & Tax	1,015,180
Legislative & Administrative	1,005,979
Personnel	868,707
Mayor & City Manager	636,334
Community Services Directorate	470,287
Social Planning	439,075
EL&P Street & Traffic Lights	250,400
Corporate Services Directorate	238,775
Land & Economic Development	190,353
Development Services Directorate	139,563
Total Tax Supported	45,142,870

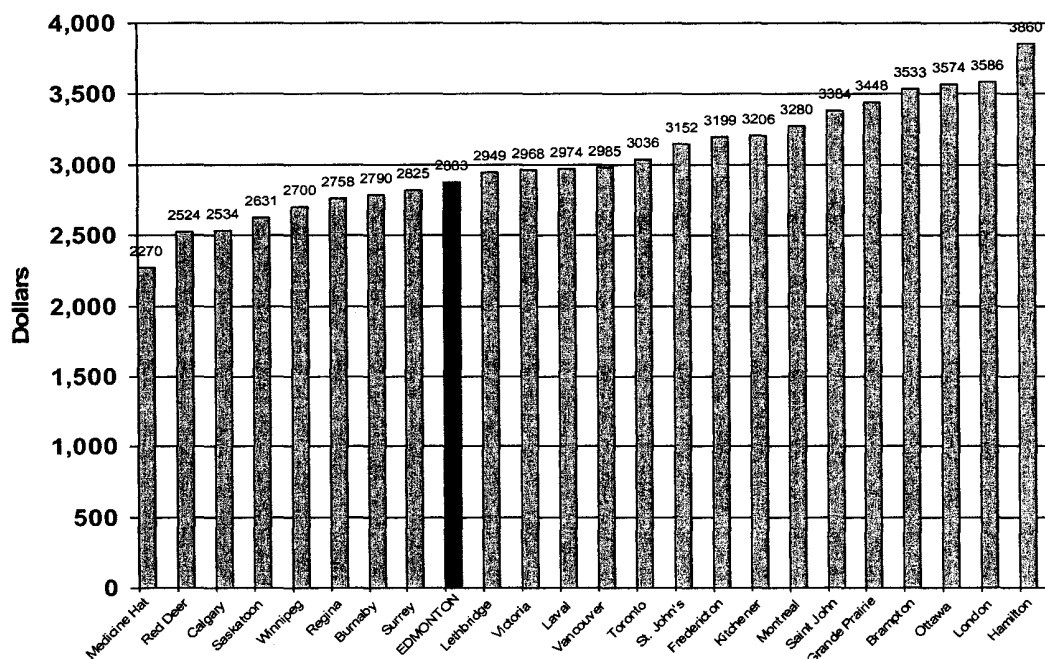
**SALARIES, WAGES & BENEFITS
UTILITIES & BUSINESS ENTERPRISES**

Electric Light & Power Utility	2,060,000
Water Utility	2,135,117
Wastewater Utility	1,660,727
Parking Fund	250,372
Subdivision Fund	188,476
Solid Waste Utility	185,182
Total Self Supported	6,479,874
TOTAL WAGES & SALARY BUDGET	51,622,744

Note: RCMP Contract is approximately \$9 million in addition to civilian staff.

2004 Residential Property Taxes and Utility Charges Survey

Chart 6: Combined Municipal Property Tax and Utility Charges for a Single Detached House in 2004 - Canadian Cities



Prepared by: City of Edmonton, Planning and Development Department. December 2004

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.

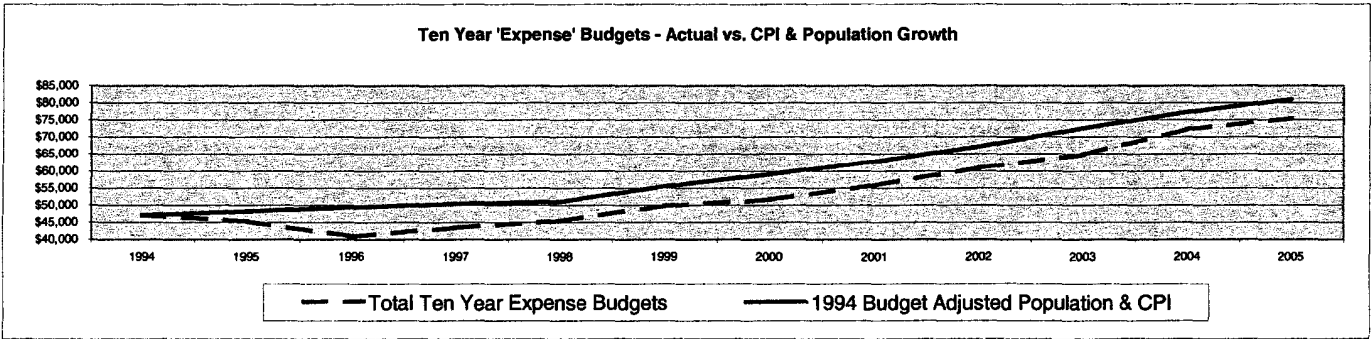
2004 Residential Property Taxes and Utility Charges Survey

Table 6 Municipal Property Tax and Utility Charges for a Single-Family House in 2004 (Selected Canadian Cities) (dollars)					
City	Municipal (1) Property Tax	Utility (2) Charges	Total	Rank	
				Total	Municipal Tax
EDMONTON	1,037	1,846	2,883	9	4
Calgary	783	1,751	2,534	3	1
Grande Prairie	1,258	2,190	3,448	20	10
Red Deer	941	1,583	2,524	2	3
Medicine Hat	799	1,471	2,270	1	2
Lethbridge	1,132	1,817	2,949	10	5
Burnaby	1,291	1,499	2,790	7	11
Surrey	1,159	1,666	2,825	8	8
Vancouver	1,545	1,440	2,985	13	13
Victoria	1,793	1,175	2,968	11	16
Regina	1,157	1,601	2,758	6	7
Saskatoon	1,134	1,497	2,631	4	6
Winnipeg	1,240	1,460	2,700	5	9
Montreal	2,419	861	3,280	18	23
Laval	1,984	990	2,974	12	19
Toronto	1,512	1,524	3,036	14	12
Ottawa	2,206	1,368	3,574	22	21
Brampton	2,252	1,281	3,533	21	22
Hamilton	2,446	1,414	3,860	24	24
Kitchener	1,831	1,375	3,206	17	18
London	2,069	1,517	3,586	23	20
Saint John	1,769	1,615	3,384	19	15
Fredericton	1,750	1,449	3,199	16	14
St. John's	1,830	1,322	3,152	15	17
Average	1,556	1,488	3,044	--	--
Prepared by: The City of Edmonton, Planning and Development Department, Planning & Policy Services December 2004. Notes: (1) Property tax shown excludes school taxes and is net of homeowner grants or credits. (2) Utility charges include telephones, power, water, sewer, land drainage and garbage collection. Utility charges also include surcharges for water mains and sewer upgrading where applicable.					

APPENDIX 'L'
CITY OF RED DEER - TEN YEAR OPERATING BUDGET ANALYSIS - TAX SUPPORTED ONLY
(In \$ Thousands)

	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
REVENUE												
Property Tax Revenue	\$ (48,563)	\$ (45,527)	\$ (46,712)	\$ (45,371)	\$ (45,553)	\$ (51,102)	\$ (52,172)	\$ (51,924)	\$ (55,612)	\$ (62,323)	\$ (70,326)	\$ (73,777)
Transfers (Grants) FROM Others	(7,772)	(4,913)	(4,728)	(3,636)	(3,619)	(3,685)	(3,619)	(4,305)	(5,884)	(4,873)	(6,803)	(6,292)
Investment Income	(1,771)	(2,016)	(3,855)	(4,025)	(4,049)	(4,414)	(4,846)	(4,211)	(2,684)	(2,125)	(2,121)	(2,291)
Other Revenue, Fees & Recoveries	(12,342)	(13,464)	(8,915)	(9,078)	(9,993)	(10,469)	(12,914)	(14,673)	(15,512)	(15,853)	(16,122)	(20,765)
Less: Requisitions - Schools, Library, etc.	25,769	23,503	24,899	23,115	23,976	25,757	26,167	23,718	24,591	26,807	28,722	28,873
	\$ (44,680)	\$ (42,416)	\$ (39,312)	\$ (38,994)	\$ (39,238)	\$ (43,912)	\$ (47,385)	\$ (51,395)	\$ (55,102)	\$ (58,368)	\$ (66,650)	\$ (74,252)
EXPENDITURES												
Personnel	\$ 22,599	\$ 22,653	\$ 22,872	\$ 23,873	\$ 26,001	\$ 26,898	\$ 28,943	\$ 31,832	\$ 35,105	\$ 38,087	\$ 41,774	\$ 45,143
Materials & Supplies	2,088	2,117	2,083	2,243	2,392	2,298	2,551	2,605	2,811	3,220	4,399	4,500
General & Contracted Services	6,605	5,302	5,605	6,978	6,952	9,445	9,796	10,666	10,911	10,933	12,089	11,013
Insurance	486	491	499	575	521	556	508	454	624	760	900	909
Gas, Electricity & Fuel Costs	874	810	812	816	825	822	817	1,091	3,747	4,042	4,058	4,225
RCMP Contract	5,961	6,031	6,049	5,908	5,993	6,337	6,689	7,167	7,871	8,360	8,991	9,632
Debt & Other Interest	3,138	2,940	2,703	2,443	2,052	1,724	1,394	1,065	807	688	728	653
Other Expenses	5,389	4,980	327	677	722	1,682	925	982	(872)	(1,213)	(650)	(590)
	\$ 47,140	\$ 45,325	\$ 40,950	\$ 43,514	\$ 45,458	\$ 49,762	\$ 51,623	\$ 55,862	\$ 61,003	\$ 64,877	\$ 72,288	\$ 75,484
TRANSFERS & ASSET COSTS												
Transfers & Grants TO Others	\$ 2,976	\$ 2,646	\$ 2,394	\$ 2,449	\$ 2,948	\$ 2,821	\$ 3,023	\$ 3,282	\$ 4,620	\$ 4,617	\$ 4,773	\$ 4,695
Depreciation & Debt Payments	2,157	2,261	2,893	3,282	3,550	3,824	3,899	3,003	2,359	2,481	3,103	3,261
Reserves - Net Transfers To/From	453	368	1,654	(1,300)	(2,701)	(2,121)	626	(402)	(1,732)	(1,820)	(562)	(192)
Operating - Net Transfers To/From	(10,289)	(10,273)	(11,126)	(11,059)	(11,527)	(11,193)	(11,795)	(11,899)	(12,088)	(12,402)	(12,572)	(13,686)
Capital - Net Transfers To/From	2,243	2,090	2,547	2,109	1,511	819	9	1,549	939	615	(380)	443
	\$ (2,460)	\$ (2,909)	\$ (1,638)	\$ (4,520)	\$ (6,220)	\$ (5,850)	\$ (4,238)	\$ (4,467)	\$ (5,902)	\$ (6,509)	\$ (5,638)	\$ (5,478)
	\$ -	\$ (0)	\$ (0)	\$ -	\$ -	\$ 0	\$ 0	\$ 0	\$ -	\$ 0	\$ 0	\$ (4,246)

	Base Yr											
	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Population	59,826	59,834	60,075	60,075	60,075	63,940	65,701	68,308	70,593	73,064	75,923	77,669
Population Growth	0.0%	0.0%	0.4%	0.0%	0.0%	6.4%	2.8%	4.0%	3.3%	3.5%	3.9%	2.3%
Alberta CPI	1.6%	2.2%	2.2%	2.0%	1.1%	2.4%	3.5%	2.3%	3.4%	4.4%	2.5%	2.5%
Total Ten Year Expense Budgets	\$ 47,140	\$ 45,325	\$ 40,950	\$ 43,514	\$ 45,458	\$ 49,762	\$ 51,623	\$ 55,862	\$ 61,003	\$ 64,877	\$ 72,288	\$ 75,484
1994 Budget Adjusted Population & CPI	\$ 47,140	\$ 48,183	\$ 49,442	\$ 50,430	\$ 50,985	\$ 55,568	\$ 59,097	\$ 62,855	\$ 67,166	\$ 72,575	\$ 77,301	\$ 81,056



APPENDIX 'M'
CITY OF RED DEER - LONG TERM FINANCIAL FORECAST - 2005 to 2009 - Assuming NO NEW DEBT
TAX SUPPORTED OPERATIONS (Excludes Water, Wastewater, Solid Waste, EL& P, Subdivisions, Equipment Fund, & Parking Fund)

	2004 (Base Yr)	2005	2006	2007	2008	2009
Assumptions						
1 Population Projection (Actuals Shaded)	75,923	77,669	79,223	80,569	81,939	83,250
2 Population Growth	3.9%	2.3%	2.0%	1.7%	1.7%	1.6%
3 Police - RCMP Members Projected	107	115	123	131	139	147
4 Police - RCMP Members Budgeted	99	107	115	123	131	139
5 Emergency Services Staff	127	132	137	142	147	154
6 Inflation Projection	2.5%	2.7%	2.8%	3.0%	3.1%	3.3%
7 Investment Rate Projection	4.0%	4.2%	4.3%	4.5%	4.6%	4.8%
8 No New Provision for Asset Renewal (e.g. Depreciation)	-	-	-	-	-	-

REVENUES & TRANSFERS

9 Taxation - Previous Year	(41,604,171)	(41,604,171)	(40,658,315)	(43,686,060)	(46,835,025)	(50,157,986)
10 Tax - New Assessment	0	(1,800,000)	(1,500,000)	(1,700,000)	(1,700,000)	(1,700,000)
11 Tax - Assessment Inflation	0	(1,500,000)	(1,300,000)	(1,100,000)	(1,100,000)	(1,100,000)
Sub-Total Taxation	(41,604,171)	(44,904,171)	(43,458,315)	(46,486,060)	(49,635,025)	(52,957,986)
12 Transfer from Reserves	(1,552,874)	(1,506,150)	(1,421,430)	(1,350,000)	(1,350,000)	(1,350,000)
13 Transfers from Utilities	(11,135,096)	(11,296,270)	(11,584,957)	(11,872,830)	(12,184,107)	(12,513,802)
14 Investment Earnings	(1,180,000)	(1,355,000)	(1,290,000)	(1,335,000)	(1,380,000)	(1,425,000)
15 Policing Grant	(316,324)	(1,214,768)	(1,242,704)	(1,267,568)	(1,289,104)	(1,311,024)
16 Other Grants	(2,943,545)	(2,512,140)	(2,412,371)	(2,309,708)	(2,204,004)	(2,091,109)
17 Franchise Fees - Gas & Cable	(1,325,000)	(1,820,000)	(2,070,000)	(2,320,000)	(2,570,000)	(2,820,000)
18 Ambulance Revenue	(1,100,000)	(4,140,500)	(4,341,597)	(4,545,614)	(4,766,218)	(4,999,856)
19 Provincial Fines Revenue	(1,831,500)	(2,122,500)	(2,225,586)	(2,330,169)	(2,443,255)	(2,563,022)
20 Other Revenue (Transit, Ambulance, Recreation, etc.)	(12,806,313)	(13,617,548)	(14,278,928)	(14,949,912)	(15,675,449)	(16,443,855)
Sub-Total Other Revenue	(34,190,652)	(39,584,876)	(40,867,573)	(42,280,800)	(43,862,137)	(45,517,668)
TOTAL REVENUE AND TRANSFERS	(75,794,823)	(84,489,047)	(84,325,888)	(88,766,860)	(93,497,162)	(98,475,654)

EXPENSES & TRANSFERS

21 Police - RCMP Contract (Less One Time Items)	8,991,164	9,631,986	10,641,994	11,718,085	12,867,124	14,096,622
22 Transfer to Capital Projects Reserve (1%)	175,000	905,000	1,339,583	1,804,444	2,300,794	2,830,374
23 Transit One Time Expansion Approved	0	596,000	612,688	630,762	650,316	671,451
24 Insurance Costs	900,053	908,539	933,978	961,530	991,338	1,023,556
25 Grants Paid - City Funded	2,042,928	2,129,723	2,233,160	2,338,099	2,451,569	2,571,745
26 Salaries and Employee Costs	41,774,183	45,142,870	46,843,219	48,674,315	50,646,366	52,961,852
27 Materials & Supplies	4,399,096	4,498,823	4,717,323	4,938,996	5,178,691	5,432,549
28 Contracted Services	12,088,729	11,013,082	11,547,968	12,090,621	12,677,393	13,298,835
29 Utility Costs - Gas, Electricity, etc.	4,057,676	4,225,206	4,430,417	4,638,607	4,863,724	5,102,143
30 Other Expenses (Less One Time Items)	299,024	507,550	532,201	557,210	584,252	612,891
31 Depreciation	1,850,472	1,877,818	1,930,397	1,987,344	2,048,951	2,115,542
32 Fleet Costs	4,507,040	4,965,903	5,207,088	5,451,775	5,716,357	5,996,571
33 Tax Supported Debt Costs - Existing	1,810,695	1,807,979	1,810,716	1,810,717	1,810,718	1,810,719
34 Tax Supported Debt Costs - New Debt	0	0	0	0	0	0
35 Internal Recoveries - Labour Recharge, etc.	(5,888,618)	(6,280,114)	(6,455,957)	(6,646,408)	(6,852,447)	(7,075,151)
36 Utility Billing Recovery from Utilities	(1,212,619)	(1,403,000)	(1,471,141)	(1,540,272)	(1,615,023)	(1,694,191)
37 Soc. Planning/Comm. Svcs Grants - Flow Through	(2,730,224)	(2,565,447)	(2,637,280)	(2,715,079)	(2,799,247)	(2,890,222)
38 Grants Paid - Flow Through	2,730,224	2,565,447	2,637,280	2,715,079	2,799,247	2,890,222
39 Federal GST Rebate (Taxation Supported Portion)	0	(284,174)	(300,000)	(300,000)	(300,000)	(300,000)
Sub-Total	75,794,823	80,243,191	84,553,633	89,115,825	94,020,124	99,455,508

40 Tax Rate Increase - Business Plan Scenario 1	0.00%	-9.46%	0.52%	0.75%	1.05%	1.85%
41 Tax Rate Increase - Business Plan Scenario 2		-7.23%	2.73%	3.00%	3.39%	4.41%
42 Tax Rate Increase - Business Plan Scenario 3		-5.56%	4.40%	4.67%	5.06%	6.08%
43 Tax Rate Increase - Business Plan Scenario 4		-3.89%	6.07%	6.34%	6.73%	7.75%

Scenario 1 assumes approval of NO Business Plan Funding Requirements other than those already in the base, such as Transit expansion.

Scenario 2 assumes \$1,000,000 in additional Business Plan Funding Requirements will be approved.

Scenario 3 assumes \$1,750,000 in additional Business Plan Funding Requirements will be approved.

Scenario 4 assumes \$2,500,000 in additional Business Plan Funding Requirements will be approved.

APPENDIX P

2005 Capital Budget vs. 2005 Estimates Presented Last Year

(Amounts in \$ Thousands)

Project	2005 Per 2005 Budget	2005 per 2004 Budget	Difference	Comments
Delburne Road (40 Ave to Irwin Ave- 4 Lane divided)	1,400	0	1,400	Project has been split into 2 pieces and this portion advanced from 2008
Future Industrial Development Study & Design in 2005 (Offsites - Water)	300	2,700	(2,400)	Project has been split into 2 pieces with the design work in 2005 and the construction delayed to 2006
Future Industrial Development - Study & Design in 2005 (Offsites - Sanitary)	300	2,800	(2,500)	Project has been split into 2 pieces with the design work in 2005 and the construction delayed to 2006
Future Industrial Development Study & Design in 2005 (Offsites - Storm)	750	7,500	(6,750)	Project has been split into 2 pieces with the design work in 2005 and the construction delayed to 2006
Inglewood East Detention Pond & Trunk to 30 AV	1,700	650	1,050	350 of project moved forward from '07 budget; remainder due to final determination of construction method and better estimate of cost
Water - Treatment Plant Upgrade (reserves)	1,947	222	1,725	Increased cost due to regional water supply
Water - Treatment Plant Upgrade (debt)	2,000	0	2,000	Increased cost due to regional water supply
Future Cell Construction	2,022	0	2,022	Advanced from 2006
West Yards Relocation	2,100	9,900	(7,800)	Phase 1 expected to begin in 2005 has been delayed to 2006; land acquisition and detailed design to proceed in 2005
Station 5 (including equipment)	3,438	2,070	1,368	Building cost estimate increased after detailed design completed in 2004
Library Renovations - Dawe Branch	0	1,000	(1,000)	Delayed to 2006
Dawe Centre Renovations	0	2,850	(2,850)	Delayed to 2006
Residential - Servicing Costs	7,775	3,450	4,325	Servicing of Johnstone Crossing moved forward from 2006 & 2007
Develop Rotary Park site	0	1,019	(1,019)	Delayed to 2006
Preservation of Natural Areas - College Park & Red Deer College	1,730	0	1,730	2 new projects which were not in the 2004 budget
New Projects (<\$1 million per project)	2,862	0	2,862	17 new projects which were not in the 2004 budget
Other Projects	32,539	33,579	(1,040)	projects with a variance of < \$1 million per project
Totals	60,863	67,740	(6,877)	

2005 Operating Budget Change Analysis

			Revenue	Expense	Transfer	Total
1	General	Estimated additional Tax Revenue from construction growth.	(1,800,000)			(1,800,000)
2	General	Estimated additional Tax Revenue from market value growth.	(1,500,000)			(1,500,000)
3	Police	Police Funding Grant (see clawback item 4 below)			(1,129,488)	(1,129,488)
4	General	Reduction in general Provincial grant due to clawback - police			316,324	316,324
5	General	Estimated additional Gas Franchise Fee - new contract rates	(495,000)			(495,000)
6	General	Increase in Interest on Investments	(160,000)			(160,000)
7	General	Increase in transfers from self-supported operations			(161,174)	(161,174)
8	Emerg.Svcs	Ambulance Services - Health Region Funding (Apr. - Dec.)	(3,040,500)			(3,040,500)
9	Police	Police Service contract - price increase (for 91 members)		640,822		640,822
10	Various	GST Legislation Change - recovery of GST for full year in 2005		(284,174)		(284,174)
11	Various	Reversal of 2005 One Time Items		(1,079,724)	1,079,724	-
11	Various	Miscellaneous changes	(606,334)	401,284	(26,276)	(231,326)
12	Various	CPI Increase of 2.1% on Agency Contracts		56,777		56,777
13	Various	CPI Increase of 2.1% on Materials, Supplies, etc.		330,545		330,545
14	Various	Change in Debenture Interest, Principal and Grant Payments		1,746		1,746
15	Various	Additional funding to bring 2004 approvals to a full year's funding		700,400		700,400
16	Various	Full Year Funding of 2004 Additional Positions		396,338		396,338
17	Various	Personnel Provisions/Allocations - Salary and Benefit Rate		2,112,854		2,112,854
		SUBTOTAL - BASE	(7,601,834)	3,276,868	79,110	(4,245,856)
18	Emerg.Svcs	Fire Prevention Staff Funding (1.0 FTE) Full year 77,000		62,499		62,499
19	Emerg.Svcs	Emergency Services mechanic (1.0 FTE) Full year 77,000		54,071		54,071
20	Emerg.Svcs	ES Communications Branch staff (2 x .5 FTE)		64,585		64,585
21	Eng. Svcs	Traffic Operations Engineer (1FTE) Full year 67,000		33,400		33,400
22	Insp. & Lic.	Safety Codes Officer Training (12,000 one time)		17,000		17,000
23	Insp. & Lic.	Customer Service Clerk (50/50 Licensing/Front Office)		48,255		48,255
24	IT Svcs	New Workstations support, maintenance and replacement		28,290		28,290
25	Personnel	Personnel Generalist (1FTE)		62,000		62,000
26	Personnel	Recruitment Expenses		21,000		21,000
27	Public Wks	Sidewalk Construction Repair funding increase		52,000		52,000
28	RP&C	Increased Parks Maintenance due to Growth		166,040		166,040

2005 Operating Budget Change Analysis

			Revenue	Expense	Transfer	Total
29	RP&C	Additional Personnel - equivalent of 2 FTE lifeguard positions		87,300		87,300
30	Transit	Transit System Staff / Contract Expense Adjustment		74,000		74,000
		SUBTOTAL - HIGH	-	770,440	-	770,440
31	Archives	Supplies, Equipment, Software and Microfilm		6,000		6,000
32	Com Svcs	Community Cultural Groups Fee for Service increased funding		38,000		38,000
33	EL&P	Street & Traffic Light Growth Costs		67,000		67,000
34	Emerg.Svcs	Fire Prevention Support Staff Funding (.5 FTE)		21,600		21,600
35	Insp. & Lic.	Alberta Animal Control - Increase in hours of service		36,000		36,000
36	Insp. & Lic.	Customer Service Clerk - part time		15,527		15,527
37	Public Wks	Spring Cleanup funding increase		30,000		30,000
38	RP&C	Centre Fest - provide a children's area		10,000		10,000
39	RP&C	Increased Parks Services		28,000		28,000
40	RP&C	Staff Training and Development		16,300		16,300
41	RP&C	Maintenance Supplies for Parks Facilities		35,000		35,000
		SUBTOTAL - MEDIUM	-	303,427	-	303,427
42	Com Svcs	Continued funding for Culture Link		50,000		50,000
43	Com Svcs	PCPS - Permanent funding for part time staff hours		40,738		40,738
44	Com Svcs	Add'l Personnel - Awareness, Education, Marketing Function		50,000		50,000
45	Com Svcs	NCNHS limited term executive director and operating costs		47,700		47,700
46	Dev. Svcs	Relocate City Hall department		110,000		110,000
47	Emerg.Svcs	Funding for Fire Medics (5 FTE) 11 months		330,133		330,133
48	General	To Capital Reserve - 1% to rebuild Capital capacity.			445,000	445,000
49	General	To Capital Reserve - Another 1% to rebuild Capital capacity.			445,000	445,000
50	General	Reduction in GST Unrecoverable to Capital Project Reserve			285,000	285,000
51	General	Subdivision Fund - Replacement of Investment Income			400,000	400,000
52	General	Reduce dependence on Tax Stabilization Reserve			500,000	500,000
53	Insp. & Lic.	Increased City Hall Security - Cdn Corps of Commissioners		34,092		34,092
54	Insp. & Lic.	SPCA Grant Increase		7,600		7,600
55	Leg. & Admin.	Training/Orientation for new Audit Committee		10,000		10,000

2005 Operating Budget Change Analysis

			Revenue	Expense	Transfer	Total
56	Leg. & Admin.	Growth increase for census workers data collection		10,013		10,013
100	Leg. & Admin.	Full Time Committee Secretary		25,536		25,536
101	RPC	Parkland Airshed Management Zone (PAMZ) membership	(7,500)	22,800		15,300
57	Public Wks	Red Deer Regional Airport Authority capital grant extension		40,000		40,000
58	Public Wks	PW Department reorganization		56,000		56,000
102	Public Wks	Increase in snow & ice control		21,000		21,000
59	RCMP	Police - 6 officers, 4 municipal staff, Overtime		516,122		516,122
60	RCMP	Policing Reserve draw down			(250,000)	(250,000)
61	RP&C	Formation of the Red Deer Active Living Coalition		4,500		4,500
62	Soc. Plan.	Community Facilitator; Full year cost is \$77,370		54,910		54,910
63	Transit	Increased staff resource to meet objectives		46,500		46,500
64	Transit	Extended Public Transit Service Hours (Full year \$379,000)	(32,000)	127,000		95,000
65	Transit	Transit Service to West Park Extension (Full year \$61,000)	(7,000)	27,000		20,000
66	Treasury	Treasury Department Reorganization		296,400		296,400
67	Various	Fleet Equipment - expansion of fleet included		188,769		188,769
68	Various	Infrastructure Maintenance and Repair Funding		507,000		507,000
		SUBTOTAL - STRATEGIC	(46,500)	2,623,813	1,825,000	4,402,313
95	Emerg.Svcs	Station 5 - Operating Expenses (fourth quarter)		16,000		16,000
97	Emerg.Svcs	Growth in fleet; operating costs (full year)		78,348		78,348
98	Emerg.Svcs	Fire Training Facility operating expenses		4,000		4,000
		SUBTOTAL - OPERATING IMPACT OF CAPITAL	-	98,348	-	98,348
69	Archives	Temporary Staff to clear up backlogs of records inventories		45,000		45,000
70	Com Svcs	Grand opening of Alexander Way		25,000		25,000
71	Com Svcs	Contract -Review of the services of Tourism Red Deer		75,000		75,000
72	Com Svcs	Tourism Red Deer fee for service		30,000		30,000
73	Com Svcs	NCNHS term position- inventory update		28,000		28,000
74	Corp. Svcs	Corporate Systems - Long Term Impact Analysis		25,000		25,000
75	Dev. Svcs	Contractor to investigate City Hall space requirements		80,000		80,000
76	Dev. Svcs	Relocation of a City Hall department		150,000		150,000

2005 Operating Budget Change Analysis

			Revenue	Expense	Transfer	Total
77	IT Svcs	City Hall Security System Update		150,000		150,000
78	Leg. & Admin.	Volunteer Appreciation (every two years)		4,300		4,300
79	Leg. & Admin.	Record Management Department Technical Support		75,000		75,000
80	Mayor & CM	Senior Strategic Communications Advisor (18 month term)		22,750		22,750
81	Personnel	CUPE Job Evaluation Review & Implementation		20,000		20,000
82	Personnel	Corporate Human Resources Plan		35,000		35,000
83	Public Wks	Departmental Reorganizational		87,000		87,000
84	RCMP	Enhanced Policing		70,000		70,000
85	RCMP	Crime Prevention and Policing Study Implementation		100,000		100,000
86	RCMP	Crime Prevention/Policing Study Implementation			(100,000)	(100,000)
87	RP&C	Department Organizational & Functional Review		100,000		100,000
88	RP&C	Heritage Ranch - Better access for Emerg Svcs.		9,000		9,000
89	RP&C	Ghost/Public Art Assessment & Maintenance		3,500		3,500
90	Soc. Plan.	Transit/Special Transportation Study Implementation		63,289		63,289
91	Treasury	Departmental Reorganizational (\$169,000 over two years)		97,000		97,000
92	Treasury	Hire specific expertise to assist Treasury in critical areas		80,000		80,000
94	General	Transfer from Tax Stabilization Reserve			(1,274,839)	(1,274,839)
		SUBTOTAL - ONE TIME ITEMS	-	1,374,839	(1,374,839)	-
		TOTAL	(7,648,334)	8,447,735	529,271	1,328,672

2004 Total Budget	\$ (66,650,240)	\$ 72,288,185	\$ (5,637,945)	-
2005 Increase - Base	\$ (7,601,834)	\$ 3,276,868	\$ 79,110	(4,245,856)
2005 Increase - High	\$ -	\$ 770,440	\$ -	770,440
2005 Increase - Medium	\$ -	\$ 303,427	\$ -	303,427
2005 Increase - Strategic	\$ (46,500)	\$ 2,623,813	\$ 1,825,000	4,402,313
2005 Increase - One Time Items	\$ -	\$ 1,374,839	\$ (1,374,839)	\$ -
2005 Increase - Capital Operating Impact	\$ -	\$ 98,348	\$ -	98,348
Total 2005 Change - Excluding One Time	\$ (7,648,334)	\$ 8,447,735	\$ 529,271	\$ 1,328,672
Percent of 2004	11.48%	11.69%	-9.39%	

EL&P ANALYSIS & RESERVE TRANSFER

REVENUE		2001	2002	2003	2004
	Commercial & Industrial	-12077640	-12032999	-11126866	-11508284
	Residential	-5763398	-7365966	-7367195	-7704435
	Wire Cost Recoveries & Other Revenue	-3979469	-2366008	-3495566	-2296334
	Payment from Enmax	-1190000	-1190000	-1190000	-1190000
		-23010507	-22954973	-23179627	-22699053
EXPENSES					
	Salaries	1644368	1815357	1928640	1948711
	Property Taxes	554600	519009	536611	597219
	Meter Reading 232.7306.8	314779	334179	413663	522518
	Transmission Costs 233.7411	4108751	4779121	3553730	4147990
	Consulting Costs	159040.6	178208.94	159485.02	70287.34
	Other Expenses	688441.4	748392.06	1047790.98	1298245.66
		7469980	8374267	7639920	8584971
TRANSFERS					
	To Tax Supported - Support Costs	697700	635400	846700	955100
	To Tax Supported - MCAF (Franchise) Fee	2169485	2151905	2076041	2231229
	To Tax Supported - Return on Rate Base Dividend	2693000	2716000	2739000	2748000
	To Tax Supported - Maintain Historical Level	1839100	1557200	1557200	1282500
	Other Transfers	298515	-139588	-514096	-366519
	Budgeted Depreciation	1983000	2262000	2316000	2423000
	Budgeted Surplus To Reserves	653598	927400	1921522	2596296
	Unbudgeted Surplus to Reserves	5206129	4470389	4597340	2244476
		15540527	14580706	15539707	14114082
TOTAL		0	0	0	0

2.4316.234 - ELP Rate Equalization	2001	2002	2003	2004
Balance Forward	-	(671,278)	-	(1,969,560)
Surplus - Budgeted	(653,598)	(927,400)	(1,921,522)	(2,596,296)
Investment Income on Rate Equalization	(17,680)		(48,038)	
Transfer to CPR	-	1,598,678	-	4,565,856
Reserve Balance	(671,278)	-	(1,969,560)	-

2.4317.230 - ELP Utility Stabilization	2001	2002	2003	2004
Balance Forward	(1,314,634)	(7,135,818)	(4,596,500)	(11,142,009)
Depreciation	(1,983,000)	(2,262,000)	(2,316,000)	(2,423,000)
Surplus/Deficit - Unbudgeted	(5,206,129)	(4,470,389)	(4,597,340)	(2,244,476)
Interest on Utility Stabilization	(221,055)		(383,866)	
Finance E.L. & P. Capital	-	-	155,197	1,418,222
Carry Forwards	-	-	-	61,055
Fund Other Items (e.g. E.S. Equipment)	1,589,000	595,258	596,500	2,656,250
Transfer to CPR	-	8,676,450	-	7,673,957
Reserve Balance	(7,135,818)	(4,596,500)	(11,142,009)	(4,000,000)

**Operating Budget Reallocation
No Net Budget Impact**

	General Municipal Programs	Treasury Services	Legislative & Admin.	Emerg- ency Services	Police	Rec. Parks & Culture	Transit	Other	TOTALS
Insurance	(735,000)	566,236		168,764					-
Police Grant	1,129,488				(1,129,488)				-
Urban Parks Grant	596,600					(596,600)			-
Transit Grant	596,943						(596,943)		-
Freight	(10,059)		10,059						-
Postage	(105,168)		105,168						-
Advertising	(48,284)		48,284						-
Subscriptions	(2,012)		2,012						-
PC Docs Support			(11,000)					11,000	-
Audit	(55,325)	55,325							-
Land Rental	10,000							(10,000)	-
Advertising Recovery - MPC, etc.	35,000		(35,000)						-
Bank Service Charges	(21,441)	21,441							-
Armoured Car Service	(10,059)	10,059							-
Credit Card Charges	(20,000)	20,000							-
Interest Expense on Deposits	(5,000)	5,000							-
Uncollectable Trade Write Offs	(66,365)	66,365							-
Bad Debt Recoveries	10,000	(10,000)							-
Grant to Airshow & Safe Cities Coalition	(27,925)							27,925	-
APEX Plus	15,089							(15,089)	-
Total	1,286,482	734,426	119,523	168,764	(1,129,488)	(596,600)	(596,943)	13,836	-

**THE CITY OF RED DEER 2005 BUDGET
DIVISION OPERATING BUDGET SUMMARY**

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 -

2004 Reallocated Budget		-\$57,456,984
Add: Revenue Changes		
Property Tax Growth	-3,300,000	
Franchise Fee's	-495,000	
Interest and Penalties	-180,000	-3,975,000
Less: Expenditure Changes		
Salary & Benefit Provisions	878,993	
One Time Funding and Year End Carry Forwards	1,079,724	
CPI Increase of 2.1%	11,129	
Transfer to Reserves (Police Grant Addition)	-813,164	
Transfers to Other Departments	1,296,482	
Capital Reserve (CPR) Contribution	445,000	
GST Change transferred to CPR	284,174	
Expired Debenture Payments transferred to CPR	46,314	
Support and City Utility Transfers	-161,174	3,067,478
Less: Other Net Amounts	22,505	22,505
2005 Potential Budget		-\$58,342,001

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	(\$154,732)	\$333,798	\$1,330,000	298.4%
General & Contracted Services	748,561	998,150	30,000	-97.0%
Materials, Supplies & Utilities	2,223	0	0	0.0%
Other	27,849,563	29,345,435	29,403,162	0.2%
SUB-TOTAL	\$28,445,615	\$30,677,383	\$30,763,162	0.3%
Internal Charges & Transfers	(7,156,413)	(11,719,530)	(10,937,830)	-6.7%
TOTAL EXPENDITURE	\$21,289,202	\$18,957,853	\$19,825,332	4.6%
REVENUE	(70,616,720)	(76,414,837)	(78,167,333)	2.3%
NET TAX LEVY	(\$49,327,518)	(\$57,456,984)	(\$58,342,001)	
Percent Change		16.5%	1.5%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

**THE CITY OF RED DEER 2005 BUDGET
BUSINESS UNIT OPERATING BUDGET DETAIL**

PROGRAM: Taxation**DEPARTMENT: Taxation Revenue****DIVISION: General Programs**

CODE	PROGRAM DESCRIPTION	2004 BUDGET	2005 BUDGET
	BUSINESS UNIT 50		
	TAXATION		
5030.01	Municipal Taxation	(40,974,171)	(44,274,171)
5030.29	Municipal Taxation - Supplemental	(300,000)	(300,000)
5050.01	ASFF - Red Deer Public Schools	(23,289,469)	(23,289,469)
5060.01	Opted Out - Red Deer Catholic Schools	(3,354,566)	(3,354,566)
5090.01	Piper Creek Seniors Foundation	0	0
5100.01	Red Deer Public Library	(1,913,000)	(2,064,127)
5110.02	Towne Centre Association (BRZ)	(165,000)	(165,000)
	Total Taxation	(69,996,206)	(73,447,333)
	REQUISITIONS		
7713	Public School Requisition	23,289,469	23,289,469
7714	Catholic School Requisition	3,354,566	3,354,566
7722	Piper Creek Requisition	0	0
7723	Public Library Requisition	1,913,000	2,064,127
7724	Towne Centre Association	165,000	165,000
	Total Requisitions	28,722,035	28,873,162
	LOCAL IMPROVEMENTS		
5122	Local Imp. Tax - Owner's share	(120,000)	(120,000)
5123	Water Work's Local Imp Tax	(45,200)	(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)	210,000	210,000
	Total Local Improvements	(120,000)	(120,000)
	NET TAX LEVY & LOCAL IMPROVEMENTS	(41,394,171)	(44,694,171)

**THE CITY OF RED DEER 2005 BUDGET
BUSINESS UNIT OPERATING BUDGET DETAIL**

PROGRAM: General Revenues

DEPARTMENT: General Municipal Revenues

DIVISION: General Programs

OBJ.	PROGRAM DESCRIPTION	2004 BUDGET	2005 BUDGET
	BUSINESS UNIT # - 51		
	Revenue		
5512	Provincial Government unconditional grants		
	Public Transit	(596,943)	0
	Urban Parks	(596,600)	0
	Police Funding Grant	(1,129,488)	0
		(2,323,031)	0
5610	Short Term Interest	(300,000)	(300,000)
	- Interest on Reserves		(900,000)
	- Interest on Deposits		(5,000)
5621	Long Term Interest	(300,000)	(300,000)
5622	Discounts/Premiums - Long Term	(540,000)	(700,000)
5640	Other Interest	(40,000)	(50,000)
5712	Property Tax Penalties	(240,000)	(250,000)
5718	Administration charge on invoices - 10%	(35,000)	(35,000)
5719	Service Charges	(5,000)	(5,000)
5720	Forfeited Deposits	(5,000)	0
5762	ATCO Gas Franchise Fee (net of property taxes 50.5162)	(1,265,000)	(1,760,000)
5763	Shaw Cable TV Franchise (net of property taxes 50.5163)	(60,000)	(60,000)
5959	Other Revenue	(10,000)	(25,000)
	Total Revenue	(5,123,031)	(4,390,000)
	Internal Charges & Transfers		
8910	To Reserves - Interest Allocation		900,000
	Total Internal Charges & Transfers	0	900,000
	TOTAL	(5,123,031)	(3,490,000)

**THE CITY OF RED DEER 2005 BUDGET
BUSINESS UNIT OPERATING BUDGET DETAIL**

PROGRAM: Audit & Consulting**DEPARTMENT: General Municipal Programs****General Corporate Programs****DIVISION: General Programs**

OBJ.	PROGRAM DESCRIPTION	2004 BUDGET	2005 BUDGET
	BUSINESS UNIT # - 52		
	Commencing 2005 budgeted in BU 140		
	General and Contracted Services		
7345	Accounting & Audit	55,000	0
	Total General & Contracted Services	55,000	0

PROGRAM: Development Appeal Board**DEPARTMENT: General Municipal Programs****DIVISION: General Programs**

OBJ.	PROGRAM DESCRIPTION	2004 BUDGET	2005 BUDGET
	BUSINESS UNIT # - 54		
	Commencing 2005 budgeted in BU 126		
	General and Contracted Services		
7381	Advertising & Promotion	200	0
7396	Miscellaneous Services	900	0
	Total General & Contracted Services	1,100	0
	Revenues		
5722	Appeal Fees	(500)	0
5901	Advertising Recovery	(100)	0
	Total Revenues	(600)	0
	TOTAL	500	0

PROGRAM: Revenue Producing Properties**DEPARTMENT: General Municipal Programs****DIVISION: General Programs**

OBJ.	PROGRAM DESCRIPTION	2004 BUDGET	2005 BUDGET
	BUSINESS UNIT # - 56		
	Commencing 2005 budgeted in BU 291		
	Revenues		
5772	Rental - Land - Public Utility Lots	(10,000)	0
	Total Revenues	(10,000)	0

PROGRAM: General - Other Protective Services**DEPARTMENT: General Municipal Programs****DIVISION: General Programs**

OBJ.	PROGRAM DESCRIPTION	2004 BUDGET	2005 BUDGET
	BUSINESS UNIT # - 57		
	General and Contracted Services		
7305	Contracted Services (CP Limited)	2,500	0
	Total General & Contracted Services	2,500	0

**THE CITY OF RED DEER 2005 BUDGET
BUSINESS UNIT OPERATING BUDGET DETAIL**

PROGRAM: General - Miscellaneous Services

DEPARTMENT: General Municipal Revenues

DIVISION: General Programs

OBJ.	PROGRAM DESCRIPTION	2004 BUDGET	2005 BUDGET
	BUSINESS UNIT #59		
	Salaries & Wages		
7195	Contingency	232,798	1,330,000
	Total Personnel	232,798	1,330,000
	General and Contracted Services		
7305	Contracted Services - Security for Deposit Transfers	30,000	30,000
7315	Courier Service (Between Departments Daily)	10,000	0
7318	Postage (City Clerk)	104,550	0
7356	Armoured Car Service	10,000	0
7381	Advertising (City Clerk)	48,000	0
7383	Subscriptions (City Clerk)	2,000	0
7388	Insurance (Tax Supported)	735,000	0
	Total General & Contracted Services	939,550	30,000
	Other		
7740	Grant to Red Deer Airshow (annual)	2,400	0
	Grant to RD Airshow (Field Rental every 2 yrs.)	0	0
	Safe City Coalition	25,000	0
7911	Bank & Other Interest	55,000	80,000
7912	Bank Service charges	21,000	0
7913	Credit Card Charges	10,000	0
7914	Interest Payable on Utility Deposits	5,000	0
7941	Property tax Alterations	202,000	202,000
7943	Tax Reduction Annexation Order	8,000	8,000
7944	Frontage Tax - City, School, Hospital	30,000	30,000
7969	Uncollectible Trade W/O	65,000	0
7972	Bad Debt Recoveries	(10,000)	0
	Total Other	413,400	320,000
	Internal Charges & Transfers		
8810	From Operating Reserves		
	- Tax Stabilization Reserve - 2003 CarryForwards	(529,628)	0
	- Tax Stabilization Reserve - One Time Funding Items	(567,096)	0
	- Tax Stabilization Reserve - Base Amount	(750,000)	(750,000)
	- Tax Stabilization Reserve - Reduce Reliance	(600,000)	(600,000)
	Total Transfers From Reserves	(2,446,724)	(1,350,000)
	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	2004 BUDGET	2005 BUDGET
	BUSINESS UNIT #59 - Continued		
8820	Transfers From Other Operating Funds		
	Temporary Operating Transfers		
	- Debentures - Recovery for 1987 Prepayment - Equip. Fund (Final Yr 2004)	(46,314)	0
	- Interest Recovery from Subdivision for Transferred Debntr #244 - ends 2006	(71,430)	(71,430)
	- Balance to Pre-Deregulation Transfer - EL&P - Enmax Pmt ends 2005	(1,282,500)	(1,425,800)
		(1,400,244)	(1,497,230)
	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)
	Dividend to Taxation (Portion of Return on Rate Base Not Retained by Utilities)		
	- EL&P Utility (231.8920)	(2,748,000)	(2,595,000)
	- Subdivision Fund - Return on Investment (296.8920) based on History	(1,420,000)	(1,420,000)
	- Water Utility (391.8920)	0	
	- Wastewater Utility (416.8920)	0	
	- Solid Waste Collection (436.8920)	0	
	- Recycling (446.8920)	0	
	- Solid Waste Disposal (462.8920)	0	
	- Parking Fund (281.8920)	(34,150)	(34,150)
		(4,202,150)	(4,049,150)
	Municipal Consent & Access Fee (a.k.a. Franchise Fee)		
	- EL&P Utility (231.8920) 17% of Distribution Revenue	(1,950,000)	(2,012,000)
	- Water Utility (391.8920)	(568,277)	(576,309)
	- Wastewater Utility (416.8920)	(539,561)	(538,149)
	- Solid Waste Coll'n (436.8920)	(291,147)	(279,368)
	- Recycling (446.8920)	(62,871)	(70,377)
	- Solid Waste Disposal (462.8920)	(143,426)	(190,129)
		(3,555,282)	(3,666,332)
	Support Cost Recovery		
	- Utility Billing (141.8920)	(30,000)	(21,500)
	- Utility Billing (144.8920)		(8,500)
	- EL&P Utility (231.8920)	(955,100)	(912,100)
	- Water Utility (391.8920)	(388,018)	(450,327)
	- Wastewater Utility (416.8920)	(269,016)	(338,170)
	- Solid Waste Collection (436.8920)	(101,029)	(106,931)
	- Recycling (446.8920)	(48,841)	(54,058)
	- Solid Waste Disposal (462.8920)	(131,974)	(94,271)
	- Parking Fund (281.8920)	(82,226)	(79,696)
	- Subdivision (297.8920)	(88,960)	(89,435)
		(2,095,164)	(2,154,988)
	Total Transfers From Other Operating Funds	(11,337,970)	(11,452,830)
	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	2004 BUDGET	2005 BUDGET
	BUSINESS UNIT #59 - Continued		
8831	From Capital		
	- Equipment Fund reserve (extra equipment operation costs)	0	
8910	To Reserves - Interest Allocation	900,000	0
	To Reserves - Additional Policing Grant Funds	813,164	0
8931	To Downtown Revitalization Capital Reserve (Policy 5318 for 2004)	60,000	60,000
	To Capital Project Reserve	175,000	905,000
	To CPR - 2002 - \$300,000		
	To CPR - 2003 - \$335,000		
	Less Transfer to ITS for Hardware Technology Refresh	\$535,000	
	To CPR - 2004 - \$380,000		
	Expired Debenture Payments \$75,000		
	Less Transfer to ES for Fleet Financing \$380,000		
	To CPR - 2005 - \$445,000		
	GST Legislation Change \$285,000		
	Total Capital & Reserve Transfers	1,948,164	965,000
	Total Internal Charges & Transfers	(10,250,782)	(10,157,830)
	Revenues - Transferred to BU 51		
5610	Interest Diverted from Business Unit 51 to Fund:		
	- Acct 59.8910 - Credit Interest to Reserves	(900,000)	0
	- Acct 59.7914 - Interest on Deposits	(5,000)	0
5901	Advertising Recovery - Land Use Bylaw & MPC Adv.	(35,000)	0
5957	Impounded Property Recoveries	0	0
5959	Other Revenue	(15,000)	0
	Total Revenues	(955,000)	0
	TOTAL	(11,205,782)	(10,157,830)

**THE CITY OF RED DEER 2005 BUDGET
BUSINESS UNIT OPERATING BUDGET DETAIL**

PROGRAM: Salary Pools

DEPARTMENT: General Municipal Programs

DIVISION: General Programs

OBJ.	PROGRAM DESCRIPTION	2004 BUDGET	2005 BUDGET
	BUSINESS UNIT # - 70 - 81		
	Internal Charges & Transfers		
8920	Transfer to Operating for Personnel Rehab Funding		
	Business Unit 70 - CUPE Inside	43,000	0
	Business Unit 71 - CUPE Outside PFT	10,000	0
	Business Unit 72 - CUPE Outside Other		
	Business Unit 73 - IAFF - Firefighters	16,000	0
	Business Unit 74 - ATU - Transit	10,000	0
	Business Unit 75 - IBEW Outside	7,000	0
	Business Unit 76 - IBEW Inside		
	Business Unit 77 - EXEMPT	14,000	0
	Business Unit 79 - Golf Course		
	Business Unit 80 - Action Bus		
	Business Unit 81 - Elected Officials		
7217	Pension Costs		
	Business Unit 77 - EXEMPT	101,000	0
	All salary pool budget amounts have been incorporated into the benefit rates for 2005.		
	TOTAL	201,000	0

COMMUNITY SERVICES DIRECTORATE BUSINESS PLAN 2005-2007

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 6.0 positions:

- Director of Community Services
- Strategic Initiatives Planner
- Financial Officer
- City Archivist
- Staff Archivist
- Archives Technician

Note: A Senior Projects Coordinator (a contract position, which is involved in several major projects across the organization) also reports to the Director.

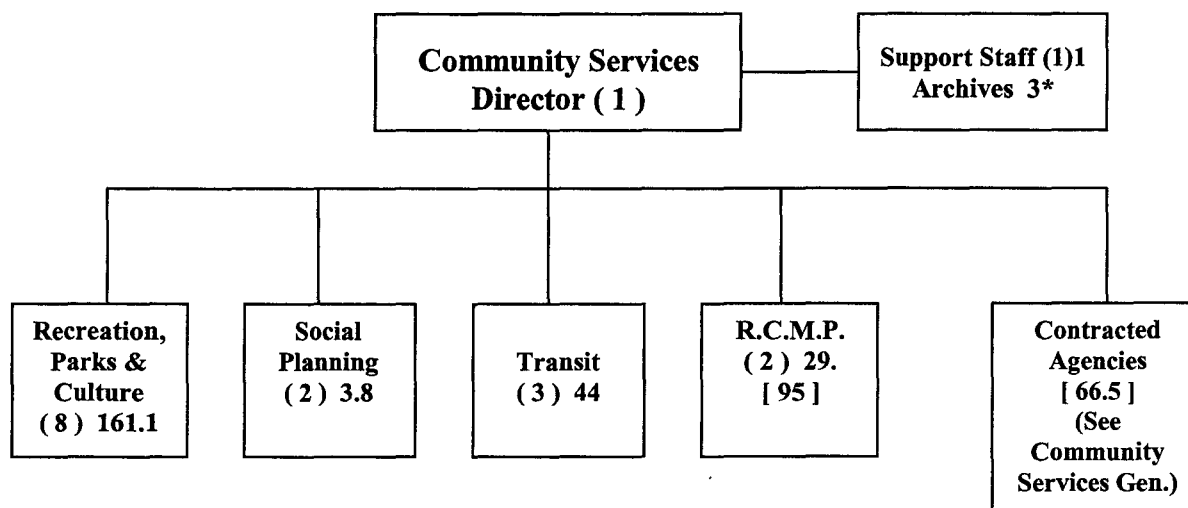
The Director of Community Services provides the overall direction and management support for the following areas of responsibility:

- Recreation, Parks & Culture Department
- Social Planning Department
- Transit Department
- Red Deer & District Archives
- *Royal Canadian Mounted Police
- *Parkland Community Planning Services
- *Tourism Red Deer
- *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 the Director of Community Services, who reports to City Council through the City Manager, coordinates their activities.

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. OVERVIEW

Looking Back on 2004

i) Key Strategies, New Direction and Achievements

- Coordination and cooperation between various departments and agencies within the Division has led to some creative approaches in such things as the planning for the Museum and Archives project, Convent Park, the Diverse Downtown Programming Opportunities Project (DDPOP) and in the undertaking of, what we hope to be the first, annual Circus Camp.
- A new Strategic Initiatives Planner was hired mid year and this has been successful in providing support to the Director.
- Succession management was very important in 2004, as two managers (Social Planning and Recreation, Parks and Culture) retired. The hiring of two new managers was completed, with both candidates coming into their positions very smoothly and with excellent background and expertise.
- The implementation of the Services Actions Plans was very successful, with each department undertaking work as detailed in each of their respective Business Plans.
- An implementation plan for recommendations that stemmed from the 2003 Rotary Recreation Park Facilities Study was completed, in order to identify necessary work, and timelines and planning resources.
- The Major Facilities Planning and Construction Template was completed, based on the recommendations from the Collicutt Centre Ad Hoc Review Committee.
- The funding received from the Centennial Legacies Grant program was allocated to the Downtown Plaza Park and to Alexander Way. Stage 2 of the Downtown Plaza Park was

completed and an overall Concept Plan for Alexander Way was also completed, with some detailed structural planning done for Stage 1 of the project. Some preliminary work on Alexander Way was started in the fall of 2004.

- The Division's Brown Bag lunches were reinstated, where all Division staff are invited to come and share information, ideas and seek creative solutions. This happens every other month.
- All Community Services department/agency Business Plans were jointly reviewed at a meeting of senior staff, mid-year so that all areas can understand better the status of various initiatives under the Community Services umbrella. This also sets the stage for Business Planning in the subsequent year, where participants share their future plans.
- The Senior Project Coordinator was brought on stream. This position is assisting the corporation in a number of very important projects such as the Museum and Archives planning, follow up to the Environment Paper and the updating of the Strategic Plan.

ii) Challenges in 2004

- 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 sometimes 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, suggested service changes, inflation and the increasing costs of doing business. Of particular concern are the areas of maintenance of parks and facilities, transit/special transportation system implementation, renegotiation of several agreements etc.
- Several projects, such as the Waskasoo Parks Study (including RiverBend) and the Economic and Quality of Life Benefits Study were delayed until late in 2004 due to workload. These will now carry into 2005.

Looking Ahead to 2005 and Beyond

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

- Complete the Site Evaluation and Concept Design for the Museum and Archives and bring forward a request to proceed to the Detail Design Phase, as per the Major Facilities Planning and Construction Template.
- Ensure the completion of the Waskasoo Park Study and the Economic and Quality of Life Benefits Study, as begun in 2004.

- Ensure that the Community Services Division participates in a significant way in the updating of The City's Strategic Plan.
- Participate in the completion of Stage 1 of Alexander Way, with Community Services ensuring accountability for Provincial funding from Centennial Legacies.
- Review Division needs related to ensuring the Occupational Health and Safety Act and Regulations are adhered to. Follow-up with necessary implementation plan.
- Undertake the development of an inventory of all agreements for which Community Services is responsible.
- Implementation plans will be put in place for the Crime Prevention and Policing Study.
- Implementation plans will be put in place for the Transit/Special Transportation Study.

iii) Challenges in 2005

- Implementation of the Services Action Plan and the Open Space & Facilities Action Plan will continue to require significant leadership from this division. The impact will be the continued need for 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. Staff are exceedingly busy with planning and implementation of work as an outcome of Studies and Plans, in addition to their day-to-day work.
- Issues seem to be becoming more complex and inter-related, particularly with the coordination between several departments on projects.
- The City of Red Deer is the third largest city in Alberta, and with that comes issues that the community is struggling to accept and to address. Community Services plays a big role in seeking solutions to many of these issues such as homelessness, crime, drug abuse, environmental concerns, the need to develop new facilities to meet growth and demand etc.
- Coordinating timely and relevant communication and education elements to both the public and other departments regarding the numerous projects, service initiatives and inter-departmental collaborations is an extreme challenge.

E. OBJECTIVES for 2005**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	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) Continue to implement the Services Action Plan and the Open Space & Facilities Action Plan, which includes links to other plans.	Com. Services Director, with support of Com. Services staff	2005-2006	Business Plans will include strategies from the Services Action Plans and work will be completed.
b) Utilize the Strategic Initiatives Planner and Senior Projects Coordinator support to the Director and other departments/agencies effectively and efficiently.	Com. Services Director	Ongoing	Planning, research and other initiatives appropriate to the two support staff are undertaken and completed.
c) Develop an inventory of agreements for which the Community Services Division is responsible.	Strategic Initiatives Planner	Q4 2005	Inventory is complete.
d) Initiate financial accountability systems that better meet the needs of the Division and the corporation.	-Com. Services Director -Treasury Services	Q4 2005	Financial systems are in place, and agreed to by Treasury.
e) Support RCMP and the community in the implementation of the Crime Prevention and Policing Study	Com. Services Director	Ongoing	An Implementation Plan is in place.
f) Support Transit and Social Planning in the implementation of the Transit/Special Transportation Study	Com. Services Director	Ongoing	An implementation Plan is in place.
g) Review Division needs to ensure that the Occupational Health Act and Regulations are adhered to, and develop a follow up plan	Com. Services Director with Division staff	Dec 2005	A Division OHS follow up plan is 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	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) Continue 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) 	Com. Services Director	Ongoing	Departments and agencies receive the assistance required and the processes and procedures meet our needs.
b) Continue 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) 	Com. Services Director and departments and agencies.	Ongoing	Departments and agencies are aware of each other's Business Plans and annually provide input into the development of respective Business Plans.
c) Complete the Economic and Quality of Life Benefits study and do follow up 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)	Senior Projects Coordinator, with support of a consultant.	Mid year 2005	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	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) Continue the planning process for the Museum and Archives Facility, completing the Site Evaluation and Concept Design and bringing forward a recommendation to do Detail Design (Open Space & Facilities Action Plan #66 & 71)	Sr. Projects Coordinator, with support of department and agency managers	2005	Concept and Design Plans are completed according to the Planning and Construction Template.
b) Continue an internal communication approach that increases the Division's effectiveness in collecting and sharing information within the Division. (Services Action Plan 3.1 I)	Com. Services Director and department and agency managers	Ongoing	Departments/agencies are working together and attend such things as Brown Bag Lunches.
c) Implement an Awareness, Education & Marketing Function for the Division (BPFR)	Com. Services Director	Q2 2005	An Awareness, Education & Marketing Function is in place.
d) 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))	Com. Services Director	Ongoing	Department and agencies are successfully working together on a regular basis.

4. Objective:

To encourage active public participation in decision-making related to all areas of community services.

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) Keep the public informed through active use of media outlets and any other appropriate form of communication.	Com. Services Director and department and agency managers	Ongoing	All sectors of the public are able to participate.
b) Ensure that public participation is undertaken, as appropriate, when studies and plans are undertaken	Com. Services Director and department and agency staff.	Ongoing	The community feels that they have had adequate opportunity to provide input.

F. RISK MANAGEMENT DISCLOSURE

- Failure to ensure department and agency safety guidelines, procedures and practices are not in compliance with the Occupational Health and Safety Act and Regulations may mean The City may be subject to fines or other actions.
- Failure to ensure that department and agency financial guidelines, procedures and practices are in keeping with respective legislation and expectations of Treasury Services for the corporation, may impact the ability to report and sign off on Treasury requirements and accepted accounting standards and regulations.
- Failure to coordinate timely and relevant communication and education of projects, service initiatives and inter-departmental collaborations may result in decreased opportunities for public input, misinformation, missed collaboration opportunities, a failure to meet the Communication department's requirements and a decrease on the return of investment in projects and services.

* * * * *

RED DEER AND DISTRICT ARCHIVES BUSINESS PLAN 2005 - 2007

A. MISSION

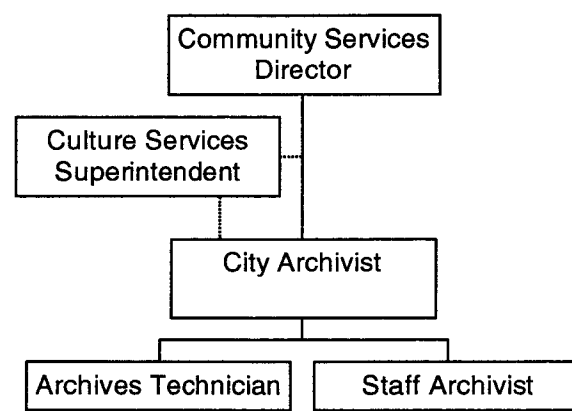
"To collect and preserve the documentary and photographic heritage of the City of Red Deer and surrounding district and to make that material readily accessible to interested members of the public and government agencies."

B. MANDATE

- 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.
- The Archives is the only office authorized to receive and retain City of Red Deer records solely on the basis of historical value. Records that are identified as having permanent value to the City are to be transferred to the City Archives when access to the records is not required on a routine basis.
- The Archives provides City departments, allied organizations and members of the public with historical information when requested and as appropriate.
- The Archives promotes heritage preservation in partnership with such allied organizations as the Normandeau Cultural and Natural History Society and the Red Deer branch of the Alberta Genealogical Society, and assists developers in interpreting significant human history and natural features of a development site.
- The Archives Committee recommends street names for new subdivisions.
- Committee participation includes:
 - Heritage Preservation Committee
 - City Records Management Committee

C. ORGANIZATIONAL STRUCTURE

The Archives is a branch of the Community Services Directorate and is supervised through the Culture Services Section of the Recreation, Parks and Culture Department. The City Archivist, assisted by the Staff Archivist and the Archives Technician, is responsible for all aspects of the operations of the Archives.



Year	2004	2005	2006	2007
Total FTE Positions (Exempt & Union)	3	3	4	4

D. OVERVIEW

Looking Back on 2004

i) Key Strategies, New Directions and Achievements

A great deal has been accomplished in the past three years in dealing with growth and change:

- New collections management systems introduced using automated systems including InMagic DB Textworks software.
- A virtual image bank with more than 7000 image created, vastly improving access to photo collections. About one quarter of these images are accessible to the public through the Internet.
- The number of Archival collection descriptions on the Internet increased by 110% to 414 descriptions.
- Improvements made to the Archives' presence on the City of Red Deer website, providing the public with an easy-to-read and comprehensive listing of the Archives services, programs and collections. Number of page views per day average 116 and overall use has increased up more 30% in the first half of 2004.
- History related virtual exhibits added to the Archives website, recording approximately 5000 views.
- Improved storage areas with installation of \$70,000 of new mobile/compact shelving.
- The Archives staff complement increased by 1 F.T.E. The Archives also received \$14,310 in grants to hire contract staff. The Archives staff greatly improved their skills and knowledge base. Two staff members are now Certified Archivists (CA).
- A consolidated library has created in cooperation with the Red Deer and District Museum.
- The Archives enhanced its role as an integral part of the City Records Management system.
- Archives is key participant in Site Evaluation and Concept Plan for the redevelopment/development of an Archives and Museum facility.

ii) Challenges

- The Archives has experienced a phenomenal amount of growth in recent years. From 2000 to 2003, the total size of the collections had increased by 296.3 metres or 31.4%.
- 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 2003, the Archives has acquired 210.55 metres of City records, a growth rate of 97.9%. City records now make up more than 50 % 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 annual requests for information grew by 76.6% from 2000 to 2003 (i.e. from 726 to 1282). The 2004 numbers, to the end of the third quarter, indicate a continuance of this activity level (i.e. more than 800 requests in 9 months, or more than recorded in all of the year 2000).
- This phenomenal growth has strained the Archives resources and storage facilities to the maximum extent. This has necessitated a number of significant changes in the areas of operational policies, staffing, collections management, collections storage and public services.

Looking Ahead to 2005 and Beyond

i) Continuing Strategies

- Specialized shelving will need to be acquired to maximize the remaining “air” space in the Archives storerooms, pending the rental of accessible off site storage and ultimately the construction of a new/expanded Archives and Museum facility.
- The Archives will continue to use digitization and technology initiatives to handle increased service demands and to improve the care and management of the collections.
- 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.

ii) New Initiatives

- The acquisition of new computer software and the adoption of new collection management systems will require staff training as well as 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.
- Permanent staff complement will need to be increased by 1 F.T.E. in 2006 to manage expected increases in service demands and growth of collections.

iii) Potential Challenges

- 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.

- Growth in collections and public use will likely spike around the time of the Alberta Centennial. While the recommendations to build a new Archives and Museum facility will provide a long-term solution to the problems of lack of storage, reading room and work spaces, this project will not be completed before the Archives is totally out of space (i.e. it is estimated that the storerooms will be completely filled by the later part of 2005).
- The need for additional space will become even more urgent in the coming year when the Archives will have to empty the storerooms currently being used for storage of assessment records, library materials, and supplies on the second floor of the Kin City Ice Centre.
- There is a limited amount of “air” space, which can be utilized with some additional specialized shelving. This is particularly true with the reference/clipping files, which can be more compactly stored with open-end shelving instead of filing cabinets.
- New accessible off-site storage will have to be acquired in the coming months. As the City currently lacks such space, rental of suitable storage will have to be arranged. (BPFR)
- There is an ongoing need for additional storage and conservation supplies, which has been dealt with, up to now, largely on an ad-hoc basis. These required storage supplies include acid-free materials and 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). (B.P.F.R.)
- There is also an on-going need 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. 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. (BPFR)
- 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 and various heritage preservation initiatives continue and as the Museum/Archives and Greater Downtown redevelopment plans are implemented. Research requests have already been increasing at an average rate of 20% to 25% per year since 2000. With the Alberta centennial in 2005, these rates of growth will likely spike upwards. It is predicted that numbers of research requests will almost double by the end of 2005. Digitization and other automation initiatives will have to be adopted to try to manage this increased workload, even with the additional 1 F.T.E. staffing position provided over the past two years. A further 1.0 FTE will likely be required in 2006.
- 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 2003 alone, almost 12 linear metres of City records were deposited in the Archives and it is expected that at least more 40 linear metres will be deposited in 2004. Consequently, the time and financial requirements to properly receive, process, 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 two years in computer/digitization capabilities, including the acquisition of two new public access computers in the Reading Room, the purchase of two additional InMagic DBTextworks site license, an upgrade of Inmagic software, and the acquisition of two new scanners, the Archives needs to continue its investment in new computer software and hardware. Photo editing software is needed in 2005 and upgrades to the InMagic software are needed in 2006. Consideration needs to be given to the purchase of new collections management software in 2007. (BPFR)
- There will be an accompanying need to upgrade the skills/knowledge base of the Archives staff through additional computer training (e.g. Inmagic DB Textworks upgrades, Encoded Archival Description, image digitization etc.) as well as advanced archival theory such as the revised R.A.D. (Rules for Archival Description).
- Because Commonwealth Microfilm has abandoned the microfilming of the Red Deer Advocate as of January 1, 2004 and is not fulfilling its contracts to supply microfilm, a consortium of the Archives, Red Deer Public Library and possibly the College Library will have to secure a new means of having the papers microfilmed. There is not the space to store the original papers and there is a strong public demand in having access to back issues. Costs will likely be \$9000 instead of the annual subscription of \$1300 that had been paid to Commonwealth. New costs will therefore be \$2150 to \$3200 per year depending on the number of partners. (BPFR)
- Consideration must be given to an interim staff in 2005 to address the enormous task of clearing up collections backlogs in developing a comprehensive inventory before an attempt is made to move the Archives to a new facility.

E. OBJECTIVES for 2005

The following charts identify objectives and actions that support strategies and directions outlined in the City of Red Deer's Strategic Plan, Community Services Action Plans, and Community Cultural Master Plan. These objectives and actions also reflect community service demands, organizational requirements and resource restrictions.

1. Objective: Facilities

The Archives has adequate facilities to efficiently carry out its programs and operations, to appropriately manage the collections, and to accommodate future growth. (Community Services Open Spaces and Facilities Action Plan item 66 and City Strategic Plan item 1.8.3).

Action	Key Responsibilities /Partners/Impacts On Others	Expected Completion	Success Measure
a) Develop long term plans for a new Archives facility to provide more adequate reading room, accessions space, office spaces and at least double the storage space. This storeroom space must also be easily expandable. Other issues include having a reception area, media room, cold storage, and segregated conservation space.	Community Services Division, Archives Staff and Committee Normandeau Cultural and Natural History Society, Consulting Architects	April 2005	Site Evaluation & Concept Plan completed and recommendations made to City Administration and City Council.
b) Develop interim measures for space problems including: <ul style="list-style-type: none"> - acquisition of accessible offsite storage space. (BPFR) - installation of custom shelving to manage oversize/fragile items (Capital) - creation of new areas for clipping/reference files and to acquire open-end shelving to efficiently store these files. - creation of improved work spaces for the Archives Technician, contract staff and archives volunteers 	Archives Staff	November 2005 November 2005 January 2005 October 2004 and February 2005	Accessible off-site storage rented Custom shelving installed. Installation of open ended shelving in new clippings files area New spaces designed and proper furnishings purchased.
c) Investigate partnerships with other public bodies with local and regional archival and historical records (e.g. David Thompson Health Region, public, separate and regional school boards, Red Deer County) to establish collaborative archival/records facilities and programs.	Archives staff and Committee Culture Dev. Superintendent Community Services Directorate, Records and Information Administrator	December 2006	Contacts made and feasibility of partnerships determined.

2. Objectives: Collections Management and Access

Collections are managed so that there is reasonable and equitable access. (City Strategic Plan items 1.1.1, 3.2.2 and 3.4.2.)

Action	Key Responsibilities /Partners/Impacts On Others	Expected Completion	Success Measure
a) Digitize priority portions of the selected fonds and provide public access through the Internet by inclusion in the Alberta InWord and Prairie Populism databases	Archives staff, contract staff and Archives Society of Alberta.	April 2005	5000 pages scanned with descriptions. Images and data added to Alberta InWord and Prairie Populism databases.
b) Continue digitization of priority portions of the photographic collections to improve the management of and public access to them	Archives staff, Contract staff	March 2006	Additional 1000 images scanned with on-line links to inventory descriptions.
c) Increase Red Deer and District Archives presence on "Alberta Insight", the Archives Society of Alberta image database on the Internet	Archives Staff, Archives Society of Alberta contractors	March 2006	4000 historical images from Red Deer Archives added to the Alberta InSight database.
d) Implement in-house means of printing photographic images from the Archives image bank to improve public access and create new revenue streams.	Archives staff	December 2005	300 in-house images produced and sold to the public.
e) 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	Archives staff	March 2006	Increase number of fonds level descriptions on A.N.A. from 414 (80% of collections) to 450 (approximately 90% of collections)
f) Participate in Archives Canada (formerly Canadian Archival Information Network) and related provincial initiatives to improve virtual access to Archives collections through the Internet.	Archives and Archives Canada project staff	March 2006	Add 450 entries of Red Deer Archives fonds (i.e. 90% of collection) onto Archives Canada database

g) 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 similar formats	Archives Staff and A.S.A. staff or contractors	December 2006	Add 3 to 5 detailed legacy (i.e. non-electronic) finding aids into new A.S.A. finding aid database.
h) Partner with Public Library and possibly the College Library to microfilm current issues of the Advocate.	City Archivist Advocate Editor Public Librarian	December 2004 and ongoing	Current issues of Advocate microfilmed.
i) Investigate the possibilities of Encoded Archival Description (E.A.D) or similar metadata mark-up language for the electronic description of collections.	Archives staff	December 2005 and December 2006	Staff knowledgeable about E.A.D. Proposals developed for use in Archives. Pilot project in 2005

3. Objective: Staff and Volunteer Resources

Staff and volunteer resources in the Archives are at the appropriate levels to meet City and community needs (City Strategic Plan items 3.4.3, 3.5.3, 3.6.1 and 3.8.1).

Action	Key Responsibilities /Partners/Impacts On Others	Expected Completion	Success Measure
a) Contract one time staffing resource to undertake a comprehensive inventory of the collection to address backlog, in preparation for move to new facility or storage space. (BPFR)	City Archivist Culture Superintendent	April 2006	Contract Staff is in place
b) Increase the permanent archival staff complement in the archives by 1 F.T.E. in order to manage increases in service demands and growth of collections	City Archivist Culture Dev. Superintendent Community Services Director	April 2006	Reduction in research request backlogs by 50% and increase in fonds-level descriptions to 95% of collections.
c) Increase staffing through grants from Archives Society of Alberta, Canadian Council of Archives, Archives Canada (C.A.I.N.) etc.	City Archivist	Ongoing	Success in securing at least one grant for backlog reduction, access to holdings and/or photo digitization project.
d) Increase number of regular volunteers working in Archives by recruiting new volunteers and ensuring retention of existing volunteers	Archives staff	Ongoing	Increase in volunteer hours by at least 20%.

4. Objective: City Records Management

The Archives is an increasingly integral component of the City Records Management

System. (Council Policy Reference 917, City Administrative Guideline and Procedure A5105, City Strategic Plan item 3.3.6 and Community Services Action Plan items 3.2.ii and 3.7.i).

Action	Key Responsibilities /Partners/Impacts On Others	Expected Completion	Success Measure
a) Increase liaison with the City Records and Information Management Administrator and City records management section staff.	City Archivist, Archives Staff Records & Info. Administrator Records Mgmt. Staff	Ongoing	City records transfers completed in accordance with records management policies. City reference requests complied within time limits prescribed by F.O.I.P. rules and City policies.
b) Prepare Archives administrative and operational records for implementation of P.C. Docs system.	Archives Staff, Records Information Coordinator	March 2005	Archives administrative and operational files made compliant with guidelines for P.C. Docs system.
c) Participate in reviews of City records management guidelines and procedures to ensure continuing improvements in efficiencies and to ensure ongoing innovation.	Archives Staff, Records Information Administrator and Staff, City Records Management Committee.	Ongoing	Reviews and revisions of guidelines and procedures completed with ongoing conformance with records management and archives best practices and standards.
d) Provide, as a stakeholder in civic information management system, advice and support for the development of information risk management policies, electronic records management policies, software selection, internet and intranet development and preservation	Archives Staff, Records Information Administrator and Staff, City Records Management Committee.	Ongoing	Provision of reports and information on a timely basis as required and requested.
e) Support the creation of a dedicated City records centre for inactive and semi-active records, potentially in conjunction with a new Archives facility.	Archives Staff Record. Info. Administrator Culture Dev. Supt., Community Services Director	September 2005.	Feasibility study completed on City records centre as part of concept plan for new Archives/Museum facility

5. Objective: Conservation

The Archives will provide proper conservation and care of the collections to ensure permanent or long-term preservation of the records. (Community Services Action Plan items 1.6.iii and 3.7.i)

Action	Key Responsibilities /Partners/Impacts On Others	Expected Completion	Success Measure
a) Develop a conservation plan in accordance with the recommendations of the conservation/needs assessment reports (Ball and C.C.I. Reports) and develop an implementation plan	Archives Staff in consultation with contract conservator and C.C.I.	December 2005	Conservation plan including both remediative work and preventative measures.
b) Adopt required preventative conservation measures and arrange for any emergent conservation treatments	Archives staff in consultation with contract conservator	2005-2006	Emergent conservation treatments completed to extent funds available. Preventative measures implemented within resources available.
c) Acquire special storage equipment as well as special conservation supplies. (BPFR)	Archives staff in consultation with contract conservator	2005-2006	Purchase conservation equipment and supplies on a priority basis as funds and resources allow.

6. Objective: Safety

The Archives will follow appropriate operational practices to ensure safety for staff, volunteers, visitors and the collections. (City Strategic Plan item 3.4.3 and Community Services Action Plan item 1.6.i).

Action	Key Responsibilities /Partners/Impacts On Others	Expected Completion	Success Measure
a) Implement recommendations made by the Safety Audit Committee.	Archives staff in consultation with Safety Audit Committee	January 2005	Recommendations implemented in accordance with legislative requirements and best practices.
b) Review Safety Plan every other year, and implement required changes. .	Archives staff in consultation with Safety Audit Committee	October annually	Review completed, new recommendations drawn up and implemented.

c) Ensure safety is a significant consideration in planning the new Archives facility	Archives Staff and Committee Culture Dev. Superintendent Community Services Directorate Architects	Ongoing	New facility, once completed is certified as a safe facility.
---	---	---------	---

7. Objective: Emergency Plan

The Archives will be adequately prepared for potential emergencies such as flood or fire.

(Community Services Action Plan item 1.6.ii and 1.6.iii).

Action	Key Responsibilities /Partners/Impacts On Others	Expected Completion	Success Measure
a) Develop emergency policies and procedures manual for Archives facilities, collections and staff in accordance with recommendations of Ball and Safety Audit reports	Archives Staff in consultation with contract conservator	September 2005	Manual completed and accepted by administration
b) Coordinate emergency policies and procedures with those developed by the Normandeau Cultural and Natural History Society for the Museum.	Archivist, Culture Devel. Supt. Normandeau Society Administration	September 2005	Joint policies and procedures developed and ratified.

8. Objective: Training and Staff Development

The Archives staff and volunteers will be provided opportunities to learn new skills and gain knowledge that enhances their ability to work well in the Archives and that those new skills and knowledge are appropriately recognized. (City Strategic Plan items 3.5, 3.6 and 3.8).

Action	Key Responsibilities /Partners/Impacts On Others	Expected Completion	Success Measure
a) Review and revise five year continuing education plan	Archives staff Culture Development Superintendent	December 2005	Review completed and approved by administration
b) Improve staff skills with staff enrolling in continuing education and specialized courses offered by the Archives Society of Alberta, Association of Canadian Archivists and others.	Archives staff Culture Development Superintendent Community Services Directorate	Ongoing	Completion of at least one training course, workshop or session in each of the years 2005, 2006 and 2007.

d) Improve staff skills with staff enrolling in distance education or post-graduate courses through accredited education institutions if appropriate.	Archives Staff	Ongoing	Completion of one course if available or appropriate in the period from 2005-2007.
e) Review of staff position descriptions to ensure that they properly reflect the responsibilities and knowledge sets now expected of the Archives staff.	Archivist Culture Devel. Supt. Personnel Dept.	July 2005	Completion of job descriptions and salary classification reviews.
a) Develop Volunteer training and orientation manual to ensure appropriate utilization of volunteer resources and ensure volunteer satisfaction	Archivist, Culture Devel. Supt.	December 2005	Manual completed and provided to all volunteers.

9. Objective: Public Awareness and Outreach

The Archives creates a significant public profile to increase public awareness of the Archives programs and collections as well as the history of Red Deer and Central Alberta.

(City Strategic Plan items 1.1 and 2.1.4, Community Services Action Plan items 2.1.i and 2.1.iv and Community Culture Master Plan)

Action	Key Responsibilities /Partners/Impacts On Others	Expected Completion	Success Measure
a) Provide historical information, photographs, articles and features to the local media, with the source being clearly cited as the Archives.	Archives staff	Ongoing	An average of one mention of the Archives or photo/article from the Archives in the local media per week.
b) Create an increased web presence for the Archives on the City's web pages, the Archives Network of Alberta (A.N.A.) web pages and other relevant websites.	Archives staff, City web content committee, Archives Society of Alberta A.N.A. contractors.	Ongoing	Average daily "page view" of Archives webpages of 100 per day.
c) Mount displays (hard copy and virtual) either alone or in collaboration with other organizations, using historical information and photographs from the Archives collections.	Archives staff, Museum display staff, I.T. Services/Web Content Committee	Ongoing	At least two displays mounted each year.
d) Design and print a brochure on the Archives for distribution to researchers and the general public.	Archives staff	December 2005	Brochure printed.

10. Objective: Financial Sustainability

The Archives will attain financial sustainability by securing resources commensurate with its operational requirements. (City Strategic Plan item 4 and Community services Action Plan items 4.1 and 4.2).

Action	Key Responsibilities /Partners/Impacts On Others	Expected Completion	Success Measure
a) Secure grants from the Archives Society of Alberta, Canadian Council of Archives, provincial government, federal government and other granting agencies	City Archivist	December annually	Success in securing at least one grant per year from A.S.A. C.C.A., Archives Canada or other granting agency
b) Completion of new fees and charges schedule to ensure appropriate revenue streams from the sale of copies of photographs, documents etc.	Archives Staff	September 2005	At least \$1000 in new sales per year.
c) Establish partnerships, including financial support, with public bodies, community groups and organizations	City Archivist	December annually	At least one new partnership established per year.

11. Objective: Special Events and Celebrations

The Archives will plan for appropriate participation in special events and historical celebrations, such as the Alberta Centennial in 2005 and the City of Red Deer centennial in 2013 and ensure an adequate and prioritized allocation of resources and staff to meet the additional service demands created by these events and celebrations. (Community Services Action Plan 2.1.iii).

Action	Key Responsibilities /Partners/Impacts On Others	Expected Completion	Success Measure
a) Become informed about planned provincial and other centennial events, communicate information to City departments and public, and facilitate planning and implementation of celebrations where involvement is appropriate.	Archives Staff and Committee	2005-2013	List of centennial events completed. Prioritized plan completed for events Archives will initiate or participate in.
b) Review PPC Consultant's report on plans for Red Deer's celebration for Alberta Centennial and assist with the implementation of those plans for the City's 2005 celebrations if provincial dollars are available.	Archives Staff and Committee Normandeau Society, City 2005 Celebration Committee	2005	Completion of plan for 2005 celebrations with which the Archives will be involved.

c) Liaise with community groups with their centennial plans and special events projects.	Archives Staff and Committee	Ongoing	At least two cooperative projects between Archives and community group successfully completed each year.
--	------------------------------	---------	--

F. RISK MANAGEMENT DISCLOSURE:

- Failure to ensure that the Archives has adequate facilities to efficiently carry out its programs and operations, to appropriately manage the collections and to accommodate future growth would be a failure of the core reason for having an archives. It would put the community's documentary and photographic heritage at risk. It could deprive future generations of an invaluable and irreplaceable public asset.
- Failure to have proper City records management and archival systems may mean a breach of legislative requirements on records keeping in addition to an inability to meet public demands for access to public records.
- Failure to ensure that staff and volunteer resources are at appropriate levels may mean a risk of staff and volunteer burn out.

**THE CITY OF RED DEER 2005 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

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$388,359	\$438,851	\$456,862	4.1%
General & Contracted Services	111,811	314,852	87,505	-72.2%
Materials, Supplies & Utilities	7,487	17,801	16,510	-7.3%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$507,657	\$771,504	\$560,877	-27.3%
Internal Charges & Transfers	22,772	(125,000)	0	-100.0%
TOTAL EXPENDITURE	\$530,429	\$646,504	\$560,877	-13.2%
REVENUE	(116,091)	(71,300)	(72,300)	1.4%
NET TAX LEVY	\$414,338	\$575,204	\$488,577	
Percent Change		38.8%	-15.1%	
EQUIVALENT FULL TIME POSITIONS	5.5	6.0	6.0	0.0%

**THE CITY OF RED DEER 2005 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 provide support for effective and efficient planning, administrative and financial services.
- To encourage cooperation and coordination between division departments/contracted agencies.
- To encourage active public participation in decision making.

CHANGES IN BUDGET -

2004 Council approved budget	\$390,259
Add: Salary Settlements/Step Increments	6,427
Add: Alberta CPI Estimate (2.1%) Supplies/Services/Fleet	1,693
Less: GST Legislation Change	(1,216)
Less: Prior Year One Time Funding Items	(100,000)
2005 Budget Guideline	\$297,163

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

- Funding to begin implementation of the Transit/Special Transportation Plan and the Crime Prevention and Policing Study.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

The following are detailed in various department/agency budgets within the Directorate:

- Significant capital dollars will be required if the City is to proceed with the development of several major capital projects.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$244,936	\$274,119	\$280,543	2.3%
General & Contracted Services	78,116	302,800	77,670	-74.3%
Materials, Supplies & Utilities	2,516	3,340	3,950	18.3%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$325,568	\$580,259	\$362,163	-37.6%
Internal Charges & Transfers	17,151	(125,000)	0	-100.0%
TOTAL EXPENDITURE	\$342,719	\$455,259	\$362,163	-20.4%
REVENUE	(81,841)	(65,000)	(65,000)	0.0%
NET TAX LEVY	\$260,878	\$390,259	\$297,163	
Percent Change		49.6%	-23.9%	
EQUIVALENT FULL TIME POSITIONS	3.0	3.0	3.0	0.0%

THE CITY OF RED DEER 2005 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: Red Deer & District Archives

DESCRIPTION OF PROGRAM - Business Unit - 480

The mission 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 -

2004 Council approved budget	\$184,945
Add: Salary Settlements & Full Year Funding Additional Position	11,666
Add: Alberta CPI Estimate (2.1%) Supplies/Services/Fleet	402
Add: Incremental Increases Approved Prior Year	2,000
Less: GST Legislation Change	(581)
Less: Prior Year Carry Overs	(7,018)
2005 Budget Guideline	\$191,414

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Fonds (collection) level descriptions on the Archives Network of Alberta internet site increased to 414 from 197, 110% 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 38,00 "page views" of Archives portion of City webpages in 2003, more than 100 pages/day. Additional 155.3 metres of City records, 42.1 metres of community records accessioned in 2002-2003. More than 50 additional metres in 2004. Collections increased since 2000 by more than 1/3rd. Increase of 25% to 30% in research requests to more than 1200 logged in 2004. Creation of 7000+ historical image bank. Project commenced to increase images in bank to 8000 by end of 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 rent accessible storage space as current Archives storage areas will be full by the end of 2004
2. Ongoing increase to cover cost of storage supplies, office equipment, software, and staff training to ensure that they have the skills and knowledge needed for the rapid technological changes.
3. Need to review staff position descriptions in order to ensure that they properly reflect the responsibilities and knowledge/skill sets now expected of the Archives staff.
4. Increase in the permanent archival staff complement by 1 F.T.E. in 2006 required in order to manage increases in service demands and growth of collections. Estimated cost of \$45,000.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$143,423	\$164,732	\$176,319	7.0%
General & Contracted Services	33,695	12,052	9,835	-18.4%
Materials, Supplies & Utilities	4,971	14,461	12,560	-13.1%
SUB-TOTAL	\$182,089	\$191,245	\$198,714	3.9%
Internal Charges & Transfers	5,621	0	0	#DIV/0!
TOTAL EXPENDITURE	\$187,710	\$191,245	\$198,714	3.9%
REVENUE	(34,250)	(6,300)	(7,300)	15.9%
NET TAX LEVY	\$153,460	\$184,945	\$191,414	
Percent Change		20.5%	3.5%	
EQUIVALENT FULL TIME POSITIONS	2.5	3.0	3.0	0.0%

THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS BUSINESS PLAN FUNDING REQUIREMENT

Initiative Title: Awareness, Education, Marketing Function (1 permanent position)
Department Name & Reference #: Community Services Directorate
Business Unit No.: 470

A. Funds Required:

- i) One time X (\$5,000 equipment) or, Ongoing X (\$45,000)
- ii) 2005 Net Budget Requirement \$50,000 (3/4 of year) (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$15,000 (remainder of full year cost)
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for: To hire 1 permanent position to undertake:
 - increased community awareness and education about Division initiatives (e.g. the importance of using Transit, community role in crime prevention, benefits of recreation, program opportunities);
 - marketing/promotion support for the Division (e.g. support for the development of news releases, publications, advertising, generating publicity opportunities, advertising design);
 - web site content development and liaison support for the Division.
 - coordination of cross-departmental/section initiatives related to awareness, education and marketing
 - close liaison with Communications and Corporate Planning.

Note: See backgrounder for further detail.

- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$
 - b. Increased service: (2005)
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$45,000 (2005), Explain: This is seen as a strategic approach for the Community Services Division to ensure that the education, awareness and marketing functions are addressed in a pro-active manner, by a person with appropriate skills.

C. Implications:

- i) Legislative Requirements
- ii) Financial Risk/Payback
 - Time of current staff (who do not have the appropriate skills to undertake this work) will be saved, with tasks undertaken by a trained person who can do the work more quickly.
 - Some funding currently spent on contracting layout etc, may be saved.
 - The lost opportunities for no cost media coverage or support.
 - Poorly written or designed advertisements waste resources and reduce impact.
 - Generation of media stories through news releases is, on average, equivalent to \$455 in paid advertising space.

Section 4

- Revenues should increase over time, especially for services such as transit, leisure programs/facilities
- iii) Organizational Risk/Payback
 - Community Services will be able to better inform the community about our services, programs, initiatives and we will be able encourage use of transit etc.
 - Better coordination of education, awareness and marketing throughout the Division, which saves time, and gets a better product into the hands of the community.
- iv) Community Risk/Payback
 - Community is aware of ways to be involved and the benefits of such things as transit, crime prevention; leisure services.
 - Increased public awareness of participation and input opportunities.

**Community Services Directorate – Awareness, Education, Marketing
Function
Background**

Background

The Community Services Division includes a diversity of Departments providing programs and services that require the coordination of timely and accurate information, as well as the promotion and advertising of a large number of department projects and initiatives. The Strategic Plan supports and outlines the need to “promote our amenities” and to “provide timely information that our citizens need to make choices and understand our decisions.”

Much of the work undertaken and provided by the Community Services Division is in, and for, the community. The scope of work required goes beyond core services offered through Communications and Corporate Planning, specifically in the areas of:

- generating publicity opportunities through news releases and other contacts with the media;
- implement education and awareness programs;
- advertising and marketing of individual services;
- community Services Activity/Program Guide coordination (currently contracted out);
- community Services Guide development and coordination (new initiative);
- coordination of opportunities across the Division to achieve synergies and maximize current resources; and
- developing publications and other material to support education and awareness programs.

Therefore, to achieve The Division’s goal of communication, community education and marketing, additional resources are required to work in collaboration with the Communications and Corporate Planning section efficiently.

The number and scope of the current and ongoing programs and services, in addition to implementation of projects such as the Crime Prevention and Policing Study, the Transit/Special Transportation Study and strategies outlined in the Community Services Action Plans, clearly reflect the need for additional marketing and education support and resources. Each of the projects mention, articulate and recommend education and community awareness as key strategies.

Publications, promotions and marketing initiatives have, to date, been handled in a variety of ways including both by staff and some contracting out. The result has been staff, without the appropriate training or skills in communications and marketing, are currently undertaking these tasks, resulting in inefficient time use and inconsistent or below standard products.

A further issue is the inability to capitalize on free publicity and education opportunities through the media is resulting in missed opportunities and efficient resource use.

There is also a need to improve and maintain the use of corporate image standards throughout the Division. Currently initiatives and publications being created within the

Division are not meeting the requirements of the Corporate Identification program which was designed to maximize the City's investment spent on publications and advertising through effective design and increased visibility of all City services. This is resulting in a disjointed and unprofessional appearance.

Lastly, the integration and coordination of inter-departmental initiatives have not been easily identified or executed, resulting in duplication of effort, inconsistent standards and reactionary responses to communication needs.

Outcome

There are many opportunities for Departments and work units within the Division to improve the quality and quantity of promotional, educational and marketing initiatives related to the community programs, initiatives and services provided. Provision of ongoing staff resources who are trained in communication and marketing will enable The Division to achieve the following:

- Increased application and appropriate use of The City of Red Deer's corporate identity standards.
- Prevention of duplicated efforts through the coordination of education, marketing and promotions of Division programs and services
- Potential increased return on investment for programs and services.
- Increased public awareness and value for the programs and services provided by The Division (e.g. the importance of using Transit, community role in crime prevention, benefits of recreation, program opportunities) and The City as a whole.
- Increased involvement and engagement of work units within the Division not currently practicing or benefiting from promotions and marketing.
- Improved web site content development, accuracy and coordination.
- Improved Division image and community education.
- Consistent quality and image related to Division publications and advertising.
- Improved coordination of cross-departmental/section initiatives related to awareness, community education and marketing.
- A consistent level of coordination before issues and initiatives are reviewed/supported by the Communications and Corporate Planning section.
- Ability to meet expectations of the community as identified through strategies in recent plans.

It is anticipated that The City's Communications and Corporate Planning section will continue to provide excellent expertise and support to the Division in the actual development and timely delivery of communications to the public and various stakeholders, including internal staff. It is also anticipated that the support of a Community Services 'Awareness, Education, Marketing Function' will not change or impact the Communications and Corporate Planning section's role in issues management, media relations, or communication planning, but supplement and support their core service.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Grand Opening of Alexander Way
Department Name & Reference #: Community Services Directorate
Business Unit No.: 470**

A. Funds Required:

- i) One time \$25,000 or, Ongoing
- ii) 2005 Net Budget Requirement (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005)
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- The funds will be used for: A grand opening celebration for Alexander Way with a Centennial theme in September 2005. As Alexander Way is supported as one of The City of Red Deer's Centennial Legacy Grant Projects, it is fitting that there be a Community celebration with a 'Centennial Theme' for the grand opening of Alexander Way.
- The March 4th, 2003 Report to Council regarding Red Deer's Celebration of Alberta's 100th Anniversary supports a celebration on Alexander Way.

- i) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$
 - b. Increased service: (2005)
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$25,000 (2005), Explain: This is seen as an opportunity for the community to celebrate the grand opening of a significant community revitalization project in conjunction with Alberta Centennial celebrations.

C. Implications:

- i) Legislative Requirements
- ii) Financial Risk/Payback
- iii) Organizational Risk/Payback
 - Increased return on the investments put into Alexander Way project costs, including community pride.
- iv) Community Risk/Payback
 - Community will have an opportunity to celebrate this downtown initiative as a part of the community's Centennial Celebration.
 - Highlights and promotes the use and value of the investment to the community.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Archives Temporary Staff –Record Backlog & Inventory
Department Name & Reference #: Community Services Directorate
Business Unit No.: #480**

A. Funds Required:

- i) One time X or, Ongoing ☐
- ii) 2005 Net Budget Requirement \$45,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$ n.a.
- iv) 2007 Budget (Incremental costs from 2006) \$ n.a.

B. BPFR Description:

- i) The funds will be used for the hiring of a temporary full time archives technician for a period of one year in order to clear up backlogs of records inventories prior to a relocation of the Archives storeroom.

The Archives has experienced some dramatic growth in the Archives collections in the past four years, yet there remains a substantial volume of unprocessed collections and an increase in the number of backlogs.

This staff support will ensure that a comprehensive inventory in the preparation for a move to a new facility or the decommissioning of the collection.

Costs for this initiative are intended to address:

- a. Growth \$45,000
- b. Increased service \$
- c. Legislative & new complexities \$
- d. CPI, extra cost contracts \$
- e. Other \$ Explain:

C. Implications:

- i) Legislative Requirements
 - The Archives holds many City records for which the Corporation has legal obligations to properly store and account for.
- ii) Financial Risk/Payback
 - There have been lawsuits involving the City where timely location of relevant records was essential.
- iii) Organizational Risk/Payback
 - The storeroom renovations over the past three years have demonstrate the risks and problems that arise when unprocessed and incompletely inventoried records are moved around. Having records properly organized saves staff and researcher time when retrieving information.

iv) Community Risk/Payback

- Failure to properly manage the collections would be a failure of the core function of the Archives to collect, preserve and make readily accessible the documentary and photographic heritage of Red Deer and area.
- There will be a decreased level of efficiency and level of service.
- The archives will be prepared for a move to a new facility or the decommissioning of the collection without the risk of misplaced collection items.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Supplies, Equipment, Software and Microfilm
Department Name & Reference #: Community Services Directorate - (Archives)
Business Unit No.: #480**

A. Funds Required:

- i) One time ☐ or, Ongoing X
- ii) 2005 Net Budget Requirement \$6,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$ 4,700
- iv) 2007 Budget (Incremental costs from 2006)

Background

In 2003, the Archives requested and received one-time funding for \$10,000. In 2004 the Archives requested ongoing funding in the amount of \$10,000 and received \$5,000.

B. BPFR Description:

- i) The funds will be used for:
 - 1. increasing the annual allotments for conservation and acid free supplies to implement the priority recommendations of conservation consultant for long-term safe storage and preservation of collections.
 - 2. acquiring new and replacement equipment necessary for safe and productive operation of the Archives, in accordance with three year minor equipment list.
 - 3. purchasing new software to continue the digitization initiatives, upgrade existing InMagic software and replace collections management software by 2007.
 - 4. microfilming copies of Red Deer Advocate to ensure the preservation of this important historical resource.
- ii) Costs for this initiative are intended to address:
 - a. Growth \$
 - b. Increased service: \$3,000 - \$850 photo digitization software \$2,150 microfilm.
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$3,000 - \$1,000 collections conservation, \$2,000 equipment replacement:

C. Implications:

- i) Legislative Requirements
 - The Archives holds many City records for which the Corporation has legal obligations to properly store and account for.
- ii) Financial Risk/Payback
 - Improper care of collections may cause losses or damage which would be expensive to remedy or repair. Photo digitization not only reduces risk of damage to original images, but creates revenue opportunities from sales of images to the public.

iii) Organizational Risk/Payback

- City records with operational and historical value may be lost or damaged if improperly stored. Having collections indexed with automated systems and readily accessible saves staff and researcher time for retrieval. Having proper equipment increases safety for staff, volunteers and collections.

iv) Community Risk/Payback

- Failure to properly store and manage the collections would be a failure of the core function of the Archives to collect, preserve and make readily available to the public the documentary and photographic heritage of Red Deer and area. If collections were lost or damaged, or if the local newspapers were not microfilmed, these important parts of our history could be lost forever.

COMMUNITY SERVICES GENERAL BUSINESS PLAN 2005 - 2007

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, as well as facilitation and support to several cultural initiatives.

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, which was being negotiated at the time of writing.

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 was revised in 2004, with changes being primarily housekeeping.

Red Deer Public Library

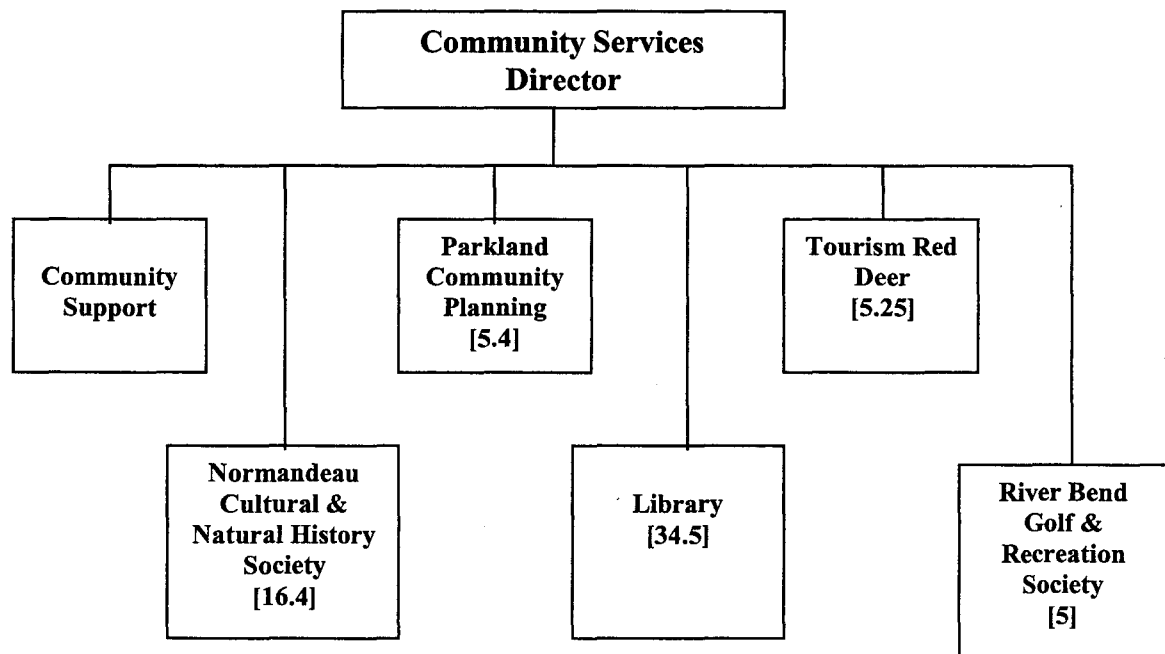
- To provide library services and programs under the direction and management of the Red Deer Public Library Board. The board is a semi-autonomous agency, whose operation is governed by the Public Libraries Act, with funding collected through a special tax levy that is approved by Council.

Parkland Community Planning Services

- To ensure that land use, subdivision development, preservation and conservation initiatives reflect long-term community needs, plans and aspirations. This contract for planning services was renewed in 2004 and is in effect until 2007. Provision of funding for a full time position is separate from the general agreement, with the understanding that changes could be made to this position if demand decreases.

Tourism Red Deer

- 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 Tourism Red Deer that was being renegotiated for one year, as a transition agreement, at the time of writing of this document, which will acknowledge CPI, additional costs related to finances and insurance and for additional provision of service.

C. ORGANIZATIONAL STRUCTURE

Total FTE's: 66.55

D. OVERVIEW**Looking Back on 2004****i) Key Strategies, New Direction and Achievements**

- Culture Link (formerly Culture Inc...), the body charged with the implementation of the Community Culture Master Plan, provided significant leadership in the use of the Culture Capitals of Canada Award. The City has agreements with Culture Link to do this work, as well as with several community groups and contractors for the completion of various projects.
- Culture Link continued implementation of the Community Culture Master Plan, based on their Strategic Plan which addresses strategies in the Master Plan.
- The Division worked with the Normandeau Society and the Archives to address the recommendations coming from the Rotary Recreation Park Facilities Study in 2003. The Site Evaluation and Concept Plan was initiated for a Museum and Archives facility.
- An updated agreement was negotiated with Parkland Community Planning Services and transition agreements with the Normandeau Society and Tourism Red Deer.
- Additional funding (\$22,000) for the fee for service program to cultural agencies for operations, facilities and special events was allocated.

ii) Challenges in 2004:

- The decision was made to combine the undertaking a comprehensive needs study of the whole recreation area at River Bend with the study of Heritage Ranch and Bower Ponds. Because of workload, this study was not started until later in 2004.
- A new agreement with the Red Deer Cultural Heritage Society for the management of the Cronquist House was not negotiated due to workload. This agreement has not been updated since 1979.
- 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. The Senior Projects Coordinator (contract position) and the Strategic Initiatives Planner has been of assistance in this area.
- 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 2005 and beyond.

Looking Ahead to 2005 and Beyond**i) Continuing Strategies**

- To complete the Culture Capitals of Canada program, in conjunction with Culture Link, ensuring that all accountability requirements are met.
- To continue to provide funding to Culture Link for the next three years for further implementation of the Community Culture Master Plan and other culture initiatives.

ii) New Initiatives

- Provide further funding for the Fee for Service program for funding to cultural agencies in the community.
- Undertake a comprehensive review of tourism, and Tourism Red Deer and its role, in preparation for the 2006 Fee for Service agreement with Tourism Red Deer.
- Work with Council to express concerns about provincial funding for libraries.

iii) Challenges

- 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.
- Culture continues to thrive in the community and The City will be challenged to meet the needs and demand.

E. OBJECTIVES for 2005

1. Objective:

To promote collaborative and effective partnerships among cultural groups in the community.

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) To support the implementation of the Culture Master Plan in partnership with Culture Link. (BPFR)	Com. Services Director and Culture Dev. Supt.	Ongoing	Culture Link's Strategic Plan is being implemented, with work progressing as per the plan.
b) To ensure that the Culture Capitals of Canada award initiatives are completed within the parameters as outlined in The City's application, as well as the intended outcomes of the award program	Com. Service Director and Culture Dev. Supt.	2005	The plan developed by Culture Link, in conjunction with The City, for the allocation of the funds is followed and accountability needs of Heritage Canada are met.
c) Increase funding for the fee for service program that allocates funding to cultural agencies for the operation and facilities and for special events. (BPFR)	Com. Services Director, as approved by Council	Feb. 2005	Council has approved additional funding for the fee for service program.

2. Objective:

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	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) Work with the Normandeau Society (and the Archives) in completing the Site Evaluation and Concept Plan future needs with respect to the museum and archives facilities based on the Rotary Recreation Park Study recommendations.	Com. Services Director and Senior	Q2, 2005	Site Evaluation and Concept Plan is complete.

b) .Work with the Normandeau Society (and the Archives) to initiate the Design Planning phase for the new museum and archives facility.	Com. Services Director and Senior Project Coordinator	2005	A plan is in place to address facility needs.
c) Work with the Normandeau Society to address inventory of collection needs, along with consideration of organizational structure changes.	Com. Services Director	2005	Needs of the Society are addressed as a transition to future structure and facility operations.

3. Objective:

To provide high-quality library services and programs that are accessible to all Red Deer residents.

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) Support the Library, along with other libraries and library associations in the province, to advocate for increased funding from the province.	Community Services Director, Library Director and Board	Ongoing	Strong messages have been sent to the province and hopefully increased provincial funding has been allocated.
b) Continue to support the Library in their focus of providing, as a core business, service to persons who have low literacy levels.	Community Services Director and, Library staff and board	Ongoing	The public library has resources to provide service, and low literacy persons become library users.

4. Objective:

To support River Bend in providing 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	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) To maintain the current level of maintenance of River Bend facilities.	River Bend Board and staff	Ongoing	Facilities at River Bend are well maintained and continue to attract users.
b) To partner with the River Bend Golf and Recreation Society to complete a comprehensive study regarding the needs of the whole recreation area, as part of a broader Waskasoo Parks Study.	The City in conjunction with the River Bend Society.	Q1 and 2, 2005	A study is complete and significant community consultation has been undertaken.

5. Objective:

To provide excellent planning services for The City and the community regarding subdivision work, general planning, and planning for more controversial initiatives.

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) Support Parkland Community Planning Services in ensuring priorities are established and resources are available to meet demand.	Community Services Director	Ongoing	PCPS is able to accomplish its work as necessary.

F. RISK MANAGEMENT DISCLOSURE

- Failure to address security for continued 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.
- Failure to provide for the safety of more than 600,000 visitors to public library facilities in one year, leaves the Library Board at risk. This risk will require the continued 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.
- Failure to provide acceptable climate/environment conditions within the Museum and Archives facility will put the Museum collection, as well as the Archives collection, in danger of being damaged. The facility issues also include poor storage, staff space, lighting, program space etc. These issues must be addressed if the Museum & Archives is to continue as an entity in the community. Recommendations from the Site Evaluation and Concept Plan will be brought to Council before the request to proceed to the Detail Design.
- Failure to have contracted agencies comply with Occupational Health and Safety Act and Regulations may place The City, the contracted agencies and facility patrons and staff at risk. Therefore the Directorate will need to work to ensure this is understood, particularly through agreements.

NORMANDEAU CULTURAL & NATURAL HISTORY SOCIETY BUSINESS PLAN 2005–2007

A. MISSION

The Normandeau Society is dedicated to enhancing the quality of life of the community, through telling the stories of our culture and our natural environment and the relationships between them, by collecting, preserving, studying and interpreting objects and processes.

(Being redeveloped: draft mission statement is:

To foster a sense of place, through collaborative exploration of the people, objects, artistic expressions, events and stories which shape our dynamic community.)

B. 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 Normandeau Society must comply including the Community Services Action Plans 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 and Canada.

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, as well as by means of various non-personal media (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.

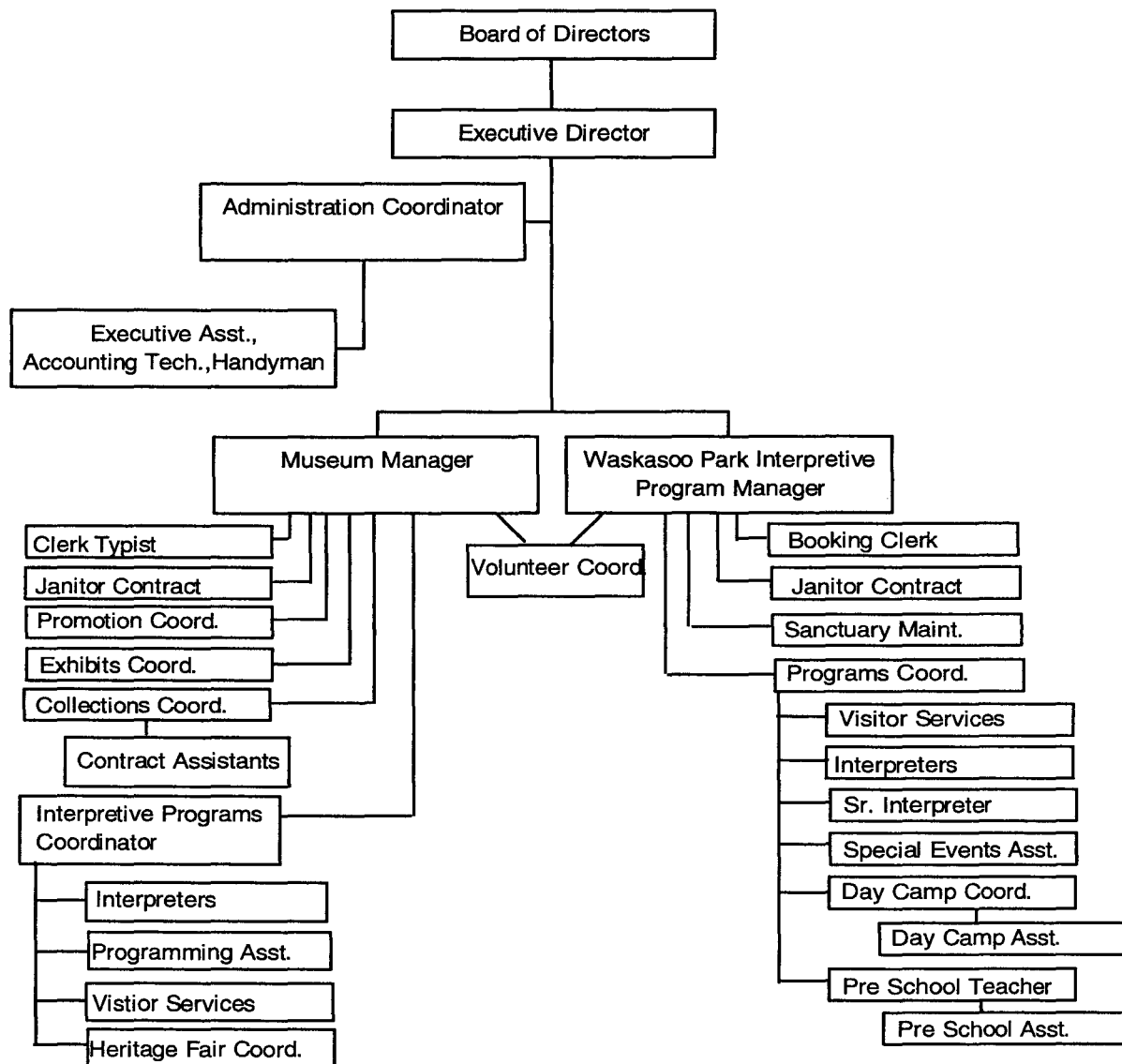
Exhibits Program

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 the 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.*

C. ORGANIZATIONAL STRUCTURE

Year	2004	2005	2006	2007
Total FTE Positions	18.25	19.55 <i>(incl..5 Exec. Dir. + .3 at Fort + .5 for Collections)</i>	20.0	
Volunteers Hours	16,000 <i>(estimated to reach 17,600)</i>	17,600	17,600	17,600

D. OVERVIEW**Looking Back on 2004****i) Key Strategies, New Directions & Achievements**

- Installation of solar-electric panels at Kerry Wood Nature Centre.
- Completed inventory of clothing and textile portion of collection using *TMS Light* collection management software.
- Park Interpretive Program using CLASS program and room booking software (*Fall '04*).
- Recruited new Museum Manager.
- Restructuring of organization to better position itself for the coming challenges (*ongoing/pending*).
- Municipal designation of Allen Bungalow, Stevenson-Hall Block, Gaetz Library and Presbyterian Church steeple.
- Completed planning for prescribed burn in Sanctuary in conjunction with Red Deer Emergency Services and University of Alberta

ii) Challenges

- Departure of Executive Director.
- Other vacancies and resulting overload, reassignment of work and financial costs. Morale issues. (On the positive side, this provided opportunity for cross training and development.)
- Expectation of matching City funding with grants is not always realistic. Especially as facilities age and safety/efficiency issues arise, projects may not be able to await successful receipt of a grant. Other important projects have not proceeded. Not all projects should be expected to provide matching funds.
- 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.
- Cost of computer upgrades has not been adequately addressed in operating budget.

Looking Ahead to 2005 and Beyond:**i) Continuing Strategies**

- Complete preparations for prescribed burn in Sanctuary (April 2005)
- Continue exhibit renewal as possible with funds available
- Continue implementing CLASS and TMS Light software
- Continue inventory & cataloguing of Museum collection
- Continue restructuring of organization to better position itself for ongoing operations and coming challenges
- Work with Community Services to better integrate Normandeau Society facility work with that being done by other City crews/contracts to ensure cost-efficiencies and timely completion of work / work done to City standards.

ii) New Initiatives

- Review space use in Museum to better operate until new facility is available
- Increasing fees paid to artists to reach CAR/FAC recommended levels in 2004, as necessary to be eligible for Canada Council funding.
- New agreement with City that will look at short-term/transition needs.
- Kerry Wood Nature Centre and Museum (*pending*) reference libraries linked with / displayed on Red Deer Public Library system.
- Develop and implement subdivision interpretive planning with Parkland Community Planning Services
- Develop and implement Waskasoo Park Interpretive Master Planning with Parkland Community Planning Services

iii) Potential Challenges

- Need to address management and staffing (e.g. Executive Director, collections inventory) in the short-term, as transition occurs in the life cycle of the Museum. A long-term plan for staffing will develop depending on the outcome of the Museum/Archives project.
- 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 made accessible to us.
- Additional funding will be required to update Fort exhibits and the Allen Bungalow wheelchair access, as ability to apply for grants has been limited.
- Projects continue to require supplementary funding from a variety of sources, with resulting workload in development of proposals and subsequent reporting and difficulty in planning due to uncertainty of success of grant applications.
- Operations budget must be supplemented by employment grants to maintain minimum staffing and service levels required, especially at Fort Normandeau.
- Funding allocated by the City for major maintenance, including exhibit maintenance and redevelopment, means that only most urgent needs are addressed.
- Implementation of new collection management software system involves costs for collection inventory and cataloguing, training and ongoing operational support. This is essential to have the collection ready for:
 - exhibit renewal
 - the move into the new facility
 - whatever other options are chosen if a new facility does not proceed.
- Resources currently available in the operating budget for technology upgrades are significantly lower than City standard.
- Must communicate to the community of the importance of collecting, protecting, researching and interpreting our history and heritage and the need to invest in appropriate space to achieve this in the Museum.

E. OBJECTIVES and ACTIONS for 2005

Objective 1: To provide comprehensive and effective programming of our cultural and natural heritage resources.

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) Develop and present exhibits, publications and programs, in-house and through extension, on subjects which are relevant to the community, showcase collections, mark community milestones and appeal to various markets.	Employees	Ongoing	Attendance Feedback Survey response
b) Revise and update Waskasoo Park Interpretive Master Plan. Investigate feasibility of developing City interpretive plan.	Manager, WPIP with PCPS	Initiate in 2004. Complete mid year 2005.	Provides direction for programming and interpretive media
c) Reflect and serve the diversity of our community through collections, research, programs, exhibits, volunteer programs and hiring practices.	Board, Director/Managers, Employees	Ongoing	New audiences served Feedback
d) Identify barriers and provide appropriate increased access to collection and reference resources, facilities, programs and services.	Board Director/ Managers Employees	Ongoing	Means to overcome barriers identified, acted on; library collections on-line through RDPL. Ramp for Allen Bungalow.
e) Maintain and promote the interpretive sign and walking tour programs, expand based on Interpretive Master Plan.	Director, Manager, Heritage Preservation Committee	Ongoing	Increased public awareness
f) Continue exhibit renewal process.	Managers	Ongoing	Progress on exhibit renewal
g) Develop collection plan in consultation with Museum Society, which addresses planned collecting based on designated criteria, de-accessioning, increased access, conservation.	Museum Manager, Employees	Ongoing	Plan in place
h) Revise educational and youth group programs as required to fit changing curricula and diverse user needs.	Employees	Ongoing	Programs meet needs; number of bookings; match changes in curriculum; investigate non-traditional parts of curriculum and cross-facility & cross-curriculum programming

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
i) Continue inventories and cataloguing of collection	Employees	Ongoing	Gallery renewal, prepared for move to new facility
j) Target art collecting on local artists and 1 st Nations art	Employees	Ongoing	Improved collection

Objective 2: To implement marketing initiatives to attract specific target markets

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) Provide a consistently positive first impression for visitors to all sites.	Employees/Volunteers	Ongoing	Surveys and other feedback
b) Update and redesign web sites, expand range of information available and links with other sites.	Employees	2005 then ongoing	Increased use of sites and accessing of information from the web sites
c) Keep community informed through a strong consistent publicity and promotion program.	Employees	Ongoing	Media coverage Visitor survey
d) Develop, refine and implement marketing plans outlining strategies to attract selected market segments.	Director/ Manager Employees	Ongoing	Appropriate strategies implemented. Fort marketing plan developed; KWNC plan updated.
e) Continue to produce attractive and informative newsletters and event calendars.	Employees	Quarterly	Feedback Survey
f) Cooperate with tourism marketing organizations in affordable marketing initiatives aimed at attracting visitors.	Employees	As appropriate	Visitors aware of facilities.

Objective 3: To broaden the operating revenue base through grants, cost recovery initiatives, sponsorships and joint ventures

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) Maintain a supportive working relationship with the Red Deer and District Museum Society and the Kerry Wood	Board Director/ Managers	Ongoing	Good communication and working relationship maintained

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
Nature Centre Association to assist in organizing successful fundraising activities and maintaining membership base.			
b) Approach corporate sponsors, foundations and funders for support for selected projects, maintain and develop relationships, improve timeliness of reporting.	Director/ Managers Employees	Ongoing	Funders attracted, retained
c) Approach Red Deer County for financial support for operations and/or projects, based on services provided.	Board Finance Committee	2005	Financial support obtained
d) Increase donor awareness of opportunity to provide support through memorial donations and contributions to designated funds held by Community Foundation.	Director/ Managers	Ongoing	Donations committed
e) Review fees and charges and adjust as appropriate	Board, Finance Committee	Annually	Fees remain competitive
f) Explore avenues to increase funding obtained from federal and provincial levels of government.	Director/ Managers	Ongoing	Funds, including MAP operational funding, obtained.

Objective 4: To improve efficiency, use more current technology and make best use of available resources

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) Link Museum reference libraries with the Red Deer Public Library, to increase their accessibility.	Employees	2005	Reference collections more accessible
b) Continue cooperation with Archives in managing and enhancing shared library	Director Employees	Ongoing	Materials accessible
c) Assess whether to extend use of CLASS software to Museum.	Managers Employees	2005	Decision made

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
d) Find necessary resources to invest in technology upgrades necessary to work effectively.	Director/ Managers Employees	Ongoing	Increased productivity
e) Implement collections management software system, continue physical inventory of collection.	Director Employees (new contract with support of City)	2005	Improved access to collection & assess process for move or de-accessioning.
f) Address facility maintenance, repair and replacement needs, as feasible with funding available.	Board Director/ Managers	Ongoing	Priority work undertaken
g) Maintain and improve emergency response and safety plans for all sites, providing necessary training and orientation.	Managers Employees	Ongoing	Up to date plans in place
h) Incorporate and demonstrate environmentally friendly alternatives at Kerry Wood Nature Centre.	Manager Employees	Ongoing	Increased public awareness of options
i) Review and improve records management policies and procedures, contingent on obtaining project funding.	Policy Committee Director	2004 if resources available	Increased productivity
j) Implement improvements to conservation and storage of collection, as resources permit.	Employees	Ongoing	Enhanced safety of collection

Objective 5: To address the critical need for additional, suitable space to house the Museum and conserve its collection

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) Complete site selection for new Museum & Archives building.	Consultants, Team including Manager, Board, City.	December 2004	Site selected, approved
b) Complete concept design for new Museum/Archives space.	Employees Board, Director, City, Manager,	April 2005	Concept completed
c) Begin Detail Design Phase for Museum and Archives Project	Management Committee, City, NCNH Board & Staff	June 2006	Detail Design plan is complete and approved by Council.

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
d) Determine role to be played in fundraising for new Museum.	Board	2005	Role determined
e) 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.	Director Employees	Ongoing	Periodic changes
f) Assess minor capital projects in view of timeframe for new space and future use of Museum building.	Board, Director	Ongoing	Appropriate work undertaken

Objective 6: To provide a working environment that demonstrates a commitment to the well-being and continued development of our human resources

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) Develop a plan to address Occupational Health and Safety needs.	Director/Board	2005	Plan in place
b) Undertake orientation, training and development as necessary to ensure that employees and volunteers have appropriate knowledge and skills.	Director/ Managers Employees	Ongoing	Feedback Work planning process
c) Maintain, expand and diversify volunteer base to assist in fulfilling mandate and to provide meaningful volunteer opportunities.	Employees	Ongoing	Volunteer hours, attraction & retention, new sources of volunteers /
d) Implement modifications to benefits program as recommended by Personnel Committee.	Personnel Committee, Board	2005	Modified benefits package in place
e) Determine how to establish contingency fund for sick leave coverage and vacation coverage where required.	Board Finance Committee	2005	Able to provide coverage
f) Develop succession plan to meet long term needs of organization.	Personnel Committee Director	2005	Plan in place

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
g) Compare to and learn from the best related institutions in Alberta, Canada and beyond.	Director/ Manager Employees	Ongoing	Able to implement best practices
h) Participate in opportunities to celebrate successes and support volunteerism.	Board Director/ Manager	Ongoing	Volunteers appropriately recognized

Objective 7: To play a leadership role in the protection of our cultural and natural heritage resources

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) Play an active role in implementing recommendations of the Community Culture Master Plan.	Board Director Employees	Ongoing	Progress made in implementing recommendations
b) Continue to implement the Gaetz Lakes Sanctuary Management Plan, implement prescribed burn.	Manager, WPIP	Ongoing Spring 2005	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.	Director/ Managers Heritage Preservation Committee	Ongoing	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.	Board Director/ Managers Heritage Preservation Committee	Ongoing	Interventions as appropriate
e) Develop guidelines to assist developers in interpreting significant features, as per Neighbourhood Planning and Design Guidelines and as a part of the Waskasoo Park Interpretive Plan update.	Director/ Managers	2004/05	Guidelines in place
f) Maintain and expand City heritage inventory and support designation requests as appropriate.	Director Heritage Preservation Committee	Ongoing	Appropriate sites, buildings added

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success 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.	Director, Museum Manager, Employees	Ongoing	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.	Director/ Managers	Ongoing	Opportunities provided Response to requests for input
i) Provide input to planning initiatives including Park nodes, River Bend, Culture Marketing Plan, tourism promotion plan, Red Deer College Visual Arts facility.	Board Director/ Manager	Ongoing	Input reflected in plans

Objective 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	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) Provide support, share tools and expertise with organizations, which are part of Red Deer & District's heritage, cultural and environmental networks.	Board Director/ Managers Employees	Ongoing	Good communication maintained
b) Provide coordination and support for the Central Alberta Regional Museums Network (CARMN), secure new source(s) for operating funding.	Director/ Managers Employees	Ongoing	Feedback from member museums
c) Undertake joint initiatives with community agencies, initiate new partnerships which fit objectives and are feasible, discontinue partnership projects as appropriate.	Board Director/ Managers Employees	Ongoing	Effective partnerships maintained

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
d) Continue to coordinate Central Alberta Heritage School Fairs, increase participation in school level fairs.	Employees	Ongoing	Increased participation Feedback
e) Work with partners to plan and implement next phase of the Arts à la Carte project.	Director	Ongoing	Increased accessibility
f) Carry out publication program in partnership with Central Alberta Historical Society and Central Alberta Regional Museums Network.	Director	Ongoing	Publications produced and sold
g) 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.	Director/ Managers	Ongoing	Feedback Increased retail traffic, sales

F. RISK MANAGEMENT DISCLOSURE

- Collection at risk due to inability to maintain consistent temperature and humidity levels, and lack of adequate storage space. Addressing immediate issues as identified in Canadian Conservation Institute report and planning new building.
- Emergency plans are being developed for all facilities.
- Supplementing operating funds with employment grants in order to maintain minimum staffing is required to operate and program Fort Normandeau.
- Staffing must be stabilized in the short-term, with a view to a long-term plan.

RIVER BEND GOLF & RECREATION SOCIETY BUSINESS PLAN 2005 – 2007

A. MISSION

“To provide patrons with a quality recreational experience in an environmentally friendly manner.”

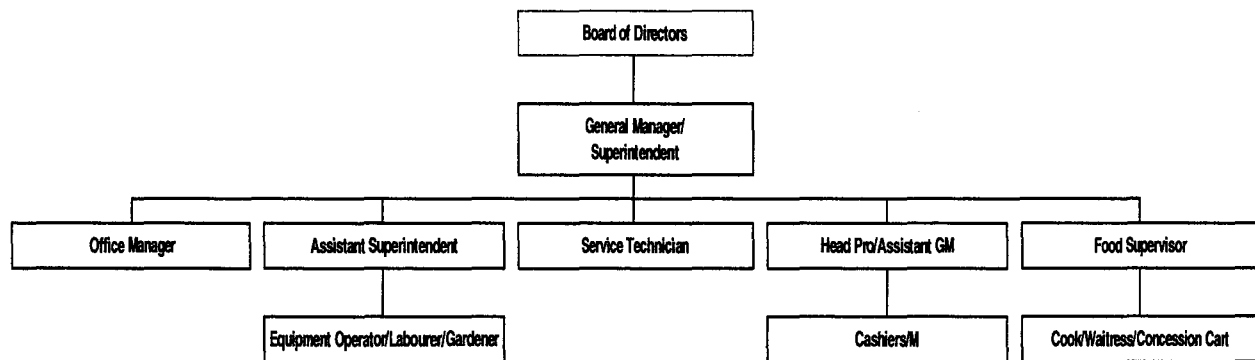
B. MANDATE

The mandate of the River Bend Golf Course & Recreation Society is to operate the River Bend Golf and Recreation Area and is contracted by the City of Red Deer to undertake the following:

- 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.
- 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.
- 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.
- To operate each component of the facilities and all services thereon in such a manner that will:
 - Maximize public use;
 - 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).
- 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.
- To manage the following major operations within the standards identified (see Schedule B of the agreement):
 - 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.

- 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.
- Food Services:** To provide users of the facilities with food services during the golfing season, including licensed beverages.
- 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.
- Park Areas:** To maintain all park grounds, trails, picnic areas and boat launches in acceptable conditions for public use during daylight hours.
- 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.
- Equipment & 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.

C. ORGANIZATIONAL STRUCTURE



The comparative FTE staffing levels for the period 2004-2007 is as follows:

Year	2004	2005	2006	2007
Total FTE Positions	5	6	6	6

D. OVERVIEW**Looking Back on 2004****i) Key Strategies, New Directions & Achievements:**

- It was anticipated that an independent study to determine the needs of patrons for River Bend Golf and Recreation area would be completed. This has not been initiated as the City of Red Deer recommended we incorporate our study into an all inclusive Waskasoo Park study. It is anticipated that the Waskasoo Park study will be initiated in late 2004, early 2005. We are anticipating a great deal of public interest in this study.
- Completion of the detailed plans for the clubhouse expansion and construction has been completed and the project tendered. Due to increased construction costs, the project required an additional \$500,000, which was approved as an addition to The City's loan to Riverbend on October 4th, 2004.
- The development and completion of capital projects to enhance River Bend Golf Course involved removing old sprinkler heads, addition of pipe, wire and new sprinkler heads. Parts of the project were over budget; therefore new sprinkler heads were not added to #5 green and #6 tee. These will be installed at a later date and do not affect the overall improvement this project has supplied. Installation of the sprinkler heads has led to higher quality turf and a reduction in water consumption.
- Sand trap renovation occurred on 27 traps out of 55 that were located around the greens. Holes 1-11 and #17 were completed. The project included removal of old sand, reshaping, drainage, lining of the bunker interior, installing new sand and laying new sod around the renovated traps. The project was successful but weather brought delays and completion was pushed back until mid-June. The remaining sand traps are slated for refurbishment in 2005.
- Also included in the capital improvements was first phase of reestablishing a tree nursery on the south side of the driving range. 40 trees were planted with the nursery eventually having 120 that can be used in future plantings around the park.
- Tree planting continues to be ongoing and this year we added 64 trees around the golf course.
- Snow disappeared early and the golf season started in early April, providing an above average early part of the season. This summer was wetter than the past few years and the rain-washed out any early gains and an average year occurred. Conditions on the course were very good early and the wet conditions helped maintain the whole property to a very green lush standard.
- The rain seemed to keep river levels up and it appeared that more people used the boat launch taking advantage of consistent high river flow.

- One feature that was very positive is River Bend Junior golf program. River Bend joined the Future Links program in 2003 and it was an immediate success story. 2004 brought the program excel at all levels. Small Fry ages 5-9 clinics participation went from 25 to 66. A new junior girls program was implemented and a remarkable 27 first time participants took part. River Bend had the highest participation rate of any Future Links facilities across Canada. In addition, several top juniors at local and regional competition represented River Bend. This program has grown due to support from parents, board, staff and several corporate sponsors. With club storage planned in the building expansion the future looks bright for our young golfers.
- In 2004 golf has continued to be a main stay in the overall park operation. With surveys indicating 4-6% drops in prairies province golfing, River Bend numbers are up slightly over 2003. Approximately 42,000 rounds of golf have been played in 2004. Total use is above average compared to the past 5 years.
- Our working arrangement with the City of Red Deer continues to be strong and this was highlighted by City Councils approval of our clubhouse expansion and renovation Business Plan. In February City Council approved 1.2 million dollars for the renovation and expansion of the existing clubhouse. Upon receiving City Council's approval for funding, River Bend moved forward and selected an architect, Group 2 to design and coordinate the project. The process has moved along and the project was tendered and construction was initiated in early October. Increased construction costs resulted in the need for a further \$500,000, which was approved by Council on October 4th, 2004 as a part of the total loan of \$1.7 million.
- Many patrons constantly raved about the beauty of River Bend. The comments ranged from the natural park setting to the manicured turf area and finally about the many flowers and plants that were under the constant care and watchful eye of River Bends horticulturalist, Serena Boles. The whole picture is one that we can all be proud of as citizens of Central Alberta.

ii) Challenges

- Weather in 2004 brought a wide range of conditions that impacted park use at River Bend. Early winter snow provided quality cross-country skiing during the first part of the season. Wind and low snowfalls had immediate deterioration on ski trail and trail use declined over the latter part of the season. Overall numbers were down compared to an average season.
- The rain and cool weather impacted Discovery Canyon revenues and they showed a declined by 30%. Patrons seem to come, when long stretches of warm weather occur, this did not happen in 2004.

Looking Ahead to 2005 and Beyond:**i) Continuing Strategies**

- Fees at River Bend have been set out in our long range financial projections. Most areas are expected to increase at 4% per year over the next five years. These fees have been set for the following reasons:
 - Maintain fair market value in comparison to local market
 - Meet financial requirements for operating and capital expenditures. The one main expectation to the 4% increase is in passholder fees. They will increase 6% for the next two years. In 2004 green fees went up 14% and passholders increased only 6%. The board looked at financial needs and felt the increase in passholder fees could be spread over 3 years. These fees provide favorable comparison with local public facilities.
- The mini links golf course continues to be a positive feature for River Bend. Season passes have increased and overall revenue is up 20% in 2004. The board is in favor of keeping the mini links affordable and the master plan, which includes a major renovation of the mini links, indicates the importance of this site in the boards' discussions.

Mini Links Summary		
	2003	2004
Adult Green Fee	2652	2101
Junior Green Fee	1684	1219
Passes	2500	4100
	Based on 20 Rounds/125)	(20X205)
Total	7265	7857
*	1500	1500
Total Mini Link	8765	9357

**These numbers do not include our juniors and intermediate whose passes include mini links privileges. This would account for about 1500 rounds based on 20 rounds per player.*

- River Bend has contributed to capital improvements and will continue in 2005 and the future. Our capital budget ranges from 145,000 to 160,000. Items included in the budget range from maintenance equipment, tree planting, signage, clubhouse equipment and park improvements
- River Bend are responsible for the total park operational costs; maintenance costs exceed 600,000 with approximately 70,000 being spent on the trails, cross country, ski maintenance, discovery canyon and the mini links golf

ii) New Initiatives

- 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
- Tree planting will provide a lifetime legacy to our facility

- Discovery Canyon Building will allow us to broaden service and comply with Occupational Health and Safety standards

E. OBJECTIVES for 2005

1. Objective: Construction and completion of the Clubhouse at River Bend

Action	Key Responsibility/ Partners/Impacts on Others	Expected Completion	Success Measure
a) Evaluate and select a successful General Contract bidder by September 30, 2004	Manager/ Superintendent	March 30 interior March 30 exterior 2005	Building construction to meet needs of patrons outlined in business plan
b) Work with architect and contractors to carryout required construction	Building Committee	March 30 interior March 30 exterior 2005	Building to be completed within budget guidelines
c) Develop tactical plans, with supervisors and staff, to maximize new building		March 30 interior March 30 exterior 2005	Building construction to meet needs of patrons outlined in business plan

2. Objective: Develop plan for a new concession building at Discovery Canyon

Action	Key Responsibility/ Partners/Impacts on Others	Expected Completion	Success Measure
a) Develop a plan with building design and interior layout	Superintendent / GM	2004/2005	Completion of functional building within budget and time lines
b) Work with Architect, kitchen designer and local authorities to ensure new building provides required health and safety levels	Superintendent / GM	2004/2005	Completion of functional building within budget and time lines
c) Develop detailed drawings	Superintendent / GM	2004/2005	Completion of functional building within budget and time lines
d) Tender bids	Superintendent / GM	2004/2005	Completion of functional building within budget and time lines
e) Construction	Superintendent / GM	2004/2005	Completion of functional building within budget and time lines

3. Objective: Initiate assessment and integration of occupational health and safety standards

	Action	Key Responsibility/ Partners/Impacts on Others	Expected Completion	Success Measure
a)	Assessment of total workplace at River Ben	River Bend Supervisors	Ongoing	Independent audit with goal being to reach CORE status
b)	Develop a safety manual and policy for each division	River Bend Supervisors		
c)	Request independent audit	River Bend Supervisors		

F. RISK MANAGEMENT DISCLOSURE

- Failure to continue River Bend's proper controlled use of pesticides, could lead to damage to the environment, increased patron risks, negative community reaction and damage to golf industry image. Pesticide use has been monitored and there has been over 60% reduction in pesticide use. On staff there are presently 5 certified pesticide service technician. Our staff are proud of the environmental measure taken to ensure a safe setting for park users
- Failure to undertake, implement and monitor a program to upgrade occupation health and safety policies and procedures, could put the safety of staff and patrons of River Bend at risk, along with increased liability for the organization.

2005 River Bend Fee Schedule

Description	2005 Rate (Including GST)	G.S.T.	2005 Rate (Without G.S.T.)	2004 Rates GST included
GREEN FEES				
18 holes - weekday includes range & pull	\$ 40.00	\$ 2.62	\$ 37.38	\$ 38.00
18 holes - weekend includes range & pull	\$ 45.00	\$ 2.94	\$ 42.06	\$ 42.00
Junior Non-Prime Tim (17 years and under) 9 holes	\$ 13.00	\$ 0.85	\$ 12.15	\$ 13.00
Junior Non-Prime Time (17 years and under) 18 holes	\$ 22.00	\$ 1.44	\$ 20.56	\$ 22.00
9 holes -weekday	\$ 24.00	\$ 0.57	\$ 22.43	\$ 23.00
9 holes-weekend after 5pm	\$ 26.00	\$ 0.70	\$ 24.30	\$ 25.00
PASSES				
Unrestricted	\$ 1,155.00	\$ 10.56	\$ 1,079.44	\$ 1,090.00
Restricted (under 65 years)	\$ 827.00	\$ 7.10	\$ 772.90	\$ 780.00
Restricted (over 65 years)	\$ 753.00	\$ 6.26	\$ 703.74	\$ 710.00
Student***	\$ 400.00	\$ 16.17	\$ 373.83	\$ 390.00
Intermediate Student	\$ 550.00	\$ 10.98	\$ 514.02	\$ 525.00
Family (two adults)	\$ 2,170.00	\$ 11.96	\$ 2,028.04	\$ 2,040.00
additional children (18 years and under)***	\$ 200.00	\$ 8.08	\$ 186.92	\$ 195.00
TICKET BOOKS				
18 hole Ticket Book (10 rounds)	\$ 380.00	\$ 9.86	\$ 355.14	\$ 365.00
18 hole Ticket Book (20 rounds)	\$ 730.00	\$ 27.76	\$ 682.24	\$ 710.00
9 hole Ticket Book (10 rounds)	\$ 215.00	\$ 4.07	\$ 200.93	\$ 205.00
TOURNAMENT/ADVANCE FEES	\$ 5.00	\$ 0.33	\$ 4.67	\$ 5.00
POWER CARTS				
18 holes	\$ 31.00	\$ 1.03	\$ 28.97	\$ 30.00
9 holes	\$ 18.50	\$ 0.71	\$ 17.29	\$ 18.00
18 holes - Medical*	\$ 23.00	\$ 0.50	\$ 21.50	\$ 22.00
9 holes - Medical*	\$ 14.00	\$ 0.08	\$ 13.08	\$ 13.00
Cart Ticket Book (10 full Carts)	\$ 290.00	\$ 18.32	\$ 271.03	\$ 280.00
Fleet Rental (please see tournament packages)		\$ -	\$ -	
Driving Range				
Small Bucket	\$ 3.50	\$ 0.27	\$ 3.27	\$ 3.00
Large Bucket	\$ 6.50	\$ 0.07	\$ 6.07	\$ 6.00
Driving Range Pass - Student	\$ 94.00	\$ 2.15	\$ 87.85	\$ 90.00
Driving Range Pass - Adult	\$ 130.00	\$ 3.50	\$ 121.50	\$ 125.00
Punch Card - 10 buckets	\$ 58.00	\$ 0.79	\$ 54.21	\$ 55.00

2005 River Bend Fee Schedule

Description	2005 Rate (including GST)	G.S.T.	2005 Rate (Without G.S.T.)	2004 Rates GST included
RENTALS				
Single Iron	\$ 1.00	\$ 0.07	\$ 0.93	\$ 1.00
Single Wood	\$ 2.00	\$ 0.13	\$ 1.87	\$ 2.00
Full Set	\$ 19.00	\$ 0.24	\$ 17.76	\$ 18.00
MINI LINKS				
9 holes - adult	\$ 4.75	\$ 0.06	\$ 4.44	\$ 4.50
9 holes - 12 and under	\$ 3.25	\$ 0.04	\$ 3.04	\$ 3.00
Mini Links Pass	\$ 34.00	\$ 0.72	\$ 31.78	\$ 32.50
CROSS COUNTRY SKIING				
Single Day	\$ 4.25	\$ 0.03	\$ 3.97	\$ 4.00
Family Day	\$ 12.50	\$ 0.32	\$ 11.68	\$ 12.00
Student Day	\$ 2.75	\$ 0.07	\$ 2.57	\$ 2.50
Single Season	\$ 52.00	\$ 1.40	\$ 48.60	\$ 50.00
Family Season	\$ 115.00	\$ 2.52	\$ 107.48	\$ 110.00
Senior Season	\$ 47.00	\$ 1.07	\$ 43.93	\$ 45.00
GOLF ASSOCIATION FEE				
Includes RBGA fee, computer, handicap card	\$ 31.00	\$ 1.97	\$ 28.97	\$ 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	\$ 13.00
Tournament Packages				
Weekday includes cart, range and prize fund	\$ 70.50	\$ 2.11	\$ 65.89	\$ 68.00
Weekend includes cart, range and prize fund	\$ 75.00	\$ 1.91	\$ 70.09	\$ 72.00
For tournaments requiring over 54 carts:	ask for a quote			
Restrictions apply and proof of eligibility must be furnished upon request				
***These categories (student and child on a Family Pass include use of the Driving Range and the Mini-Links)				
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 2005 – 2007

A. MISSION

Red Deer Public Library ensures community access to the universe of information, experience and ideas.

B. MANDATE

The mandate of Red Deer Public Library is to provide library service to every person in the community of Red Deer.

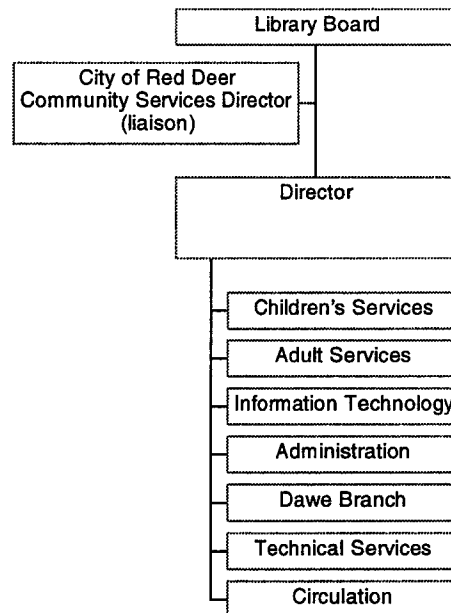
The vision of the Library is that each person in the community will use and value the Public Library.

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 (76%) and from a provincial grant (about 10%). The Library generates the remainder (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.

C. ORGANIZATION STRUCTURE

Organization Chart



Full-Time Equivalent Staff

Year	2004	2005	2006	2007
FTEs	37.0	37.8	38.0	38.0

D. OVERVIEW**Looking Back on 2004****i) Key Strategies, New Directions and Achievements**

By following best practices in planning, marketing, technology and customer service, the Board and staff have made Red Deer Public Library one of the best public libraries in Canada. This level of service is made possible by the highest per capita revenues of any Alberta public library, though the per capita municipal tax burden is close to the lowest in the province.

In 2004 the Library began planning for an enhanced service to teens. The Downtown Rotary Teen Centre, partially funded by money from the John & Margaret Dickson Bequest, will be in place in early 2005. The Library invested \$180,000 of the Dickson Bequest with the Red Deer and District Community Foundation in 2004. Interest from this fund will help the Library to provide enhanced programs and services to teens in perpetuity (\$7,425 in 2005, \$10,800 in 2006).

Grants from foundations and lottery funds allowed the Library to complete a number of projects in 2004. These include \$75,000 for an enhanced Computer Lending Program, \$20,000 for free Library Cards for Teens, and \$80,000 for a major renovation to the Downtown Branch (matched from the Library's Operating Reserve).

ii) Challenges

Because the per capita Provincial Grant for 2004 was based on 2002 rather than 2003 population, the Library received about \$10,000 less than it had budgeted. Because population growth is not factored into the Provincial grant, in 2005 the Library will receive \$27,046 less than the budget amount for 2004. The Library now receives less per capita from the Province than it did in the early 1990s.

Higher costs for benefits had a major impact on the Library, a labour-intensive organization.

Looking Ahead to 2005 and Beyond**i) Continuing Strategies**

In 2005 and beyond, the Library will continue its market-driven strategies, and will focus on completing these major projects already in progress:

- The Downtown Rotary Teen Space, with its new collections, services and programs for customers aged 13-18;
- Further Downtown Branch renovations and related New Funds Development;
- Design work for the Dawe Branch renovations (2006-07); and
- The enhanced Computer Lending Program.

Literacy programs, public Internet access, children's programming and important partnerships with Red Deer College and the Catholic School Board remain high priorities for the Library Board.

ii) New Initiatives

In 2005 the Library will undertake a number of initiatives related to, and partially funded by, the Cultural Capitals of Canada grants. These include an artist-in-residence program in the Teen Centre, and an Art Lending Program.

A new ¾-time librarian position will provide enhanced programs, services and collections for teens. The new librarian will engage teens in partnership with community organizations, including the City's Social Planning and Recreation, Parks and Culture departments, the School Boards, Red Deer College and other agencies.

E. OBJECTIVES FOR 2005

1. Objective:

To market library programs and services to meet our mandate to provide library service to every person in the community.

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) Update the three-year Marketing Plan (1 st plan 2002-04)	Marketing Team	2Q 2005	2005-07 Plan in place by 2Q 2005
b) Gather quantitative and qualitative information from customers, non-customers and other stakeholders	Marketing Team	Ongoing	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	Marketing Team Library Board	Ongoing	\$45,000 in new funds raised in 2005
d) Plan for investing the John & Margaret Dickson Bequest	Library Board	Ongoing	Plan in place Q1 2005 Programs or capital spending beginning Q4 2004
e) Participate in provincial and local advocacy efforts to increase the profile of and funding for public libraries	Library Board	Ongoing	Effective advocacy during 2005 as measured by provincial and municipal funding levels. Meetings with MP, MLAs, new Councillors and Mayor
f) Planned Giving program in place	Marketing Team, Library Board	Ongoing	Plan in place by 2Q 2005

2. Objective:

To provide to our customers the facilities, collections, programs and services they need.

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success 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	Marketing Team, Management Team	Ongoing	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	Management Team	Ongoing	New technologies, collections & training implemented in 2005. Adaptive workstations are included in 2003-04 CFEP project.
c) Begin construction of the enhanced library facility at the Dawe Centre	Management Team, Library Board, Dawe Construction Committee	2Q 2008?	Construction underway 2Q 2007 (?) Construction complete 2Q 2008 (?)
d) Plan for enhancements to the Downtown Branch, including fundraising, based on the new Marketing Plan	Management Team	4Q 2008	Enhanced facility completed
e) Provide a new space for Teens in the Downtown Branch, with new enhanced collections, and a plan for enhanced programs and services.	Management Team, Library Board, Teen Project Team	Space 1Q 2005 Services ongoing	New teen space open February 2, 2005 (Groundhog Day). New enhanced collections available at the opening Plan for enhanced teen services and programs in place 2Q 2005

3. Objective:

To work in partnership with other institutions and organizations to enhance service to our customers.

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success 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	Library Council, Management Team, Library Board	Ongoing	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.	Director	Ongoing	Coordinated planning
c) Participate in The Alberta Library's province-wide reciprocal borrowing program – the TAL Card.	Children's/ Circulation Librarian, Circulation Staff, Director	Ongoing	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.	Director	Ongoing	New programs; success of existing partnerships
e) Work with the Red Deer Literacy partners to provide lifelong learning opportunities to people in Red Deer who lack literacy skills; and plan to integrate the Family Literacy Program into the Library's core service, with an identification of funding sources for the next two years.	Management Team, Library Board	Ongoing	Family Literacy Program performance measures
f) Investigate a new, closer mutually beneficial relationship with Parkland Regional Library, with a related investigation of new funding sources	Library Board, Director	Ongoing	New partnership in place that benefits both partners without requiring an increase in the Library tax levy.

4. Objective:

To operate the Library in the most efficient, effective and business-like manner possible.

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a. Plan in a collaborative fashion, soliciting input and feedback from staff, Board and Community stakeholders	Board, Stakeholders, Management Team	Ongoing	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	Director, Library Board	Ongoing	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)	Management Team	Ongoing	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, the Community Services Action Plan, the Cultural Master Plan and the IT Master Plan.	Management Team	Ongoing	Integrated planning, as expressed by stakeholders
e. Enhance Library Collections	Library Board	2005 Budget	Ensure that RDPL's rank in \$ per capita spent on library materials is in the top 1/3 of mid-sized libraries in the national Public Library Survey

5. Objective:

To support & promote the development of staff, volunteers and Board.

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) Provide a complete volunteer management service to enhance both Library service and the volunteers' experience	Volunteer Coordinator (contracted with the Normandeau Board); Management Team	Ongoing	Volunteer satisfaction measures; Library output measures
b) Provide Board and staff development opportunities	Board, Management Team, Staff, provincial and national Library and Trustee organizations	Ongoing	Staff and Board surveys

Additional 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	2003 Actual	2004 Projected	2005 Targets
Customer Visits	588,447	580,000	600,000
Website Visits	94,886	120,000	150,000
Circulation of Items	676,380	680,000	695,000
Program Attendance	18,719	20,000	22,000
Volunteer Hours	8,044	9,000	9,000
Reference Questions	91,846	94,000	96,000
Public Internet Computers	27	37	40
Internet Research Sessions at Public access workstations in the Library	54,968	60,000	70,000

Rankings

The Library participates in a regular national survey of libraries serving communities of over 50,000 in population (65 libraries in the 2003 survey). We track our relative success in meeting our goals by comparing ourselves with the best public libraries in Canada.

Measure	Ranking of the 65 largest Canadian Public Libraries #2003 – 2003 – 2002
Circulation per capita	#28 – 31 – 26
Questions per capita	#16 – 18 – 13
Visits per capita	#9 – 9 – 7
Expenditures per capita	#19 – 31 – 29
Materials expenditures per capita	#41 – 31 – 44
Holdings per capita	#20 – 19 – 19
Additions per capita	#29 – 14 – 18

Once again Red Deer Public Library scores well in most areas, though we need to invest more money in our collections.

Revenue Rankings

The following chart shows how Red Deer ranks with the largest Alberta cities in municipal support in 2003 and 2002. Ranked 7th of 7 libraries in municipal per capita support last year, we've moved up to 5th place in 2003.

	Edmonton	County of Strathcona	Lethbridge	St. Albert	Calgary	Medicine Hat	Red Deer
2003 Municipal Revenues Per Capita (RANK)	\$31.41 (1)	\$29.65 (2)	\$29.47 (3)	\$27.66 (4)	\$26.04 (6)	\$24.71 (7)	\$26.83 (5)
(2002)	\$29.41 (1)	\$26.88 (2)	\$26.62 (3)	\$26.13 (4)	\$25.10 (5)	\$23.48 (6)	\$23.21 (7)
2003 Other Revenues Per Capita (RANK)	\$7.61 (7)	\$9.25 (3)	\$8.81 (5)	\$10.25 (2)	\$7.95 (6)	\$9.01 (4)	\$13.62 (1)
(2002)	\$5.96 (6)	\$9.09 (4)	\$17.68 (1)	\$9.35 (2)	\$6.79 (5)	\$5.81 (7)	\$9.23 (3)
2003 Total Revenues Per Capita (RANK)	\$39.01 (2)	\$38.90 (3)	\$38.28 (4)	\$37.90 (5)	\$33.99 (6)	\$33.71 (7)	\$40.45 (1)
(2002)	\$35.37 (4)	\$35.97 (2)	\$44.30 (1)	\$35.48 (3)	\$31.89 (6)	\$29.29 (7)	\$32.44 (5)

However, with the highest per capita self-generated revenues in the province, Red Deer Public Library has moved up to **the first rank** in Total Revenues per Capita. We have more money to spend on library service for each resident of our City than any other library in the province, though the municipal tax burden is one of the lowest in the province. This is due to excellence in New Funds Development, partnerships and grant writing.

F. RISK MANAGEMENT DISCLOSURE

- The reduction in the Provincial per capita grant puts pressure on the Library's ability to continue providing a high level of library service to our customers. The Library relies on grants and partnership revenues to make up this shortfall.
- The current reduction of Industry Canada funding to the Urban CAP project puts current levels of public Internet access in the community at risk. While public Internet access at RDPL facilities is a core service, the Library may not have the capability of providing support to off-site public access facilities in the future.
- Failure to address potential risks related to Public Internet access, web applications in the SuperNet environment and Internet Service Provision to the RedNet partners, expose the Library Board to security breeches and potential down-stream liability claims. The Board has put in place policies to ensure that due diligence in this area is practiced by the Library. We have also begun implementing industry-standard procedures in securing the Library's networks, including regular security audits (both internal and external). The result will be networks and applications that meet security requirements without compromising Freedom of Information & Protection of Privacy legislation.
- Failure to install new security cameras in the Downtown Rotary Teen Space, as well as in the expanded Dawe Branch, may result in a risk to investment and the ongoing safety of patrons.
- Failure to manage volunteers creates a major potential liability of loss of labor, and ability to deliver some services. Volunteer management continues to be a major focus for the Library, with the expansion of our Volunteer Management Contract with the Normandeau Society providing 12.5-hours/week beginning in 2004, up from 10 hours/week in 2003.

**THE CITY OF RED DEER 2005 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 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 (76%) and from a provincial grant (about 10%.) The Library generates the remainder (14%) through partnerships, fees and fines. Though the Library Board 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 the Library is to ensure community access to the universe of information, experience and ideas. The mandate of the Library is to provide library service to every person in the city of Red Deer.

CHANGES IN BUDGET -

2004 Budget	\$ 2,589,811
Additional Salaries & Benefits	113,666
Additional Library Materials	10,053
Additional Building Operations	14,053
Reduction in Non-recoverable GST	(19,000)
Increased Spending in Other Areas	8,336
Reduction in Provincial Grant	27,046
Additional Self-Generated Funding	(15,036)
2005 Budget	<u>\$ 2,728,928</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

In 2005 the new Downtown Rotary Teen Space opens. A new part-time Librarian - the first new professional position in more than 20 years - will help plan and deliver the Teen project, Audio-Visual collections and Outreach services.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Salary & Benefit increases relate to the 2-year CUPE contract beginning in July 2004 and to increased benefits costs. New CUPE staff for the Dawe Branch will be phased in with .2 FTE staff in 2006, and .5 additional FTE added in 2007.

Capital funding for future facility enhancement continues to be an important issue in the years 2005-10.

	2002 ACTUAL	2003 BUDGET	2004 BUDGET	2005 BUDGET
EXPENDITURE				
Personnel	\$1,336,934	\$1,399,000	\$1,525,334	\$1,651,000
General & Contracted Services	438,000	510,000	540,000	537,425
Materials, Supplies & Utilities	376,775	407,878	429,000	445,053
Other	57,265	95,714	95,477	95,450
SUB-TOTAL	\$2,208,974	\$2,412,592	\$2,589,811	\$2,728,928
Internal Charges & Transfers	0	0	0	0
TOTAL EXPENDITURE	\$2,208,974	\$2,412,592	\$2,589,811	\$2,728,928
REVENUE	(790,680)	(639,592)	(676,811)	-664,801
NET TAX LEVY	\$1,418,294	\$1,773,000	\$1,913,000	\$2,064,127
Percent Change		25.0%	7.9%	7.9%
EQUIVALENT FTE POSITIONS	35.0	35.5	37.0	37.8

THE CITY OF RED DEER 2005 BUDGET OPERATING BUDGET DETAIL

PROGRAM: Red Deer Public Library
DEPARTMENT: Community Services General
DIVISION: Community Services

OBJ.	PROGRAM DESCRIPTION	2003 BUDGET	2004 BUDGET	2005 BUDGET
	BUSINESS UNIT #: 481			
	Revenue			
	CITY LEVY	(1,773,000)	(1,913,000)	(2,064,127)
	PROVINCIAL GRANT	(284,490)	(311,536)	(284,490)
	LIBRARY GENERATED			
	Library Fees (memberships)	(86,000)	(85,000)	(90,000)
	Fines	(44,000)	(49,000)	(50,000)
	Photocopy/Printing Revenue	(9,000)	(9,000)	(7,000)
	Room Rentals	(23,000)	(23,000)	(24,000)
	Interest Income	(14,000)	(19,000)	(20,000)
	Donations/miscellaneous	(55,000)	(55,000)	(55,000)
	Separate School Board Contract: Dawe	(39,102)	(40,275)	(41,886)
	Entrepreneurial Activities	(85,000)	(85,000)	(85,000)
	RD Community Foundation Dickson Bequest Interest			(7,425)
	SUBTOTAL - LIBRARY GENERATED	(355,102)	(365,275)	(380,311)
	Total Revenue	(2,412,592)	(2,589,811)	(2,728,928)
	Expenses			
	Staff & Board Development	19,000	22,000	24,000
	Association Fees	7,000	7,500	7,000
	Library Materials	279,878	289,000	299,053
	Supplies	25,000	26,000	27,000
	Communications	30,500	32,000	32,000
	Equipment Maintenance	12,000	12,000	10,000
	Building Operations			
	Insurance	8,000	15,000	16,000
	Utilities	94,000	105,000	110,000
	Commissionaire	40,000	55,000	55,000
	Elevator Maintenance	4,000	4,000	4,000
	Plant Maintenance	3,000	3,500	3,500
	Janitorial Service	35,000	45,000	46,000
	Window and Carpet Service	5,000	5,000	5,000
	HVAC Controls Contract	18,500	19,000	20,000
	Minor maintenance	4,000	5,000	5,000
	City Inspection	2,500	3,000	3,500

THE CITY OF RED DEER 2005 BUDGET OPERATING BUDGET DETAIL

PROGRAM: Red Deer Public Library
DEPARTMENT: Community Services General
DIVISION: Community Services

OBJ.	PROGRAM DESCRIPTION	2003 BUDGET	2004 BUDGET	2005 BUDGET
	BUSINESS UNIT #: 481			
	Debenture	45,714	45,477	45,450
	Miscellaneous			
	Audit Fees	6,000	5,000	5,000
	Legal Fees	2,000	2,000	2,000
	Bank Charges	4,500	6,000	6,000
	Non-recoverable GST	17,000	19,000	0
	Minor Capital	9,000	9,000	9,000
	Salary & Benefits Total			
	Salary & Benefits	1,404,000	1,525,334	1,603,000
	Librarian (3/4 time, recruited 2Q-2005)			36,000
	Volunteer Coordination (contract with Normandeau Society)			12,000
	RDCF Dickson Bequest project			7,425
	Free Library Cards for low-income families & partner organizations		0	9,000
	Computer Operations	117,000	110,000	107,000
	Marketing support	35,000	35,000	35,000
	Contribution to RDC Capital Campaign (\$50,000 per year, 2001-2010)	50,000	50,000	50,000
	Entrepreneurial Expenses and Special Projects	85,000	85,000	85,000
	Special Project Funding (from Fundraising)	50,000	50,000	50,000
	Total Expenses	2,412,592	2,589,811	2,728,928
	OPERATING TOTALS	0	0	0

PARKLAND COMMUNITY PLANNING SERVICES: CITY DIVISION BUSINESS PLAN 2005 – 2007

A. MISSION

To work with the citizens of Red Deer to ensure that the quality of life is enhanced through long term community plans, planning services (including subdivision processing) and development standards within municipal land use bylaws and other planning mechanisms.

B. MANDATE

The mandate of Parkland Community Planning Services includes the following responsibilities:

- To undertake land use planning strategies 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 with community growth, such as infrastructure, urban sprawl, increased traffic and densities, redevelopment and infill developments, 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 preserve escarpment and natural areas to ensure that green space and community linkages extend into new areas as the city grows.
- To work with elected and administrative officials in Red Deer County to ensure a coordinated approach to land use planning in fringe areas.
- To provide a public participation process, which provides information, communicates issues, and facilitates the resolution of issues related to planning, development and subdivision.
- 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 City's 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 City department, several City agencies and involvement with several City committees.

Committee involvement includes:

- Municipal Planning Commission
- Heritage Preservation Committee
- Environmental Advisory Board
- Gaetz Lake Sanctuary Committee
- Subdivision and Development Appeal Board
- Greater Downtown/Riverside Meadows Policy Committee

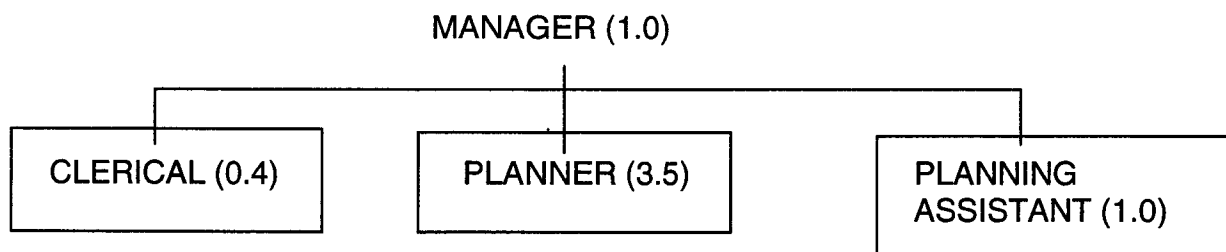
- Subdivision Committee
- Land Bank Committee
- Website Committee
- Demographic Committee
- Joint Use Committee
- GIS Committee
- Street Naming Committee
- Inter-municipal Affairs Committee (City/County IDP)

Staff, at any given time, is also involved in several ad hoc committees or Steering Committees, which are generally in place for only the length of a specific major project which could last as long as 1-2 years. Preparation time and attendance at 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.

C. ORGANIZATIONAL STRUCTURE

Parkland Community Planning Services (PCPS) is located in the Professional Building just north of City Hall on the fourth floor at 4808 Ross Street. PCPS was formed in 1995 as an Intermunicipal Services Agency under Section 625 of the Municipal Government Act. PCPS has a Municipal Board of Directors and is comprised of two divisions. The City Planning Division provides planning services exclusively to the City of Red Deer and, under contract through the City's Community Services Directorate, acts as the City's planning department. The Municipal Planning Division provides planning services to towns and villages in the area, as well as offering a planning consulting service throughout Alberta. Although annual budgets forecast revenues to break even with the cost of service delivery, any surplus generated from the PCPS Intermunicipal Services Agency is shared with the 21 member clients, including the City of Red Deer, in the form of a dividend.

CITY PLANNING DIVISION



The comparative FTE staffing levels for the period 2000-2007 is as follows:

Year	2004	2005	2006	2007
Total FTE Positions (Exempt) Union	5.9	5.9	5.9	5.9

Notes:

1. A 0.5 FTE planner position was added in 2000 at no extra cost to the City with funding coming from subdivision revenues.
2. Funding for a further 0.5 FTE planner position was added as an addendum to the PCPS City contract in 2003.
3. Funding for establishment of a 0.5 FTE plan monitoring and implementation position was added as an addendum to the PCPS City contract in 2004. Funding for this position comes from the PCPS Dividend Reserve account.

D. OVERVIEW

Looking Back on 2004:

i.) Key Strategies, New Directions & Achievements

It has been a very busy year with a seemingly endless supply of major planning projects, planning studies, projects and initiatives and Land Use Bylaw amendment applications. The following significant projects occupied staff time in 2004:

1. Preparation and approval of the Downtown C1 Commercial Design Criteria
2. Finalization and adoption of the Riverlands Area Redevelopment Plan
3. Completion of 10 neighbourhood Area Structure Plan amendments
4. Participation in the Transportation Master Plan Update
5. Participation in the design of the 48 Street Promenade
6. Participation in the Trails & Pathways Master Plan Update
7. Preparation and approval of Secondary Suite regulations
8. Residential Annexation Application including the public consultation program and Municipal Government Board Hearing
9. Preparation of draft industrial Planning and Design Guidelines and Standards
10. Update of the 2000 Growth Study
11. Preliminary work on the update/expansion of the Northwest Major Area Structure Plan (put on hold pending completion of 2004 Growth Study)
12. Preparation of the Terms of Reference for the Northeast Major Area Structure Plan
13. Initiation of the Gated Community Study
14. Province of Alberta – Completion of Statements of Significance Project for Designated Heritage Buildings
15. Participation in a Health Status & Community Resiliency study undertaken by the University of Lethbridge (Riverside Meadows)

16. Preparation/processing of over 45 Land Use Bylaw amendments including the addition of the sign bylaw, portable sign regulations, C1 Commercial District design criteria regulations and escarpment, landfill sites and floodplain information
17. Subdivision processing (estimated 28 applications creating \pm 900 parcels)
18. Completion of over 8 development related public participation processes
19. Completion of 11 Inter-municipal Development Plan referrals from Red Deer County
20. Restoration and adaptive reuse of the Michener Centre Administration Building
21. Uploading of the PCPS web Content on the City web site
22. Presentations to schools, Culture Link Inc. and other community groups
23. Participation in the annual mall display with Council

ii.) Challenges in 2004

Strong and vibrant city growth continued to make it difficult to sustain a long range-planning program using internal resources. Our first priority was to address immediate development issues, which involved subdivision, rezoning, public meetings, internal meetings and committee meetings.

The large volume of processing and analyzing day to day development and rezoning proposals made it difficult to dedicate the required time on longer term planning projects contained within our work program, resulting in the shuffling and changing of work program priorities.

A later than anticipated decision on the City's residential annexation application pushed back the start of updates to the Municipal Development and East Hill Major Area Structure Plans, and the necessity to update the City's 2000 Growth Study (to verify location of future City industrial lands) resulted in a major unscheduled project that has taken up considerably more staff resources than originally envisioned. It is anticipated that the Municipal Development Plan review and update will need to be contracted out.

Implementation strategies and time-lines associated with completed major City plans are of concern however, some are beginning to be addressed through the additional 0.5 FTE staff position acquired in 2004 for this purpose.

Currently we are responsible for implementing material from the following Plans:

- Community Services Action Plan;
- the Municipal Development Plan;
- the City/County Inter-municipal Development Plan
- the Neighbourhood Planning and Design Guidelines & 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 increased level of subdivision applications, 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.

Looking Ahead to 2005 and Beyond:**i) Continuing Strategies**

- Annexation and determination of future City growth strategies
- Ensuring a public consultation process related to land use planning
- Ensuring existing neighbourhood area structure plans are maintained and amended in accordance with changing market strategies and City policy

ii) New Initiatives

- Completion of the Growth Study Update
- Increased joint collaboration with Red Deer County to define individual and regional development roles in the urban fringe
- Preparation of next annexation application to contain future City industrial development lands
- Preparation of industrial neighbourhood planning design guidelines and standards

iii) Challenges 2005-2007

- The initiation and completion of all current and long range planning work required by the City on lands brought into the City's boundary as a result of the City's 2004 residential annexation application. This includes significant updates and possible revisions to:
 - the City's Municipal Development Plan
 - East Hill Major Area Structure Plan
 - City/County Inter-municipal Development Plan
 - City's Land Use Bylaw to reflect the appropriate zoning for all annexed landsIn addition, PCPS will be required to prepare an Area Redevelopment Plan for the College Park subdivision and a new Major Area Structure Plan for annexed lands in the City's northeast quadrant.
- The continued maintenance and updates of current Neighbourhood Area Structure Plans, processing of Statutory Plans and Land Use Bylaw amendments as well as initiate and complete ongoing, scheduled long-range projects.
- 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 increased demands for specialized public consultation processes related primarily to rezoning and (re)development proposals (e.g. 52 Avenue, infill developments, social care sites and uses, increased residential densities, etc.). These take considerable staff time and affect our ability to complete projects within our approved work program.

- The strong growth of the city continues to put stress on human resources and on our defined work program. Project priorities are often changed in consultation and direction provided by City Administration in order to accommodate emerging issues and as a result, regular scheduled projects end up being pushed further out on the time horizon. Furthermore, many major planning projects often go beyond assigned timelines due to intricacies associated with the involvement of multiple City Departments and agencies, public participation processes and the scheduling of Steering Committee meetings.
- While we will continue to offer current planning services such as public consultation and participation, subdivision processing, requested special planning studies from Council, the Municipal Planning Commission and provide assistance to City departments and the public, our ability to undertake and/or oversee all these planning initiatives continues to stretch staff resources.

E. OBJECTIVES for 2005

1. Objective: Planning for New City Growth Areas

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) Update of the East Hill Major Area Structure Plan	Planning Staff	June 2005	Plan adopted by City Council
b) Preparation of the College Park Area Redevelopment Plan	Planning Staff	June 2005	Plan adopted by City Council
c) Preparation and submission to the Municipal Government Board (MGB) an annexation application to primarily address need for future City industrial land	Planning Staff	October 2005	1. Approval by Council of updated Growth Study 2. Submission of annexation application to MGB
d) Preparation of the Northeast Major Area Structure Plan	Planning Staff	January 2006	Plan adopted by City Council
e) Update and expansion, north of Highway 11A, of the Northwest Major Area Structure Plan	Planning Staff	March 2006	City portion - Plan adopted by City Council County portion - adoption of plan within County ASP
f) Prepare a Neighbourhood Area Structure Plan for City quarter located north of College Park	Planning Staff	June 2006	Plan adopted by City Council
g) Preliminary planning and preparation of Area Structure Plan(s) for new City industrial lands	Planning Staff	June 2006	Plan(s) adopted by City Council

2. Objective:
Municipal and Inter-municipal Development Plans

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) Update Municipal Development Plan to incorporate new Strategic Plan, Smart Growth Principles and City Growth including 2004 Annexation	Contracted - managed by Planning Staff	November 2005	Plan adopted by City Council
b) Update the Inter-municipal Development Plan to reflect annexed area, growth sectors and to improve the terminology	Planning Staff with County Staff	December 2005	Plan adoption by Red Deer County/City Council

3. Objective:
Implementation of the Greater Downtown Action Plan

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) Preparation and evaluation of criteria priorities, cost, location, etc.) to be used for determining Downtown C1 District public realm improvements	Planning Staff	March 2005	Report accepted by City Council
b) Preparation of design criteria for Cannery Row area	Planning Staff	February 2006	Adoption by City Council
c) Review mechanisms to ensure downtown movie theatres stay downtown and redevelop as necessary	Planning Staff	June 2007	Report accepted by City Council
d) Prepare a developer's handbook which illustrates model development projects and design guidelines for commercial and residential developments; this will be a builder/developer's guide to encourage Downtown and Riverlands (re)development	Contract – in partnership with Land and Economic Development	July 2005	Completion of Handbook

4. Objective:

Implementation of the Red Deer Growing Smarter Report

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) Gated Community Study	Planning Staff	January 2005	Report accepted by City MPC/Council
b) Increased Density Study – design, open space and fiscal impacts; to also include a review of the R1N District to look at resident satisfaction & identification/resolution of issues	Contract - managed by Inspections & Licensing and Planning Staffs	December 2005	Report accepted by City Council; possible Planning Guidelines and Land Use Bylaw amendments

5. Objective:

Implementation of Riverside Meadows Area Redevelopment Plan (ARP)

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) Participate in the study on the impact of community change on community health/ resiliency	Planning Staff/University of Lethbridge	January 2005	Study completed
b) Co-ordination of the Convent Park Redevelopment	Planning Staff	August 2005	Area Redevelopment Plan objectives achieved
c) Preparation of design criteria	Planning Staff	February 2006	Adoption by City Council
d) Assist in completing further studies on the incorporation of public art/cultural opportunities in the community	Planning and RP & Culture Staff	June 2006	Implementation of recommendations
e) Monitor Implementation Progress	Planning Staff	Ongoing	Positive community changes occurring

6. Objective:

Implementation of Riverlands Area Redevelopment Plan (ARP)

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) Amendment of the Land Use Bylaw to reflect objectives of ARP	Planning Staff	February 2005	Adoption of the Land Use Bylaw Amendment
b) Participate in City Project Team to assist in implementing the ARP (determine budget, additional studies, marketing strategy, etc.)	Planning Staff	Ongoing 2005	Planning issues addressed by Project Team

7. Objective:

Changes to the Land Use Bylaw

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) Review Parking Standards	Planning Staff	January 2005	Adoption by City Council
b) Reformat the Land Use Bylaw to improve clarity & readability	L&AS (City Clerk) & Planning Staffs	January 2005	User friendly land use bylaw
c) Evaluate issues relative to roof top signage	Planning Staff	January 2005	Consideration by City Council
d) Prepare portable sign regulations incorporating a public consultation process	Planning Staff	March 2005	Adoption by City Council
e) Evaluate feasibility of allowing Secondary Suites (Phase 2) as a Discretionary Use in the R1 District; includes public consultation process	Planning Staff	June 2005	Consideration by City Council
f) Evaluation of estate lot district and/or standards	Planning Staff	March 2006	Consideration by City Council
g) Evaluate feasibility of creating a service commercial industrial zone	Planning Staff	March 2006	Consideration by City Council
h) Review Impact of Crematoriums on adjoining land uses	Planning Staff	January 2005	Consideration by City Council

8. Objective:

Review Fees and Charges

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) Review of all PCPS fees and charges (including possible addition of Land Use Bylaw amendment application fee)	Planning Staff	March 2005	Revised fee schedule

9. Objective:

Implement Heritage Initiatives

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) Continue participation in the Heritage Awards Program through the Heritage Preservation Committee	Heritage Preservation Committee with Planning Staff	Ongoing	Increasing awareness of/applications for awards
b) Work with the Heritage Preservation Committee to access funding or incentives for heritage	Heritage Preservation Committee with Planning Staff	October 2005	Successful in accessing additional funds

10. Objective:

Implement, Update and Maintain Neighbourhood Planning and Design Guidelines & Standards

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) Fine-tune Neighbourhood Planning Design Guidelines and Standards (re: narrow lot clusters, park site design matrix)	Planning Staff	March 2005	Adoption by City Council or City Manager
b) Prepare Industrial Planning Design Guidelines & Standards	Planning Staff	January 2006	Adoption by City Council
c) Support the NCNHS in developing guidelines that will assist developers in interpreting the significant human history and natural features of a development site (may be linked with Item 13b)	Contract - Planning Staff to participate on Steering Committee	June 2005	Adoption of guidelines by City Council

	Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
d)	Administer a collaborative process for the assessment of Neighbourhood Area Structure Plans	Planning Staff	Ongoing	Successful resolution of issues raised through the collaborative process
e)	Work with developers to ensure an adequate mix and balance of reserve lands, public open spaces, institutional, residential and commercial land uses	Planning Staff	Ongoing	Clear provision in neighbourhood community plans for quality of life environs

11. Objective:

Update the River Valley Concept plan

	Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a)	Update the River Valley Concept Plan to determine use; protect the Red Deer River Valley	Planning Staff	January 2007	Involvement of Counties, and Adoption of Principles

12. Objective:

Participate in the Trails Master Plan Update & Gaetz Avenue Setback Study

	Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a)	Participate in the Trails Master Plan Update Steering Committee to look at integrating all forms of transportation (cycling, walking, automobile, transit)	Planning Staff	February 2005	Adoption of Plan by City Council
b)	Participate in the Gaetz Avenue Development Setback Study to prepare new development and signage setback standards for inclusion into Land Use Bylaw	Planning Staff	April 2005	Council adoption of setback study and applicable Land use Bylaw amendments

13. Objective:

Implementation of the Community Services (CS) Action plan

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) Develop an information resource for various approaches and applications of community consultation that contributes to effective community planning	CS Division with Planning Staff	October 2005	Document resources and approaches
b) Support the NCNHS in updating the Interpretive Master Plan and explore the development of a plan that would cover the whole city (may be linked with Item 10c)	NCNHS with input from Planning Staff	December 2005	Plan adopted by Council
c) Participate in the development of a promotions plan that indicates the economic and quality of life benefits of CS departments and agency programs and services	Community Services Division with Planning Staff	December 2005	Adoption by Division
d) If required, provide support to the Recreation Parks & Culture function and structure review	Community Services Division Staff	December 2005	Provision of required support
e) 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	Community Services Division with Planning Staff	Ongoing	Identification of how and why consultation will take place within the division.
f) Assist in the acquisition and preservation of a portion of Bower wooded area near Red Deer College	Community Services Division with Planning Staff	Ongoing	Treed area acquired by City for preservation

14. Objective:

Maintain Existing Ongoing Programs

- a) Maintain current committee involvement (13 committees)
- b) Participate in ad hoc issue specific committees as required
- c) Process and evaluate subdivision applications
- d) Co-ordinate and process Land Use Bylaw amendments
- e) Co-ordinate and process Statutory Plan Amendments

- f) Updates to Major Area Structure Plans
- g) Provide advice to, and answer questions from developers, residents, non residents and inquiries from other communities
- h) Represent the city on any provincial or federal committees related to land use initiatives
- i) Prepare reports and recommendation on urban fringe issues referred to the City under the Inter-municipal Development Plan
- j) Co-ordinate public input processes on issues related to planning
- k) Act as a resource to city departments on issues and strategies related to public participation
- l) Provide statistical data to the city as required including population projections
- m) Presentations to committees, community groups and schools
- n) Reports for Council, MPC, SMT and city departments
- o) Comment on referrals from other departments
- p) Updates to City web site re: planning documents
- q) Act as a resource in the updating of heritage brochures

Other Projects informally brought forward by various sources

These projects are not scheduled in 2005-2007.

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 MASP project
b) Adult Entertainment (Phase 2)	Planning/Legal Staff	The project has been 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, Normandeau, Waskasoo, etc.)	Planning Staff	These have been identified by area residents/MPC or through City Council members. Each project would require a substantial investment of time during preparation and implementation. Contracting out the preparation of ARP's would be expensive due to the amount of community involvement required. Estimated contracted cost range from \$30,000 - 50,000 for each ARP.
d) C1A District 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.
e) Landscaping in multi-family developments	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.
f) Signage in Public Service Districts	Planning Staff	Requested by MPC, this project would see an amendment to the land use bylaw to define type, size and location of signage in the PS Public Service District.

Project	Responsibility	Comments
g) Standards for pie-shaped lots	Planning Staff	Make provision in Land Use Bylaw standards to allow minimum parcel width to be considered as the average between front and back parcel widths but at the very least, provide minimum parcel width at the front yard building setback line.
h) Landscaping in R1 & R1A front yards	Planning Staff	This request comes from Council discussion of recent changes to Bed & Breakfast (B&B) regulations for duplex dwellings and ability to convert front yard landscaping into parking for B&B's.
i) Develop a Downtown Heritage Strategy	Heritage Preservation Committee with Planning Staff	This is an initiative in the Greater Downtown Action Plan requiring development of a new and enhanced approach to the protection and preservation of historical resources in the Downtown beyond what is currently provided by the Land use Bylaw.

Implications of the Business Plan

The impact of this business plan if fully achieved will be to ensure that the city continues to evolve to meet the pressures of growth. Some of the major planning projects have been identified as projects to be contracted out through private sector proposal calls. Funding for these projects would need to be identified by City Administration. One possible source of funding would be the PCPS Dividend Fund controlled by the City.

F. RISK MANAGEMENT DISCLOSURE:

None identified at this time.

TOURISM RED DEER BUSINESS PLAN 2005 - 2007

A. MISSION

To advance and promote the tourism industry of Greater Red Deer.

B. MANDATE

The overall coordination of tourism and event promotion and development for The City of Red Deer.

Vision of Tourism Red Deer

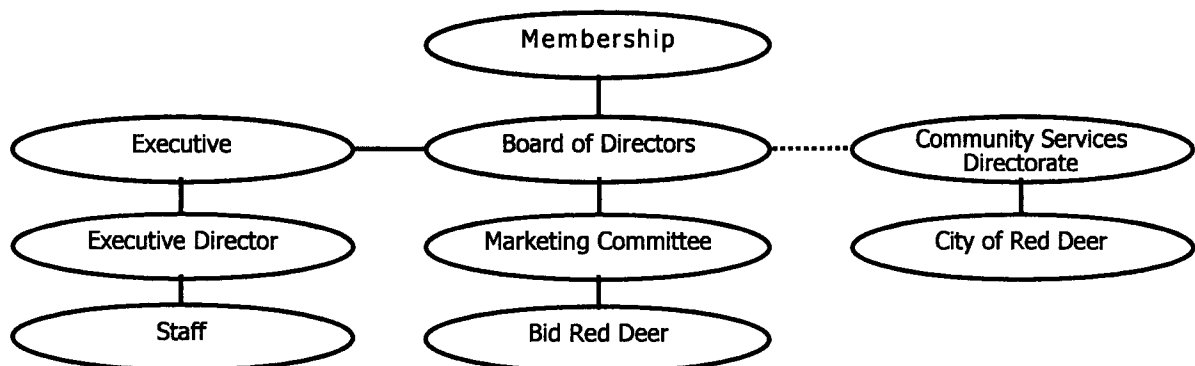
As an industry leader, Tourism Red Deer will be a network and catalyst, taking an active role in matters that affect tourism.

The organization was established in 1987 resulting from a cooperative effort of The City's Economic Development department, City Council and the tourism industry. In March of 1988, the organization was officially registered as a non-profit society, operating under a set of by-laws registered with the Provincial government and reporting annually to Alberta Registries as a not-for profit society. The by-laws state "the object of the Society is the overall coordination of tourism and event promotion and development for The City of Red Deer."

Tourism Red Deer is a membership organization and operates under a fee-for-service agreement with The City of Red Deer. Membership is open to any business, organization or individual with an interest in Red Deer's tourism industry. Membership fees are payable on an annual basis with members entitled to a variety of benefits and services offered by the organization.

An 11 member volunteer Board of Directors establishes its policies and direction. Five directors are appointed from major tourism stakeholders – Red Deer City Council, Red Deer County, the Downtown Business Association, the Chamber of Commerce and Westerner Park. Six other directors are elected by the membership; three every other year at the annual general meeting of the organization. Liaison with City administration is through the Director of Community Services, who is an advisory, non-voting member of the Board of Directors. The Executive Director oversees the organization's operations. Other staff include positions for Visitor Services, Administration, Sales & Publications and Marketing; plus seasonal practicum students and committed volunteers.

C. ORGANIZATIONAL STRUCTURE



Year	2004	2005	2006	2007
FTE Staff	6.25	7.0	7.5	7.5
Volunteer Hours	800	1,000	1,200	1,250

D. OVERVIEW

Looking Back on 2004

i) Key Strategies, New Directions and Achievements

- Launched new identity – new name, new logo and new tag-line. New promotional materials: outside sign/map, presentation folders, membership kits, relocation packages, brochures, Mini-Map, delegate bags and Convention & Event Planning Guide (Q3) as well as enhanced Visitors Guide and Street Map.
- Took on full responsibility for personnel, insurance, accounting and finances, independent of The City.
- Re-branded and enhanced annual tourism awards. The Red Hat Awards were launched with a powerful and long-lived media campaign that coincided with membership renewal, resulting in thousands of nominations from public and record attendance at ceremony and banquet as well as generating new members and record member retention.
- Organizational Strategy session held with new board and staff. Future directions identified include:
 - Improved communication to members, encourage two-way communication, and seek new opportunities and innovative means to provide added value to the benefits of membership;
 - strengthened existing partnerships and develop new ones;
 - secured sources of sustainable income;
 - enhanced the image of the organization and increase awareness of the importance of tourism;
 - examined the organizational structure, including job descriptions, wages, skills inventory; and
 - worked closely with Red Deer City Council and Administration as an economic development body.
- Published the Visitors Guide to have available for booth at Scott Tournament of Hearts.
- Tourism Red Deer booths also at Let's Talk, College Side Open House, Business After Hours and Outdoor Expo.
- Bid Red Deer successful in bid to host 2006 Alberta Summer Games.
- All initiatives were reviewed and enhanced in terms of distribution, brand, value and increasing net revenue.
- Membership total at end December 2003=230. Membership total at end July 2004= 254.
- Board member of Bid Red Deer, CentreFest and Travel Alberta - Alberta Central Tourism Destination Region. Committee member of Business Advisory Network, Community Services Issues, Cultural Charter Partners, Culture Link (website scope committee), Events Calendar/Website consortium. Represented Red Deer at Alberta Rural Tourism Conference, CACVB Spring Meeting, TIAC Tourism Leadership Summit (Q4), Travel Alberta Fall Conference (Q4).

ii) Challenges in 2004

- Tourism staff is receiving comparatively low wages and salaries, which impacts hiring and retention. Significant wage and salary increases for all staff were necessary, but this will have impact on budget/finances further impairing the ability to add staff.
- Establishing personnel, insurance, accounting and banking functions in-house was complex, costly and time-consuming. While there are reporting advantages, the new system requires increased staff resources.
- 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 use of volunteer Information Counsellors could reduce the workload of paid staff. Available staff time and budget are not sufficient to adequately recruit, train and sustain volunteers.
- Financial and human resources are not adequate to keep up with new initiatives, growth, inflation, the increased cost of doing business and increased service expectations.
- The convention consortium is not a cohesive group. The Convention & Event Planning Guide will perhaps reunite and refocus the group. They look to the organization to market Red Deer as a host location and to attract new events. Staff resources and budget are not available to address that mandate (as outlined in the City's Strategic Plan).

Looking Ahead to 2005 and Beyond**i) Continuing Strategies**

- Work with the convention consortium and Bid Red Deer to develop strategy and take a partnered approach to marketing Red Deer as a host location for meetings/conventions/events to stimulate long-term economic growth.
- Redevelop the website, building on the achievements of the events and culture groups. The internet is an important and growing resource for travelers and event planners. A thorough review, re-brand and upgrade are required.
- Encourage economic development partnerships to 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.
- Build on the success of the 2004 Red Hat Awards. Continue to increase industry and community involvement at the nomination stage, increase media exposure to heighten awareness and provide added benefit to event sponsors, etc.
- Continue to produce and enhance existing promotional materials and develop new ones, incorporating the new brand.
- Position the organization as a resource; that is, to collect and make available statistics (ex. visitor inquiries, occupancy rates, etc.), event information and photos. Provide information on the amount of tourism and its economic impact to members, industry, stakeholders, government, students and media.
- Communicate with membership through bi-monthly newsletter sent electronically via email and fax. Continue to enhance the database and its ability to reference technology (fax and email) to improve efficiency of communications.
- Seek opportunities to generate revenue, improve efficiencies and/or reduce costs.
- Continue to support existing events such as CentreFest and Westerner Days.

- Enhance financial reporting such that YTD actuals versus budget are reported monthly to the Board.
- Work with The City to install new signs on the north and south approaches to Red Deer on Highway 2, continue to utilize the signs to promote events, attractions and community messages.
- Produce a Convention & Event Planning Guide, a comprehensive reference tool for event organizers detailing facilities, amenities, services as well as attractions and group activities available that make Red Deer an ideal host venue. Direct mail the Guide to some 1400 event planners and make available for download from the website.

ii) New Initiatives

- Concentrate on the key objectives and priorities identified at the Organizational Strategy Session.
- Work with the 'new' Marketing Committee to develop strategy to market Red Deer, to provide visitor and member services and to strengthen the relationship between the Marketing Committee and Bid Red Deer.
- Focus on membership – communications, benefits of membership, increase number of members and membership revenues and conduct a review of membership fees through comparative analysis of other tourism organizations.
- Building on relationships with CultureLink and the Cultural Charter Partners, work to better align tourism and culture.
- Develop a mechanism to measure the economic impact of events to increase awareness of the importance of tourism.
- Formalize Human Resources policy.
- Develop a local artists event, enhance the product offering in the gift shop and provide an outlet for local arts and crafts. Promote the gift shop as a source for local merchandise and corporate gifts.
- Partner to enhance second annual Outdoor Expo event showcasing Central Alberta outdoor tourism operators.
- Work closely with City Council and Administration, to explore reporting through Economic Development.
- Through BPFR, undertake a study to better define the mandate and future direction of Tourism Red Deer and the involvement of The City.

iii) Challenges

- The organization will continue to build upon the successes of 2003/2004, working with new committees and new partners, continuing to enhance current marketing and promotional initiatives and introducing new ones, while increasing awareness of the importance of tourism and the profile of the organization. These objectives are ambitious given that all work related to marketing and membership is to be undertaken by three staff – the Executive Director, Tourism Marketing and Tourism Marketing Assistant.

- At The City's request, Tourism Red Deer became administratively independent in 2004. The new systems require additional staff support. When accounts were managed by The City cash flow was not an issue; an operational surplus is now necessary to manage the day-to-day differential between payables and receivables.
- New and enhanced initiatives not only tax resources at the development stage, but also have a longer-term effect. Increased service demands; new accounting, financial and administrative systems; new initiatives; new members; new staff, etc. will continue to substantially add to staff demands and skills required. Lack of wage parity will continue to affect hiring and retention.
- Increased understanding of the importance of tourism and the related economic impact has led to increased competition amongst cities to grow their tourism business. Cities are trending towards increased investment in tourism. The addition of new tourism operations and growth in membership means that the expectation and need has never been greater for Red Deer to remain competitive in its efforts to market Red Deer to attract events and visitors. Industry is acutely aware of the need and looks to The City and Tourism Red Deer to assist in addressing it.
- Funding to Tourism Red Deer has remained static (1994 funding \$145,047) with modest increases annually to address the 'cost-of-living' (Alberta Consumer Price Index). With present resources, the organization cannot continue to provide the level of service expected within the community, cannot undertake initiatives that like organizations provide in similar communities, cannot adequately address the objectives outlined in The City's Strategic Plan (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; and 2.1.5 Encourage activities, including trade shows, conventions, cultural, sporting and other events that promote tourism where feasible for our organization and community.*) and cannot continue to fulfil its mandate as specified in the Agreement.

E. OBJECTIVES for 2005

1. Objective: 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.

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measures
a) Work with the marketing committee to develop marketing initiatives and encourage events.	Executive Director	Ongoing	Active participation from committee members.

b) Develop a Convention & Event Planning Guide 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.	Executive Director	Q1	Increased accommodation occupancy rates, generate leads, Red Deer attracts new event(s), positive feedback from partners.
c) Work with the convention consortium to develop marketing initiatives and encourage events.	Executive Director	Ongoing	Cooperation and positive feedback from consortium.
d) 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.	Bid Red Deer / Executive Director	Ongoing	Increased accommodation occupancy rates, generate leads, Red Deer attracts new event(s), positive feedback from partners.
e) Develop a resource piece of facilities and amenities for sporting event planners to encourage events and support the work of Bid Red Deer and local sport groups.	Executive Director	2006	Generate leads; Red Deer attracts new sporting event(s), positive feedback from partners.
f) Promote Red Deer as an event centre by maintaining and enhancing current marketing tools and developing event support services as an added benefit to event planners and coordinators.	Executive Director	Ongoing	Increased accommodation occupancy rates, generate leads, Red Deer attracts new event(s), positive feedback from industry.
g) Encourage and support existing events to increase their draw and economic impact and enhance and extend their marketing efforts.	Staff	Ongoing	Increased economic impact, attendance, awareness of area events and website hits.
h) 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 in Red Deer.	Executive Director	Ongoing	Distribution of accurate statistical data, increased awareness of Red Deer's ability to host events, cooperation of consortium.

i) Revise and upgrade the website and utilize to encourage Red Deer as a venue for activities and events. Upload the Convention & Event Planning Guide as a PDF.	Executive Director	Q1 / Ongoing	Website statistics monitor shows increase in hits, visits, pages/ links viewed and downloads.
j) Utilize Travel Alberta funding, where appropriate, to maximize the participation of tourism industry partners and effectiveness of marketing initiatives.	Executive Director	Ongoing	Increased participation of tourism industry, increased revenues for organization.
k) Support the Red Deer Regional Airport Authority in their efforts to improve the regional airport, to attract airline service and inbound traffic.	Executive Director	Ongoing	Red Deer Regional Airport is successful in attaining regular major airline service.
l) Promote Red Deer as a host location and encourage new events and activities.	Exec Dir / Bid Red Deer	2005 / Ongoing	Red Deer successfully attracts conventions/events/activities/...

2. Objective: 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.

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measures
a) Work with the marketing committee to develop marketing initiatives that promote Red Deer as a destination.	Executive Director	Ongoing	Active participation from committee members.
b) Form a destination marketing consortium of tourism operators, accommodations, restaurants, local events, etc. to develop cooperative advertising opportunities and marketing initiatives targeted to potential visitors.	Ex Dir / Marketing/ Marketing Committee	2006	Increased attendance at partner operations/events, increased accommodation occupancy rates, positive feedback from partners.

c) Liaise with City administration in developing enhanced Highway 2 signage on the North and South approaches to Red Deer to promote Red Deer events, attractions and community messages.	Executive Director	Q2	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 developing new ones; review and enhance distribution systems.	Executive Director / Marketing	Ongoing	Increased occupancy rates and attendance at events/operations, positive feedback from industry.
e) Continue to promote Red Deer events, attractions and amenities through Travel Radio. Enhance programming and promote Travel Radio as an on-hold telephone feature.	Executive Director	Ongoing	Increased number of inquiries at VIC, increased participation and positive feedback from partners.
f) Revise and upgrade the website to promote Red Deer and Central Alberta as a leisure destination; increase member participation; add value to end-users.	Executive Director	Q1 / Ongoing	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.	Executive Director	Ongoing	Increased participation of tourism industry, reduced marketing costs to partners.
h) Support the Red Deer Regional Airport Authority in their efforts to improve the regional airport, to attract airline service and inbound tourism traffic.	Executive Director	Ongoing	Red Deer Regional Airport is successful in attaining regular major airline service.
i) Maximize marketing opportunities available through Travel Alberta In-Province and Alberta Central Tourism Destination Region, etc.	Executive Director	Ongoing	Increased revenues for organization, 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.	Executive Director / Staff	Ongoing	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.	Ex Director / Marketing / Staff	Ongoing	Increased awareness of events and attractions at no cost.
---	---------------------------------	---------	---

3. Objective: 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.

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measures
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.	Information Counsellors	Ongoing	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).	Senior Information Counsellor	Ongoing	Positive feedback from members, community and visitors/inquiries.
c) Investigate the feasibility of attaining volunteers and/or practicum students to act as Information Counsellors.	Visitor Info Supervisor	2005	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.	Executive Director	Ongoing	Increased number of inquiries at VIC, increased participation and positive feedback from partners.
e) Continue to provide benefit to members by displaying member information/brochures for use by visitors and Information Counsellors responding to inquiries.	Executive Director	Ongoing	Increased number of inquiries at VIC, increased participation and positive feedback from members.

f)	Develop a new Tourism Red Deer website/community portal to provide visitor information, promoting Red Deer as a destination.	Executive Director	Ongoing	Website statistics monitor shows increase in hits, visits, pages/ links viewed and downloads.
g)	Continue to develop, produce and enhance publications that serve as visitor information resources, such as Visitor Guide, Mini-Map, Street Map, Trails Map, Waskasoo Park Attractions Guide. Review and enhance distribution systems, where appropriate.	Tourism Marketing / Sales and Publications	Ongoing	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 & Museum gifts and souvenirs, for visitors and residents.	Visitor Information Supervisor	Ongoing	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 arts and crafts and promote the gift-shop to residents and corporations.	VIC Staff / Supervisor / Ex Dir	Ongoing	Increased revenues, positive feedback from visitors, residents, government and corporations.
j)	Develop a local artists event to promote the addition of enhanced local arts and crafts products in the gift shop and seek funding to coordinate, promote and host the event.	VIC Staff / Supervisor / Ex Dir	2005	Increased revenues, positive feedback from visitors, residents, government and corporations.

4. Objective: 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.

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measures
a) Develop a member communication strategy that increases awareness and acknowledgment of the activities assumed and services provided by the organization.	Executive Director	Q2	Increased membership, revenues and positive feedback from members.
b) Improve communication to members and encourage two-way communication with membership.	Executive Director	Ongoing	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.	Executive Director	Ongoing	Increased member participation in marketing initiatives, increased membership.
d) Seek new opportunities and innovative means to provide added value to the benefits of membership.	Executive Director	Ongoing	Increased membership, revenue and positive feedback.
e) Continue to build on the success of the Red Hat Awards, increasing community and industry involvement, increase media exposure to heighten awareness and provide added value to sponsorship, raise the profile of the industry and awareness of the importance of tourism.	Marketing / Executive Director / Event Committee	Q1 & Q2	Increased profile, more sponsors and nominations, increased attendance at Awards Ceremony and heightened awareness of the importance of tourism.

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 www.tourismreddeer.net , Convention & Event Planning Guide, Visitor Guide, Mini-Map, Street and Trails Maps, Waskasoo Park Attractions Guide.	Executive Director / Marketing / Sales & Publications	Ongoing	Increased member participation in marketing initiatives, positive feedback from membership.
g) Utilize the website 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.	Executive Director	Ongoing	Increased membership, revenues and positive feedback from members.
h) Continue to revise and upgrade a 'new member' marketing kit that outlines the benefits of membership and member marketing opportunities, to attract new members.	Executive Director	Q1	Increased membership, revenues and positive feedback.
i) Encourage membership involvement at the Board and Committee levels, as volunteers and with in-house events.	Board / Staff / Committees	Ongoing	Increased member involvement in the organization's activities.
j) Conduct a review of membership fees and rate structure through a comparative analysis of other VCBs. (BPFR)	Executive Director	Q2	Increased membership revenues.

5. Objective: Administrative & General

- a) 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.

- b) Ensure that day-to-day operations of the organization meet the objectives of the Board, Executive, Committees, members and The City of Red Deer. 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.

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measures
a) Work with City – council and administration – to further tourism as laid out in the City's Strategic Plan. Renegotiate fee-for-service agreement.	Executive Director	Ongoing	Fee-for-service agreement renegotiated.
b) Participate and take an active role in community initiatives that relate to and/or affect tourism.	Executive Director	Ongoing	Influenced community initiatives, became better informed.
c) Photo project – collect photos from community partners, events, attractions and combine photo-taking efforts with other stakeholders (City, DBA, Westerner, 3Cs, etc).	Ex Dir / Publications Coordinator	Q1 / Ongoing	Updated and varied photo gallery exists and is made available to the community.
d) Encourage partnerships to 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.	Executive Director / Board	Ongoing	Enhanced image/brand through coordinated promotional materials and initiatives and improved efficiencies.
e) Continue to improve the membership/contact database and its ability to reference technology to enable efficient and cost-effective communication with members and partners.	Executive Director	Ongoing	Communication is timely, efficient and less costly.
f) Create financial reports that show actual revenues and expenses as compared to their budget.	Executive Director	Q1	Systems and reports are effective, efficient, meet needs.

g) Position the organization as a resource; that is, collect and make available statistics, event information and photos. Provide information on the amount of tourism and its economic impact to members, industry, stakeholders, government, students and media.	Executive Director	Ongoing	Increased awareness of tourism and its impact on the economy.
h) Support City Council and Administration, community partners and tourism stakeholders by providing advice on industry matters.	Executive Director	Ongoing	Provide informative advice to influence and promote tourism.
i) Establish and maintain relations with community leaders, industry stakeholders and associations.	Executive Director	Ongoing	Active member of ACTDR, BAN, Bid, CCP, CSTA, CACVB, TIAC...
j) Seek new opportunities to develop partnerships, generate revenue, improve efficiencies and/or reduce costs.	Staff / Ex Dir	Ongoing	Organization achieves more, staff motivated, developing new skills.
k) Develop a formal written Human Resource policy.	Ex Director	2005	Policy in place, shared with staff.
l) Review workload, processes, staff skills and implications of new initiatives to better manage resources, skills and needs; recruit accordingly.	Executive Director	Ongoing	Staff complement better reflects the needs of the organization.

THE CITY OF RED DEER 2005 BUDGETS
DEPARTMENT OPERATING BUDGET SUMMARY

PROGRAM: Community Services General Summary

DEPARTMENT: Community Services General

DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit(s) - 471,473,474,476,477,478,479,483,484,485

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.

2004 Council approved budget	\$1,476,506
Add: Wage Allowance Increment (Parade Float & Control)	410
Add: Alberta CPI Estimate (2.1%) Contracted Agencies/Services/Fleet	46,538
Less: Prior Year One Time Funding Items	(35,000)
2005 Budget Guideline	\$1,488,454

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Request to continue funding for Culture Link and for a further increase in funding for the Fee for Service program for community culture groups.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$10,858	\$13,015	\$13,425	3.2%
General & Contracted Services	416,228	540,562	479,293	-11.3%
Materials, Supplies & Utilities	6,784	0	0	0.0%
Other	1,757,855	1,091,386	1,127,408	3.3%
SUB-TOTAL	\$2,191,725	\$1,644,963	\$1,620,126	-1.5%
Internal Charges & Transfers	(140,229)	77,020	113,543	47.4%
TOTAL EXPENDITURE	\$2,051,496	\$1,721,983	\$1,733,669	0.7%
REVENUE	(664,993)	(245,477)	(245,215)	-0.1%
NET TAX LEVY	\$1,386,503	\$1,476,506	\$1,488,454	
Percent Change		6.5%	0.8%	
EQUIVALENT FULL TIME POSITIONS	89.8	92.0	97.2	5.7%

**THE CITY OF RED DEER 2005 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

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$10,640	\$13,015	\$13,425	3.2%
General & Contracted Services	322	0	0	#DIV/0!
Materials, Supplies & Utilities	100	0	0	#DIV/0!
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$11,062	\$13,015	\$13,425	3.2%
Internal Charges & Transfers	3,855	3,020	3,085	2.2%
TOTAL EXPENDITURE	\$14,917	\$16,035	\$16,510	3.0%
REVENUE				#DIV/0!
NET TAX LEVY	\$14,917	\$16,035	\$16,510	
Percent Change		7.5%	3.0%	
EQUIVALENT FULL TIME POSITIONS	0.0	0.0	0.0	#DIV/0!

**THE CITY OF RED DEER 2005 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 (CPI Indexed) funded from the Heritage Fund as matching funds for the Alberta Main Street Program as approved by council.

CHANGES IN BUDGET -

Estimated CPI increase (2.1%) applied to Alberta Main Street Program Contribution.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

None.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$0	\$0	\$0	0.0%
General & Contracted Services	27,046	5,700	5,700	0.0%
Materials, Supplies & Utilities	6,684	0	0	0.0%
Other	21,300	20,000	22,704	13.5%
SUB-TOTAL	\$55,030	\$25,700	\$28,404	10.5%
Internal Charges & Transfers	(43,835)	(20,000)	(22,704)	13.5%
TOTAL EXPENDITURE	\$11,195	\$5,700	\$5,700	0.0%
REVENUE	(5,495)	0	0	0.0%
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 2005 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Tourism Red Deer

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.

Visitor Information Centre & Visitor Services - 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.

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 (2.1%) applied to contract values.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

None proposed.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$0	\$0	\$0	0.0%
General & Contracted Services		10,000		-100.0%
Materials, Supplies & Utilities				0.0%
Other	147,799	151,938	157,542	3.7%
SUB-TOTAL	\$147,799	\$161,938	\$157,542	-2.7%
Internal Charges & Transfers				0.0%
TOTAL EXPENDITURE	\$147,799	\$161,938	\$157,542	-2.7%
REVENUE				0.0%
NET TAX LEVY	\$147,799	\$161,938	\$157,542	
Percent Change		9.6%	-2.7%	
EQUIVALENT FULL TIME POSITIONS	6.5	6.3	7.5	20.0%

**THE CITY OF RED DEER 2005 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 (2.1%) applied to contract values.

One Time funding to cover inventory issues in preparation for move or decommissioning at least part of collection.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Additional operating costs, dependent on move or need to decommissioning of building/collection.

Potential for additional maintenance at Kerry Wood Nature Centre and Fort Normandeau.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel				#DIV/0!
General & Contracted Services	33,415	60,000	35,000	-41.7%
Materials, Supplies & Utilities				#DIV/0!
Other	737,667	758,321	786,297	3.7%
SUB-TOTAL	\$771,082	\$818,321	\$821,297	0.4%
Internal Charges & Transfers	34,937			#DIV/0!
TOTAL EXPENDITURE	\$806,019	\$818,321	\$821,297	0.4%
REVENUE	(33,352)			#DIV/0!
NET TAX LEVY	\$772,667	\$818,321	\$821,297	
Percent Change		5.9%	0.4%	
EQUIVALENT FULL TIME POSITIONS	16.4	16.6	19.5	17.5%

**THE CITY OF RED DEER 2005 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 was the final phase in year of the process began in 2002 whereby annual revenue returns which previously went into general City revenues are now fully 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

No Changes in Service

Club House renovations should occur in 2005

Golf Fees will increase

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Possible new directions dependent on the completion of the Waskasoo Park Study

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel				#DIV/0!
General & Contracted Services				#DIV/0!
Materials, Supplies & Utilities				#DIV/0!
Other				#DIV/0!
SUB-TOTAL	\$0	\$0	\$0	#DIV/0!
Internal Charges & Transfers	417,430	200,000	200,000	0.0%
TOTAL EXPENDITURE	\$417,430	\$200,000	\$200,000	0.0%
REVENUE	(467,430)	(200,000)	(200,000)	0.0%
NET TAX LEVY	(\$50,000)	\$0	\$0	
Percent Change		-100.0%	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS	19.0	19.0	19.0	0.0%

**THE CITY OF RED DEER 2005 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

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel				#DIV/0!
General & Contracted Services				#DIV/0!
Materials, Supplies & Utilities				#DIV/0!
Other	45,714	45,477	45,215	-0.6%
SUB-TOTAL	\$45,714	\$45,477	\$45,215	-0.6%
Internal Charges & Transfers	3,066			#DIV/0!
TOTAL EXPENDITURE	\$48,780	\$45,477	\$45,215	-0.6%
REVENUE	(48,780)	(45,477)	(45,215)	-0.6%
NET TAX LEVY	\$0	\$0	\$0	
Percent Change		#DIV/0!	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS	35.5	37.0	37.8	2.2%

**THE CITY OF RED DEER 2005 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Community Support**DEPARTMENT: Community Services General****DIVISION: Community Services****DESCRIPTION OF PROGRAM - Business Unit - 483**

- To provide financial support to the City's major cultural agencies through a "Fee for Service" Agreement with the Cultural Charter Partners. \$115,650 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 (Internal).
- To support the implementation of the Community Culture Master Plan, primarily through work with Culture Link.

CHANGES IN BUDGET -**CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR**

Request to continue funding for Culture Link, as well as for a further increase for funding for the Fee for Service program for community culture organizations.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$218			#DIV/0!
General & Contracted Services	1,500	50,000	0	-100.0%
Materials, Supplies & Utilities	0	0	0	#DIV/0!
Other	805,375	115,650	115,650	0.0%
SUB-TOTAL	\$807,093	\$165,650	\$115,650	-30.2%
Internal Charges & Transfers	(657,102)	(46,100)	3,900	-108.5%
TOTAL EXPENDITURE	\$149,991	\$119,550	\$119,550	0.0%
REVENUE	0	0	0	#DIV/0!
NET TAX LEVY	\$149,991	\$119,550	\$119,550	
Percent Change		-20.3%	0.0%	
EQUIVALENT FULL TIME POSITIONS	0.0	0.0	0.0	#DIV/0!

**THE CITY OF RED DEER 2005 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 3.5 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 (2.1%) applied to contract values.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel				#DIV/0!
General & Contracted Services	307,444	315,898	327,350	3.6%
Materials, Supplies & Utilities				#DIV/0!
Other				#DIV/0!
SUB-TOTAL	\$307,444	\$315,898	\$327,350	3.6%
Internal Charges & Transfers	109,921	0	0	#DIV/0!
TOTAL EXPENDITURE	\$417,365	\$315,898	\$327,350	3.6%
REVENUE	(109,936)	0	0	#DIV/0!
NET TAX LEVY	\$307,429	\$315,898	\$327,350	
Percent Change		2.8%	3.6%	
EQUIVALENT FULL TIME POSITIONS	4.9	4.9	4.9	0.0%

**THE CITY OF RED DEER 2005 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 1.0 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 (2.1%) applied to Planning Resources Position.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR**SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS**

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel				#DIV/0!
General & Contracted Services	46,501	98,964	111,243	12.4%
Materials, Supplies & Utilities				#DIV/0!
Other				#DIV/0!
SUB-TOTAL	\$46,501	\$98,964	\$111,243	12.4%
Internal Charges & Transfers	(8,501)	(59,900)	(70,738)	18.1%
TOTAL EXPENDITURE	\$38,000	\$39,064	\$40,505	3.7%
REVENUE				#DIV/0!
NET TAX LEVY	\$38,000	\$39,064	\$40,505	
Percent Change		2.8%	3.7%	
EQUIVALENT FULL TIME POSITIONS	0.0	0.7	1.0	42.9%

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Tourism Red Deer Review
Department Name & Reference #: Community Services
Business Unit No.: 474**

A. Funds Required:

- i) One time ☒ or, Ongoing ☐
- ii) 2005 Net Budget Requirement \$75,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

The funds will be used to:

- i) Contract with a consultant to undertake a review of the services of Tourism Red Deer. The Contract will include extensive community consultation, research on industry trends and best practices through a comparative analysis of other communities, needs assessment, a review of membership fees and structure, wage and salary analysis, the feasibility of a regional mandate with regional involvement and support, and the preparation of a report that includes recommendations, including the role of The City.

(Stakeholders and Terms of Reference to be defined prior to budget review)

- ii) Costs for this initiative are intended to address:
 - a. Growth \$
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ 75,000 Explain: The costs associated with contracting a consultant to undertake the study.

C. Implications:

- i) Legislative Requirements:
- ii) Financial Risk/Payback:
 - There is no financial risk or short-term payback associated with undertaking a study. However, in the longer term, there can be other sources of revenues for the organization identified through the study — other stakeholder/fee-for-service opportunities, increased membership fees, etc.
- iii) City/Organizational Risk/Payback:
 - This tourism research will allow The City to make well-informed decisions regarding its position on tourism in general and its expectations of Tourism Red Deer in particular. This will lead to a well-researched plan for the future.
 - Not undertaking the study will not diminish the need for a thorough review and will mean that The City and the organization do not have the benefit of an up-to-date and thorough broad view from which to develop strategy.

iv) Community Risk/Payback:

- Other communities are moving forward with tourism in very significant ways. They are trending to increased investment because of the increased awareness of the importance of tourism and its economic impact. With new tourism operations currently under-construction, the expectation and need has never been greater for Red Deer to remain competitive in its efforts to attract events and visitors. Industry is aware of the need and looks to Tourism Red Deer and The City to assist in addressing it.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Additional Fee-for-Service Funding
Department Name & Reference #: Community Services
Business Unit No.: 474

A. Funds Required:

- i) One time **X** or, Ongoing ☐
- ii) 2005 Net Budget Requirement \$30,000 (Net of \$ revenue)

Note: May be ongoing, subject to renewal of subsequent agreements with Tourism Red Deer.

B. BPFR Description:

The funds will be used to:

- i) Offset the additional costs related to the newly acquired accounting and insurance responsibilities taken on by Tourism Red Deer in 2004, at The City's request. Prior to this, The City had undertaken all of the day-to-day accounting, paying of invoices, collection of memberships etc, and also had Tourism Red Deer as an additional insured on our insurance. Taking on the new responsibilities has resulted in some additional costs to Tourism Red Deer, well beyond inflation.
- ii) Costs for this initiative are intended to address:
 - a. Legislative & new complexities \$30,000

C. Implications:

- i) Legislative Requirements:
 - The City, through an agreement, now requires Tourism Red Deer to be responsible for insurance and all accounting functions. This requirement has brings with it significant additional costs to the organization.
- ii) Financial Risk/Payback:
 - Having Tourism Red Deer take over the responsibilities of accounting and insurance was identified as being a cost benefit to The City. Savings are related to personnel workloads, accounting requirements and insurance costs.
- iii) City/Organizational Risk/Payback:
 - If Tourism Red Deer is unable to effectively take on these tasks and sustain operations and service levels, due to financial limitations, The City may be requested to once again assume the responsibilities.
- iv) Community Risk/Payback:
 - If Tourism Red Deer does not have the adequate financial resources to remain sustainable, the level of service to the community and The City will be at risk.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Normandeau Culture and Natural History Society Inventory Update
Department Name & Reference #: City Manager's Office
Business Unit No.:# 477**

A. Funds Required:

- i) One time X or, Ongoing
- ii) 2005 Net Budget Requirement \$28,000 (over two years) (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

The funds will be used for:

- i) The hiring of a temporary inventory clerk over the next two years in order to complete an inventory of the museum collection that will allow better management of the artifacts at the completion of the Site Evaluation and Concept Design Plan. Where possible, NCNHS will apply for grants to leverage these funds.
- ii) The completed inventory, which will be electronic will be available on line creating yet another way in which to make the Collection accessible to more people.

Costs for this initiative are intended to address:

- a. Growth \$
- b. Increased service \$
- c. Legislative & new complexities \$ 28,000 (over 2 years)
- d. CPI, extra cost contracts \$
- e. Other \$ Explain:

C. Implications:

- i) Legislative Requirements
The City of Red Deer has two agreements that impact this initiative. The first with is one with NCNHS in which The City contracts NCNHS to operate and manage the museum and to care for and exhibit a collection that is owned by The Red Deer and District Museum Society. By way of an earlier agreement with the Museum Society, The City agrees to care for and exhibit the artifacts. As a result, City has an obligation to ensure the collection is adequately managed and maintained. Inventory is a critical aspect of this process.
- ii) Financial Risk/Payback
- iii) Organizational Risk/Payback
The museum will be prepared for a move to a new facility or for the decommissioning of this collection without the risk of misplaced collection items. Community Risk/Payback
Should Council decide not to proceed with a new facility for the museum and archives, steps will have to be taken to deaccession the collection, which in itself would require a complete inventory. Community response to a step of this magnitude might be better mitigated if the collection was easily accessible on line and various other organizations and businesses could

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Normandeau Culture and Natural History Society Limited Term
Executive Director**

Department Name & Reference #: Community Services

Business Unit No.:# 477

A. Funds Required:

- i) One time \$7,500 or, Ongoing \$40,200*
- ii) 2005 Net Budget Requirement \$47,700 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$ 0

*Note: This amount is required for a 2-year agreement which will have its terms and conditions revisited at the time of renewal.

B. BPFR Description:

In anticipation of certain changes and improvements that will result from the Site Evaluation and Concept Design Plan for the museum and archives, the Normandeau Culture and Natural History Society (NCNHS) have identified a need for a part-time Executive Director that will support NCNHS in preparing both the museum and the organization for the future. The establishment of a part-time Executive Director and additional NCNHS offices will allow The Society to focus on its strategic needs in relation to board operations, policy development, fund development and community engagement. In total, this request is for \$47,700 in 2005 decreasing to \$40,500 in 2006.

The funds will be used for:

- i. \$27,200 per year for each of 2 years for the purpose of hiring a part-time Executive Director. The NCNHS will match this amount with a further \$13,000 each year. Both The City and The Society will increase their contributions to this position in 2006 in accordance with the change in the Alberta Consumer Price Index as published by Statistics Canada.
- ii. \$13,000 per year for each of 2 years to cover the cost of operating an office for the Executive Director and Society administrative staff. Due to space constraints the office will have to be located outside the Museum or Kerry Wood Nature Centre facilities.
- iii. \$7,500 for one-time costs associated with establishing the office for the Executive Director and Administrative staff.

Costs for this initiative are intended to address:

- a. Growth \$ 47,700
- b. Increased service \$
- c. Legislative & new complexities \$
- d. CPI, extra cost contracts \$
- e. Other \$ Explain:

C. Implications:

i) Legislative Requirements

The City, through an agreement with the NCNHS has contracted NCNHS manage its facilities at Kerry Wood Nature Centre, Fort Normandeau and the Museum. In addition the NCNHS provides administrative support to Council's Historic Preservation Committee. This service provision is becoming more complex and with the Site Evaluation and Concept Design Plan coming to a conclusion in 2005, we want to ensure NCNHS is able to support changes, organizationally and from a policy perspective.

ii) Financial Risk/Payback

iii) Organizational Risk/Payback

In order to be prepared to implement the recommendations of the Site Evaluation and Concept Design Plan for the Museum and Archives, it is critical that NCNHS be able to connect with potential sponsors and funders and be seen as an important part of Red Deer's overall community fabric. With the strategic role of the Executive Director tied to the operations of the nature centre (or, as in the past, the museum) it has become increasingly a challenge for the Society to focus on its strategic needs in relation to board operations, policy development, and fund development and community engagement. With the Site Evaluation and Concept Design Plan underway, NCNHS as The City's agent in delivering service must be in a strategic position to move forward with any recommendations. This position will assist in creating that opportunity.

iv) Community Risk/Payback

Benefits that will arise from this initiative are:

- An increased profile for the NCNHS in the community, which will increase its ability to participate in fund development for a potential capital project.
- Increasing the level of leadership in Red Deer's cultural community should position NCNHS to remain and grow as an active component of that community.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Annual Major Maintenance Normandeau Society
Department Name & Reference #:Community Services General
Business Unit No.: 478**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$70,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for:

Annual major maintenance needs for the Museum, Kerry Wood Nature Centre, Allen Bungalow, Fort Normandeau and for Interpretive signs.

It is anticipated that the Normandeau Society will contribute matching funding in certain instances on a project-by-project basis. For 2005, no matching will be required in order to get these projects underway.

In 2005 funding will be used for:

- Signage \$25,000
- Roofing at Allen Bungalow \$45,000

In the 10 year Capital Planning and Infrastructure Maintenance Plan each respective year identifies different maintenance requirements that will be considered and prioritized for completion through the allocation of this annual amount.

- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$70,000 Explain:

Maintenance of these City owned facilities needs to be done annually in order to protect our assets and ensure public need are met.

C. Implications (include only those that apply):

- i) Legislative Requirements
 - Through the Management Agreement, The City is required to "make any required structural repairs to the perimeter walls, roof, bearing structure and foundation" and further requires that the Society undertake interpretive signage on our behalf.

ii) Financial Risk/Payback

- Proactive maintenance is appropriate to ensure that “spikes” in costs are not happening when a number of items finally catch up to us.

iii) Organizational Risk/Payback

- The Normandeau Society is in the process of completing several years of maintenance items in 2005, but the items noted are of crucial need.
- It is important to maintain City assets so as not to decrease their value, both financially and in the view of the public.

iv) Community Risk/Payback

- Community facilities owned by The City must be kept in proper repair in order to maintain our standards that have been established with the community.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Additional Funding for Fee for Service to Community Culture Groups

**Department Name & Reference #: Community Services General
Business Unit No.: 483**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒ X
- ii) 2005 Net Budget Requirement \$38,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for: Increased funding for the fee for service program for community culture organizations and groups. This funding supports special initiatives, festivals, and operation of facilities and daily operations. With the momentum of culture in the community, more and more need is being experienced by organizations, particularly in the area of festivals. Grants are distributed to assist, as many groups as possible, which means individual grants overall, have not increased, even with the additional funding in 2004.

From 2000-2003 funding remained static at \$97,400. In 2004, Council approved an increase of \$22,000 (\$23,980 plus a further \$18,170 specific to festivals was requested, with the intent of a similar request in 2005). The current \$119,400 amounts to approximately \$1.50 per capita. The request of \$38,000 would bring the contribution up to \$2.00/capita.

- ii) Costs for this initiative are intended to address:
 - a. Growth \$
 - b. Increased service \$38,000
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications:

- i) Legislative Requirements
- ii) Financial Risk/Payback
 - This funding helps to leverage other grant money and donations to support culture groups in the community, therefore making them much more viable.
- iii) Organizational Risk/Payback
 - Increased funding helps administration to better address needs for the culture 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.

iv) Community Risk/Payback

- 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 (e.g. Centrefest, Canada Day etc.). Currently more and more culture groups are applying for the limited funding and therefore grants remain constant, or even decrease. This means the grants are not as able to assist the culture groups meet their needs.
- This funding is consistent with the Community Culture Master Plan, that suggests that The City should strengthen their partnerships within the community, as well as that The City's leadership (as shown through this grant program) should continue.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Fee-for-Service Funding for Culture Link
Department Name & Reference #: Community Services General
Business Unit No.: 483**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒ X
- ii) 2005 Net Budget Requirement \$50,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

Note: This is requested for three years, and is to be reviewed at the end of that time.

B. BPFR Description:

- i) The funds will be used for: Fee-for-service funding for Culture Link for the next three years. Culture Link is the organization charged with the implementation of the Culture Master Plan.

Culture Link has done significant work over the past three years in implementing the Community Culture Master Plan and in managing the Culture Capitals of Canada Award. Funding for operation of the Society has been partially through a \$50,000 fee-for-service grant provided by The City for each of the past three years (funding coming from the sale of the Old Courthouse, as approved by Council. This source of funding has ended).

The City defines expectations and accountability through a Fee-for-Service Agreement, which is supported by Culture Link's detailed workplan.

Culture has gained much momentum in the community and it is very important to be able to maintain this, with Culture Link being key in ensuring this can occur. The organization is not able to continue without City support, even though they have applied for, and will continue to access, other grants.

- ii) Costs for this initiative are intended to address:
 - a. Growth \$
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$50,000 Explain: to continue with work underway that would likely fall to City staff, if this organization were not able to continue operation.

C. Implications:

- i) Legislative Requirements
- ii) Financial Risk/Payback
 - Work done to implement the Community Culture Master Plan could fall to City staff and this will be a cost, likely a greater amount than we are currently paying to Culture Link.

iii) Organizational Risk/Payback

- Increased workload, or the need to increase staffing in the Culture Services section if The City were to take on this role.

iv) Community Risk/Payback

- The community has expectations that the implementation of the Community Culture Master Plan should continue and the current momentum should be optimized. If implementation were to stop or to slow down, the community would likely feel that The City should take on the role.
- Having the leadership for the implementation for the Community Culture Master Plan rest in the community is very positive and leads to greater opportunity for buy-in and often for accessing of grants and donations.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Parkland Community Planning Services – Part Time Staff Funding
from Tax Base rather than Reserves**

Department Name & Reference #: Community Services General

Business Unit No.: 485

A. Funds Required:

- i) One time ☐ or, Ongoing ☒ X
- ii) 2005 Net Budget Requirement \$40,738 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for: Move the current funding for the equivalent of a ½ of a staffing position from PCPS Dividend to tax base support rather than from the PCPS reserve, which is not a sustainable source of funding. This is to ensure staffing levels are maintained regardless of dividend amount and to preserve use of the dividend amount for upcoming and required planning issues of a one-time nature (e.g. update of the MDP).
- ii) Costs for this initiative are intended to address:
 - a. Growth \$
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$40,738 Explain: For long-term sustainability of funding for staffing levels and preservation of PCPS Dividend for future planning requirements.

C. Implications:

- i) Legislative Requirements
- ii) Financial Risk/Payback
 - This funding will ensure the long-term sustainability of necessary funding for staffing levels for the planning requirements of The City without dependence on or use of the variable PCPS Dividend dollars.
 - Ensures there is adequate funding available from the PCPS Dividend to cover the cost of required planning projects, of a one-time nature.
- iii) Organizational Risk/Payback
 - If part of the funding for the staffing position continues to be drawn from the Dividend account, additional planning projects or needs may not be completed as required.
- iv) Community Risk/Payback
 - Some planning projects may not be completed in a timely, appropriate manner.

RED DEER RCMP BUSINESS PLAN 2005 – 2007

A. MISSION

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.

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 of the RCMP

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 of the RCMP

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

B. 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.

CRIME PREVENTION AND POLICING STUDY

In the 2004 Business Plan the Red Deer City RCMP requested that a thorough Crime Prevention and Policing Study be conducted. The purpose of this study was to improve the level of understanding concerning crime and community responses to it. Phase I of the study has been completed and Phase II is under way, at the time of the writing of this business plan, with an expected completion date of November 2004.

In Phase I of the study crime rates and statistics were analyzed and compared with similar sized communities. In general, the study found that the crime rate, in Red Deer, has remained fairly constant over the past 25 years. This is based on the number of incidents per population. The perception amongst the general public, however, is that crime is increasing significantly. The fact is, over the years the amount of crime in Red Deer has increased, however, this is in proportion to the population increase in the city.

It is recognized that as the city of Red Deer continues to grow, incidents in crime will increase. Along with growth is the unique demographics of the city. Red Deer is an urban/regional center that attracts younger people looking for opportunities. Although this is an overall positive aspect for the city it does bring with it a negative factor as it does contribute to the level of crime.

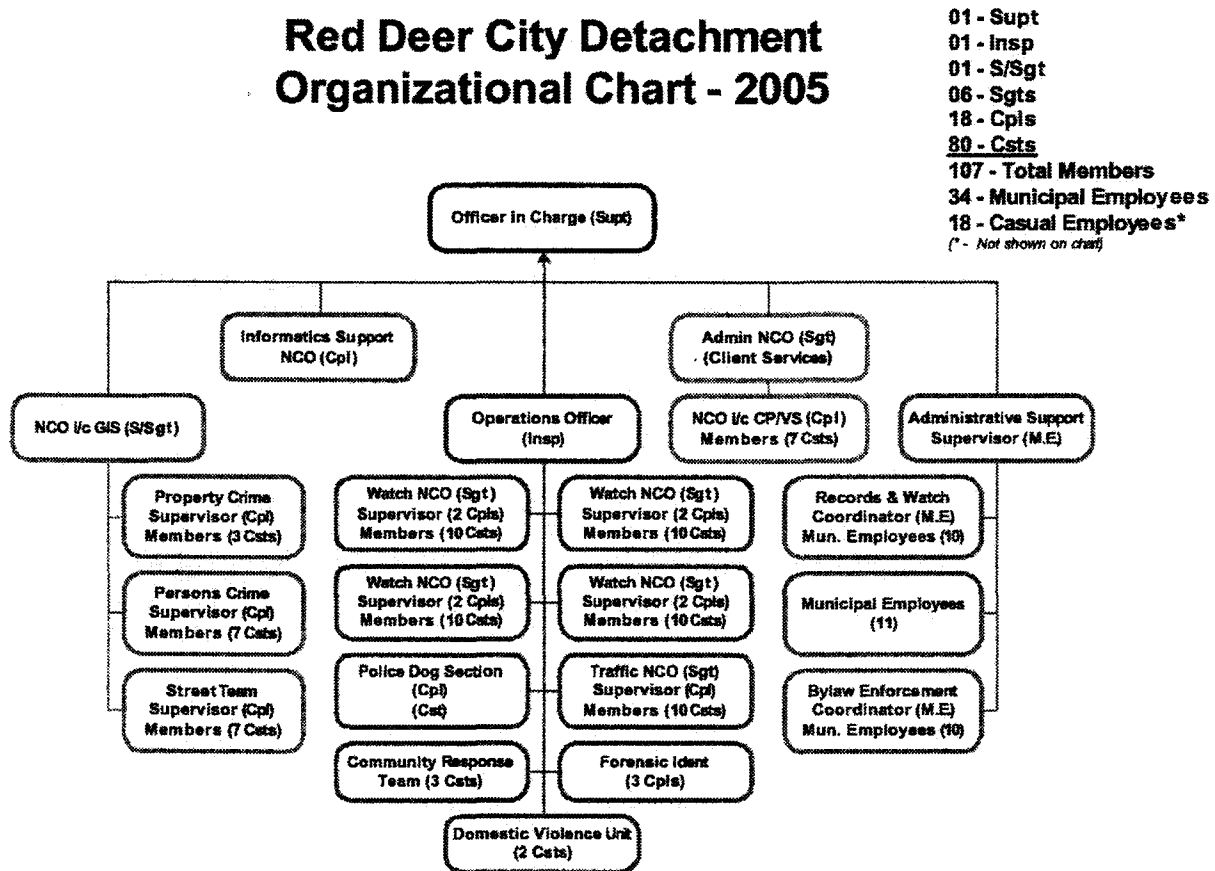
The Red Deer City RCMP recognizes the importance of working along side the community in combating crime. Over the last number of years the Detachment has moved from a Professional Response Policing Model, in which the police traditionally dealt with crime on their own, to more of a Community Policing Model. In order to be most effective the RCMP recognizes they must work with the community, and for that purpose, the Red Deer City Detachment is committed to both strengthening existing partnerships, as well as creating new partners within the community.

Through past programs such as Citizens on Patrol, Neighborhood Watch, Mothers Against Drunk Drivers and Crime Stoppers, the Police and the Community have built a more solid foundation on addressing crime. More recently the Detachment has increased their involvement within the Red Deer School system. There are now full time resource officers within the elementary, middle, and high schools.

The Red Deer City RCMP look forward to the conclusion of Phase II of the study as it will help map out future plans and directions that the City and the RCMP can take together in the area of Crime Prevention. The Red Deer City RCMP are dedicated to working with the community as one, in searching out best practices and programs so that the citizens of Red Deer can continue to live in a vibrant and safe community. To this end, a BPFR is submitted, to specifically support community based crime prevention initiatives.

C. ORGANIZATIONAL STRUCTURE

Red Deer City Detachment Organizational Chart - 2005



POSITION PLACEMENT	Established Positions
Detachment Management Commissioned Officers: 1 Superintendent, 1 Inspector. Non-Commissioned Officers: 1 Sergeant.	3
General Duty/Platoon Level Non-Commissioned Officers: 4 Sergeants, 8 Corporals, and 45 Constables.	57
General Investigation Section Non-Commissioned Officers: 1 Staff Sergeant, 3 Corporals, and 17 Constables.	21
Traffic Unit Non-Commissioned Officers: 1 Sergeant, 1 Corporal and 10 Constables.	12
Community Policing/Victim Services Non-Commissioned Officer: 1 Corporal, 7 Constables.	8
Forensic Identification Non-Commissioned Officers: 1 Corporal and 2 Constables.	3
Informatics Non-Commissioned Officer: 1 Corporal.	1
Police Dog Section Non-Commissioned Officer: 1 Corporal and 1 Constable.	2
TOTAL RCMP MEMBERS	107

MUNICIPAL EMPLOYEES	Established Positions
Administrative Support Supervisor	1
Administrative Assistance	1
Administrative Clerk	1
Police Information Records/Watch Information Coordinator; 1 Police Watch Information Operator; 6 Police Information Records Clerks; 5	12
Police Court Stenographers / GIS Stenos	5
Police Exhibit Custodian	1
Court Liaison Officers	2
Bylaw Enforcement Officer Coordinator; 1 Bylaw Enforcement Officers; 3 Bylaw Traffic Enforcement Officers; 2 Bylaw Enforcement/Occurrence Officer; 1	7
Occurrence Officers	3
Traffic Administrative Coordinator	1
Municipal Employees Exempt	1
Reviewer Analysts	3
TOTAL MUNICIPAL EMPLOYEES	38

D. OVERVIEW

For 2004 our five 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;
- Re-establish resource levels for Support Functions and Program Delivery.
- Implement a more efficient method of shared service delivery between RCMP Officers and other service delivery partners in order to create efficiencies where possible.
- Build on integration of information management within the detachment and provide adequate support services in response to increased demands.
- Significantly improve levels of client satisfaction by building on and implementing quality assurance systems through local monitoring, learning opportunities, and cross-organizational resources.

In early 2004, the Red Deer City RCMP presented City Council with a Three Year Business Plan. Many of the 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 the 2005 Business Plan document. As outlined in the following categories, there will be goals for 2005 that will tie into those from 2004 and there will be some new initiatives that will contribute to an overall direction for the future of policing in our community. 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.

Looking Back on 2004

i) Key Strategies, New Directions and Achievements

- Objective One-approval was obtained from Red Deer City Council to add an additional 8 police officer positions to bring the complement to 99. This had a positive effect on the police officer to population ratio; a key strategy given Red Deer's recent and continuing population increases. In addition, two members of the RCMP Staffing and Personnel will be working here in the City of Red Deer to ensure local needs are met on a priority basis.
- Objective Two- significant improvements have been made in the area of support functions. There has been the addition of one police officer position to Forensic Identification Services, one police officer position to Community Relations/Victim Services, and one police officer position to Traffic Services.
- Objective Three- increased operational support has been realized through phasing of Bylaw Services into regular policing operations. This has allowed RCMP officers to work on higher priority matters as Bylaw officers have assisted in routine and administrative tasks such as document service, traffic control, searches for missing people, patrols in park areas, handling found property and noise complaints. Two additional Bylaw Traffic Enforcement officers have been added, as well as a working supervisor for Bylaw Operations. Besides overseeing the unit this supervisor is responsible for performing operational tasks such as enforcing traffic duties and patrolling the parks.
- Objective Four- two new Municipal Employees were brought in to assist in police operations. This has led to more timely input of data and intelligence as well as a reduction in time delays for the preparation of court submissions.
- Objective Five- Stage One of the Crime Prevention and Policing Review was completed in early 2004 and Stage Two will be submitted on time as well in November 2004.

Challenges

- Objective One- Red Deer City RCMP continue to face challenges in relation to our human resource base, a situation that will improve over time as we continue to grow in partnership with our community. Unplanned human resource vacancies such as maternity and paternity leave, retirement, long-term sick leave and medical discharge continue to provide a challenge. As a result, City Council's funding allocation was not met, despite an aggressive approach to human resource management.
- Objective Two-support functions continue to be influenced by the human resource structure of the Red Deer City RCMP Detachment. An influx of cadets has restricted the ability to assign police personnel to specialized roles in areas such as General Investigations, Traffic Services and Community Policing/Victim Services. This has also resulted in additional responsibilities for experienced general duty members, as they are required in a training capacity. Funding was approved for a new Police Service Dog position, however the training requirements of this function have delayed implementation.
- Objective Four- our General Investigations Section has had success in the area of search warrants executed and resulting property seizures. This has increased the workload for support staff. Casual hours have been expended in an attempt to reduce the backlog, however, this area will remain a challenge.

Looking Ahead to 2005

i) Continuing Strategies

- Objective One (a & c) of the 2005 Business Plan will continue to build on the strategy to ensure a human resource base that facilitates investigational excellence in order to meet the evolving policing needs of the city of Red Deer, as was stated in the 2004 Business Plan.
- Objective Three of the 2005 Business Plan will continue to build on integration of information management within the detachment and provide adequate support services in response to increased demands, as was stated in the 2004 Business Plan.
- Objective Four of the 2005 Business Plan will continue to build on the successes of the Enhanced Policing Initiative as a response to specific and pervasive problems associated to public intoxication and disorder, which result from unacceptable behavior by some patrons of Red Deer's many taverns and nightclubs, as was stated in previous Business Plans.

ii) New Initiatives

- Objective One ((b) i.) of the 2005 Business Plan calls for a new strategy to support general duty police service delivery by providing specialized resources to assist in high risk and high priority investigations.
- Objective One ((b) ii. & iii) of the 2005 Business Plan calls for a new strategy to support general duty 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.
- Objective Two of the 2005 Business Plan calls for a new strategy to provide a better depth of service in line with community expectations of accessibility and reduced response time by examining both the establishment of a second Service Delivery Site strategically located in the north area of Red Deer, and the long term implications of continuing to use our current building as a police detachment.

- Objective Five of the 2005 Business Plan calls for a new strategy to provide support and funding in ensuring community involvement and response to crime prevention as outlined in Phase II of the Crime Prevention and Policing Study.

iii) Challenges

- 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. Service to the community continues to be a challenge in the face of increasing calls for service and Red Deer's evolving status as an urban regional center.
- Red Deer City RCMP General Investigation Section has had to respond to an increase in serious crime in the areas of *Persons Crime, Property Crime and Street Crimes*. Quality of investigations and time spent targeting criminal groups operating in Red Deer will diminish without additional resources.
- General duty police officers will no longer be able to respond to the increasing number of calls for service with an acceptable level of client satisfaction. Changes to the shift schedule rotation for general duty members have created a gap in supervision that needs to be addressed. The ratio of supervisor to subordinate must be improved to ensure standards are met and strategic objectives are achieved in the dynamic policing environment found in Red Deer. The need for an abuse Specific Response Team was great enough that resources were proactively seconded from general duty operations in 2004 to accommodate a temporary establishment of this mission critical function.
- In the future a single, central police office in the downtown core will negatively impact response time and lead to greater liability for the City of Red Deer, as well as placing an increased level of stress on the current building.
- In the year 2001 the Red Deer City RCMP received just under 34,000 calls. In 2003 the volume of calls increased to 43,000. This dramatic increase has brought with it a greater demand on administrative requirements within the detachment. Without additional Municipal Employees administrative and operational demands will not be met. Delays in data input will have a negative impact on officer and public safety, increasing risk and liability. Delays in the preparation of court documents will result in police officers rescheduling their time to complete the preparation themselves. This takes away from the time available for them to respond to calls for service and conduct investigations.
- Red Deer City RCMP Detachment general duty policing resources only partially allows for a response to address public intoxication and disorder. Prematurely ending enhanced policing will have a detrimental impact on the ability to curtail problems as well as the long-term benefits of successes already achieved.
- Over the past five years the City of Red Deer has experienced some rather rapid growth. Due to a strong economy Red Deer presently attracts a large migration of young people searching for opportunities. The influx of population has created great challenges for the Red Deer City RCMP in the area of human resources.
- The city's population growth has resulted in a greater demand and workload for the police. In the last three years the call volume for the Red Deer City Detachment has increased by twenty-five percent. The RCMP recognize and are committed to maintaining the highest quality in their investigations. They are also committed to working together with the community in crime prevention programs. They recognize the community wants the police within the schools educating and working with the young people, while at the same time, on the streets combating the criminal element.
- In order to continue to deliver the highest quality of service to the community it is

imperative to continue to enhance the Detachments human resource base. Failure to do so will result in a greater need to prioritize what services the RCMP can provide to the community.

E. OBJECTIVES for 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.

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 our partners within the community.

1. Objective: 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	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) Provide for 107 police officer positions for 2005.	Officer in Charge, Red Deer City RCMP.	April 2005, for inclusion in budget for 2005.	Receive authority to staff to the level as directed by City Council.
b) Distribute the additional 8 members to adjust responsibility to support general duty police by providing specialized resources; and to augment general duty police to ensure excellence at all levels of response and to ensure adequate numbers to meet demands of calls for service.			
i. Assign two new police officer positions to the General Investigation Section to provide support in meeting increasing demands of serious crime investigation.	Officer in Charge, Red Deer City RCMP	December 2005	Authorization to staff these positions
ii. Assign four new police officer positions to general duty policing at the Corporal rank to provide additional human resources and to ensure adequate supervision in	Officer in Charge, Red Deer City RCMP	December 2005	Authorization to staff these positions

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
iii. alignment with our new shift schedule rotation. Assign two new police officer positions to general duty policing to continue the functions of an Abuse Specific Response Team that will work in partnership with other community agencies to address shared challenges.	Officer in Charge, Red Deer City RCMP	December 2005	Authorization to staff these positions
c) Provide for the establishment of eight additional police officer positions for 2006.	Officer in Charge, Red Deer City RCMP.	April 2005, for inclusion in budget for 2005.	Approval from City Council.

2. Objective: Improve Service Delivery by Establishing a Police Service Site in the North Area of the City of Red Deer and the Affirming Long-Term Sustainability of Police Operations at our Current Service Delivery Site.

To provide a better depth of service in line with community expectations of accessibility and reduced response time by examining both the establishment of a second Service Delivery Site strategically located in the North area of Red Deer, and the long term implications of continuing to use our current building as a police detachment.

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) Obtain \$75, 000 funding to initiate a Concept and Design Plan for a combined police and fire medic service delivery site in the north area of Red Deer.	Officer in Charge, Red Deer City RCMP	June 2005	Concept Plan is completed and presented to Council
b) Obtain \$150,000 funding for a detail design and plan of a combined emergency delivery site in the north area of Red Deer.	Officer in Charge, Red Deer City RCMP	December 2005	Detailed Design Plan is completed and presented to Council
c) Obtain \$ 70,000 funding for a Concept Design Plan for the Detachment cell block area and the existing building to bring it in line with space and safety standards normally applied in the policing environment and address future growth.	Officer in Charge, Red Deer City RCMP	June 2005	Concept Design Plan is completed and presented to Council

3. Objective: 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	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) Assign four new Municipal Employee positions in the detachment to meet increased administrative and operational information exchange demands. <ul style="list-style-type: none"> • One at the Reader/Analyst level; • One at the Court Stenographer level; • One as a Community Policing Administrative Assistant. • One at the Police Watch Information level; Note: funding by way of a one-year provincial grant has been secured for the Victim Services Administrative Assistant position.	Officer in Charge, Red Deer City RCMP.	December 2005.	Authorization to fund these positions.

4. Objective: Provide a Response to Ongoing Problems Related to Public Intoxication and Disorder in Red Deer.

To build on the successes of the Enhanced Policing Initiative as a response to specific and pervasive problems associated to public intoxication and disorder, which result form unacceptable behavior by some patrons of Red Deer's many taverns and nightclubs.

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) Continue the Enhanced Policing Initiative with funding integrated into the budget.	Officer in Charge, Red Deer City RCMP.	December 2005.	Enhanced Policing continued.

5. Objective: Support Community Crime Prevention Initiatives

To provide support and funding to ensure planning and community response and involvement in crime prevention initiatives as outlined in the Crime Prevention and Policing Study

Action	Key Responsibilities /Partners/Impacts on Others	Expected Completion	Success Measure
a) Develop an implementation plan, based on the Crime Prevention and Policing Study, that will define specific involvement of individuals, community, agencies and police.	Officer in Charge, Red Deer City RCMP with Contractor & Steering Committee	July 2005.	Implementation Plan complete
b) Begin implementation of Plan	Officer in Charge, Red Deer City RCMP with Steering Committee and Stakeholders	July – December 2005	Early success strategies complete

OBJECTIVES for 2006 & 2007:

The vision for 2006 and 2007 is to continue integration of goals and strategies designed to ensure the highest possible quality of investigation in areas of high priority and reestablishment of support functions and program delivery, while responding to emerging trends, expansion and diversity in policing in the city of Red Deer, based on the Crime Prevention and Policing Study.

Broad objectives will be:

1. Effective management of human resources thru:

- Adjustment of Responsibility for High Priority Investigations.
- Augmentation of General Duty Police Service.
- Building on Support Functions and Program Delivery for such things as Abuse Response Team, Traffic Service, Crime Prevention/Victims Services.

2. Increased operational support thru use of bylaw officers or special expertise and for activities such as CPTED.

3. Provide support in areas of growth thru additional municipal employees in various functions.

4. Improve service delivery by establishing a police service site in the north area of the city of Red Deer (2006) and explore needs in the south area of the city (2007).

5. Provide a response to ongoing problems related to public intoxication and disorder in Red Deer thru enhanced policing, which may be less necessary because of increased resources.

6. Continue with implementation of strategies from the Crime Prevention and Policing study, ensuring broad involvement of stakeholders.

<i>Category</i>	<i>2005</i>	<i>2006</i>	<i>2007</i>
<i>RCMP Members</i>	<i>8</i>	<i>8</i>	<i>8</i>
<i>Special Constable</i>	<i>0</i>	<i>1</i>	<i>2</i>
<i>Operational support</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Other Municipal Employees</i>	<i>4</i>	<i>3</i>	<i>3</i>
<i>Service Delivery Sites (Additional to Downtown)</i>	<i>0</i>	<i>1</i>	<i>0</i>

* This table reflects requests for the future, including operational positions that do not require police officer status

F. RISK MANAGEMENT DISCLOSURE

- Pressures generally impacting policing in Canada have combined with growth and demographic trends affecting the City of Red Deer and surrounding area to produce a negative impact on the depth of service that can be provided by the Red Deer City RCMP.
- Red Deer's demographics yield a challenging policing environment. These demographics demand 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 dynamic setting.

Within this environment, police officers are often unable to provide service in line with client expectations. This happens when police officers who respond to calls for service are forced to move on to the next 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 situation.

- Forecasts for the City of Red Deer and the central Alberta corridor indicate steady growth in population and activity for the future. There is considerable risk associated with continuing policing operations in this environment without moving strategically to respond to this growth. Human resource levels and the inefficiencies related to the continued use of the current police detachment building as a single service delivery site, will become critical without a move toward decentralization. Client satisfaction, based on public expectations of reasonable response time and contemporary, community based policing will be greatly diminished in the future without responding to this risk.
- Major risk in the policing operations of Red Deer City RCMP has been identified in relation to the inadequacies of the prisoner cell area of the detachment building. Immediate steps need to be taken to bring the cell area in line with workplace health and safety standards normally applied in the policing environment, as well as those found in RCMP policy. This situation was recently exacerbated as the Red Deer Remand Center changed operations and is no longer accepting Young Offenders in their facility. Young Offenders in custody are now held at the cell area of the Red Deer City RCMP Detachment until they are either released or remanded into custody. Once remanded, they are transported to Calgary either by CAPS during regular business hours or by a

general duty member after hours.

The need to separate Young Offenders from adults and females from males creates a logistical challenge given the limitations of the current facility. Multiple guards are brought in to mitigate risks associated with the cell facility.

- Another area of risk in the policing operations of the Red Deer City RCMP has been identified in the inadequacies of the exhibit storage area. Immediate steps need to be taken to bring the exhibit storage area up to the standard currently employed by the RCMP and other professional police agencies.

The current space is not large enough to handle the volume of items stored and in addition requires a fire suppression system to provide safekeeping of property contained in the area. It also requires a proper ventilation system to ensure the health and safety of employees in the building as the area is frequently utilized to process and store items such illicit drug exhibits.

Current strategies to provide additional storage space (moving found bicycle storage off site and by moving archived files to another location) have resulted in a temporary solution to address this risk.

THE CITY OF RED DEER 2005 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 107 authorized members and 35.2 Municipal Employees providing administrative services, investigation, prevention, detention, building and photo radar services. Of the 107 authorized members, only 91 are fully funded.

CHANGES IN BUDGET -

2004 Council approved budget	9,959,452
Add: Salary settlement	63,517
Add: Police service inflations costs	640,822
Add: CPI increase - 2.1%	5,092
Add: GST Legislation change	(28,211)
Year end carry forwards	(27,362)
Reversal: one time funding (Enhanced Policing)	(140,000)
Personel Provisions - salary settlement	63,344
Personel Provisions - full year funding of 2004 positions	89,505
2005 Initial Base Budget Guideline	<u>10,626,159</u>

Items incorporated after 2005 Base establishment:

2005 Policing Grant Revenue	(1,129,488)
Increase in Photo Radar/Red Light Fines Revenues	(350,000)
Decrease in Regular Fine Revenues	50,000
Allowance for Increased Janitorial Contract Costs	17,000
Additional Off-Site Space for Seized Goods and Exhibits	<u>20,000</u>
Total Items incorporated after Base establishment	(1,392,488)
2005 Budget Presented	<u>9,233,671</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

8 RCMP members pre-approved (Requesting funding for 6 - 1/2 year 2005)
 Requesting 4 Additional Municipal Employees (funded 1/2 year 2005)

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

2006 - 8 Additional RCMP members added to approved complement for a total of 113
 2007 - 8 Additional RCMP members added to approved complement for a total of 121

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,698,891	\$2,026,095	\$2,164,919	6.9%
General & Contracted Services	777,471	809,854	911,731	12.6%
Materials, Supplies & Utilities	7,750,436	9,312,672	9,764,749	4.9%
Other	0	0	0	0.0%
SUB-TOTAL	\$10,226,798	\$12,148,621	\$12,841,399	5.7%
Internal Charges & Transfers	(41,317)	(79,152)	(86,740)	9.6%
TOTAL EXPENDITURE	\$10,185,481	\$12,069,469	\$12,754,659	5.7%
REVENUE	(2,251,094)	(2,046,500)	(3,520,988)	72.0%
NET TAX LEVY	\$7,934,387	\$10,022,969	\$9,233,671	
Percent Change		26.3%	-7.9%	
EQUIVALENT FULL TIME POSITIONS	30.2	35.2	35.2	0.0%
RCMP MEMBER POSITIONS	83.0	91.0	91.0	0.0%

**THE CITY OF RED DEER 2005 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

**PROGRAM: ADMINISTRATION
DEPARTMENT: RCMP
DIVISION: COMMUNITY SERVICES**

DESCRIPTION OF PROGRAM - Business Unit - 490

Operational costs for 34 Municipal Employees and 1.2 casual relief FTE's, including salaries, training, supplies, uniforms and fleet expenses.

CHANGES IN BUDGET -

Increase in Provincial Guard Costs reimbursement is expected.
Increase in Records Checks revenue is expected.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

4 Additional Municipal Employees are being requested (funded 1/2 year) :

- 1 Community Policing Administrative Assistant
- 1 Reviewer Analyst
- 1 Court Stenographer
- 1 Watch Clerk

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,536,211	\$1,834,386	\$2,033,258	10.8%
General & Contracted Services	21,202	43,108	27,866	-35.4%
Materials, Supplies & Utilities	56,509	60,874	11,900	-80.5%
Other				#DIV/0!
SUB-TOTAL	\$1,613,922	\$1,938,368	\$2,073,024	6.9%
Internal Charges & Transfers	505	(87,209)	(94,876)	8.8%
TOTAL EXPENDITURE	\$1,614,427	\$1,851,159	\$1,978,148	6.9%
REVENUE	(286,604)	(234,000)	(279,000)	19.2%
NET TAX LEVY	\$1,327,823	\$1,617,159	\$1,699,148	
Percent Change		21.8%	5.1%	
EQUIVALENT FULL TIME POSITIONS	30.2	35.2	35.2	0.0%

**THE CITY OF RED DEER 2005 BUDGETS
SECTION 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 -

Included Provincial Assistance 2005 Policing Grant of \$1,129,488.
Fully funded 91 members at increased contract rate/member
Decrease in Regular Fines Revenues (offset in BU 495 Photo Radar/Red Light operations).
Included additional Seized Goods Rental Storage Space.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Increase in Member authorized compliment of 8 members to establishment of 107.
Requesting 1/2 year funding for 6 additional members of the 8 members pre-approved for 2005.
Requesting Member Overtime Provision and continuation of Enhanced Policing funding.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

2006 - 8 Additional RCMP members added to approved complement for a total of 113
2007 - 8 Additional RCMP members added to approved complement for a total of 121

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$93,997	\$127,841	\$131,661	3.0%
General & Contracted Services	79,917	73,476	93,940	27.9%
Materials, Supplies & Utilities	7,588,637	9,136,614	9,637,550	5.5%
Other				#DIV/0!
SUB-TOTAL	\$7,762,551	\$9,337,931	\$9,863,151	5.6%
Internal Charges & Transfers				#DIV/0!
TOTAL EXPENDITURE	\$7,762,551	\$9,337,931	\$9,863,151	5.6%
REVENUE	(283,858)	(550,000)	(1,629,488)	196.3%
NET TAX LEVY	\$7,478,693	\$8,787,931	\$8,233,663	
Percent Change		17.5%	-6.3%	
EQUIVALENT FULL TIME POSITIONS	83.0	91.0	91.0	0.0%

**THE CITY OF RED DEER 2005 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 -

Inclusion of an additional \$17,000 for Janitorial Services due to unsatisfactory performance of previous contractor.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

None

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

None

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel				#DIV/0!
General & Contracted Services	99,081	90,266	109,129	20.9%
Materials, Supplies & Utilities	102,928	112,784	112,848	0.1%
Other				#DIV/0!
SUB-TOTAL	\$202,009	\$203,050	\$221,977	9.3%
Internal Charges & Transfers	4,828	7,857	7,931	0.9%
TOTAL EXPENDITURE	\$206,837	\$210,907	\$229,908	9.0%
REVENUE				#DIV/0!
NET TAX LEVY	\$206,837	\$210,907	\$229,908	
Percent Change		2.0%	9.0%	
EQUIVALENT FULL TIME POSITIONS	0.0	0.0	0.0	#DIV/0!

**THE CITY OF RED DEER 2005 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 -

Increased revenues (\$350,000) expected based on 2004 trends and installation of second Red Light Camera in 2004.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$68,683	\$63,868	\$0	-100.0%
General & Contracted Services	577,270	603,004	680,796	12.9%
Materials, Supplies & Utilities	2,362	2,400	2,451	2.1%
Other				#DIV/0!
SUB-TOTAL	\$648,315	\$669,272	\$683,247	2.1%
Internal Charges & Transfers	(46,651)	200	205	2.5%
TOTAL EXPENDITURE	\$601,664	\$669,472	\$683,452	2.1%
REVENUE	(1,680,631)	(1,262,500)	(1,612,500)	27.7%
NET TAX LEVY	(\$1,078,967)	(\$593,028)	(\$929,048)	
Percent Change		-45.0%	56.7%	
EQUIVALENT FULL TIME POSITIONS	0.0	0.0	0.0	#DIV/0!

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Implementation of Crime Prevention and Policing Study
Department Name & Reference #:RCMP
Business Unit No.:490

A. Funds Required:

- i) One time X or, Ongoing
- ii) 2005 Net Budget Requirement \$100,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005)
- iv) 2007 Budget (Incremental costs from 2006) \$

* Note: This funding will be provided from the Policing Reserve for 2005. (\$813,000)

B. BPFR Description:

- i) The funds will be used for:
 - The development of an Implementation Plan for the Crime Prevention and Policing Study. This will be based on recommendations from the Study, but will identify the specific stakeholders, roles and expectations related to the various strategies necessary to implement the Plan. It is anticipated that this work can be completed by July 2005, which will be brought to Council.
 - Following the development of the Implementation Plan initial implementation can begin. This plan will outline the detailed costs and timelines related to the strategies identified within the Crime Prevention and Policing Study Phase II report. It is anticipated that further funding will be required for 2006/2007, which can also be drawn from the Policing Reserve.
- ii) Costs for this initiative are intended to address:
 - a. Increased service \$100,000

C. Implications:

- i) Legislative Requirements
- ii) Financial Risk/Payback
 - If community is not involved in addressing crime prevention initiatives, then policing resource needs will rise at an even greater rate.
- iii) Organizational Risk/Payback
 - Police require community assistance in addressing crime. The Implementation Plan will define stakeholders, their role and the expectations, through specific strategies, placing some of the responsibility with the community, rather than just with The City.
- iv) Community Risk/Payback
 - There are high expectations in the community regarding the implementation of recommendations from the Crime Prevention and Policing Study. Along with the expectations, there is also a willingness to be involved, and therefore it will be important to support this approach.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: STAFFING (RCMP Members and Municipal Employees)
Department Name & Reference #: POLICE
Business Unit No.: 490 & 491**

A. Funds Required:

- i) One time or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$516,122 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$439,423
- iv) 2007 Budget (Incremental costs from 2006) \$

Note: The \$1,129,488 Policing Grant from the province is to assist with the operating costs of the RCMP.

B. BPFR Description:

- i) The funds will be used for: RCMP Members, Member Overtime, Municipal Employee Staffing and Furniture & Equipment.

ONGOING COSTS:

- (6) Additional RCMP Members ½ year (July 2005) \$317,538
((\$331,839 Incremental 2006-Full Year)
 - RCMP Member Overtime 81,000
 - (4) Municipal Employee Positions ½ year (July 2005)
- | | | |
|--|---------------|---------|
| Court Stenographer | \$25,204 | |
| Community Policing Admin Assistant | 25,204 | |
| Reviewer Analyst | 32,256 | |
| Watch Clerk | <u>24,920</u> | 107,584 |
| (\$107,584 Incremental 2006-Full Year) | | |

TOTAL ONGOING COSTS **\$506,122**

ONE TIME COSTS:

- Furniture & Equipment Municipal Employees 10,000

TOTAL 2005 FUNDING REQUESTED **\$516,122**

- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$516,122
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
 - The Police Grant allocated by the province must be spent on police operations.
- ii) Financial Risk/Payback
- iii) Organizational Risk/Payback
 - Current RCMP complement is not sufficient to meet community need, and therefore workloads are significantly higher than police forces in similar communities, particularly as it relates to criminal code offences. Additional officers and staff will assist in addressing workload issues.
 - Currently the detachment deals with complaints on a regular basis because officers are not able to respond. Additional officers responding to calls will reduce this number of complaints, which currently ties-up valuable staff time.
 - Currently there is significant backlog of work for the municipal employees. The result of this is that data is not entered on a timely basis and therefore cannot be accessed by officers and others who require it. Clients also often have to wait to get information. Call volumes have also increased and caseload is higher, meaning that there is a requirement to complete more paperwork. Additional municipal employees, to work in collaboration with the new officers are required.
- iv) Community Risk/Payback
 - Currently the community is frustrated that there are not enough officers to meet community needs. Additional officers will assist with serious crimes investigations, better supervision for the increased number officers and with the abuse team.
 - There could be community issues if data is not entered in a timely manner. The result is the officers' inability to access data when arrests are made, increasing in the potential for some offenders not being identified in an efficient, timely manner.
 - In providing for the requested positions, the community sees the municipality being responsive to need and demand.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: STAFFING (Enhanced Policing)
Department Name & Reference #: POLICE
Business Unit No.: 490 & 491**

A. Funds Required:

- i) One time ☒ or, Ongoing
- ii) 2005 Net Budget Requirement \$70,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

Note: The \$1,129,488 Policing Grant from the province assists with the operating costs of the RCMP.

B. BPFR Description:

- i) The funds will be used for: Enhanced Policing

Enhanced Policing, to focus primarily on issues in the downtown. This supplements the ongoing resources that are in place. It should be noted that the amount requested is ½ of the 2004 allocation of \$140,000 as the intent is to gradually be able to phase out of the need for overtime funding because of increased resources.

- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Increased service \$70,000

C. Implications (include only those that apply):

- i) Legislative Requirements
 - The Police Grant allocated by the province must be spent on police operations.
- ii) Financial Risk/Payback
- iii) Organizational Risk/Payback
 - Assists with monitoring issues that arise under the new Bar Licensing Bylaw.
 - Currently the detachment deals with complaints on a regular basis because officers are not able to respond. Additional officers will assist in addressing this issue, that takes staff time.
 - The current detachment still needs supplemental house to address issues in the downtown.
- iv) Community Risk/Payback
 - In continuing to build on successes from the current program of Enhanced Policing, the community sees the municipality being responsive to need and demand.
 - The community continues to request additional police presence in the downtown bar area.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Annual Major Maintenance RCMP Building
Department Name & Reference #:Police
Business Unit No.: 494**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$75,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for:
 - 2005: -Air exchange unit \$50,000
 - Shower renovations \$25,000

Annual major maintenance required for the RCMP building. (This is a projected average annual cost, where each year the funding will be used to the specific items identified in the 10 year Capital Planning and Infrastructure Maintenance Plan.)

- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$75,000 Explain:

In the 10 year Capital Planning and Infrastructure Maintenance Plan each respective year identifies different maintenance requirements that will be considered and prioritized for completion through the allocation of this annual amount. It is anticipated that major renovations to the facility are likely over the next 2-3 years.

C. Implications (include only those that apply):

- i) Legislative Requirements
 - By agreement, the municipality is required to provide an appropriate and adequate building for RCMP operations.
- ii) Financial Risk/Payback
 -
- iii) Organizational Risk/Payback
 - Maintenance funding is required on an annual basis to ensure the building is maintained appropriately. In 2005 funding is required for an air exchange unit to address current issues that are affecting staff on a regular basis.
- iv) Community Risk/Payback
 - Officers and employees are better able to respond to the community when working from appropriate workspace.

RECREATION, PARKS & CULTURE DEPARTMENT BUSINESS PLAN 2005 – 2007

A. MISSION

“To provide recreation, parks & culture programs, facilities and services that are fundamental to the quality of life in Red Deer.”

B. 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. In support of the City of Red Deer Strategic Plan the Department offers programs, services and facilities, through promotion, facilitation, partnerships and direct delivery that are accessible and affordable to all citizens. The following elements guide the process of determining facilities, services, programs, service levels and fees and charges:

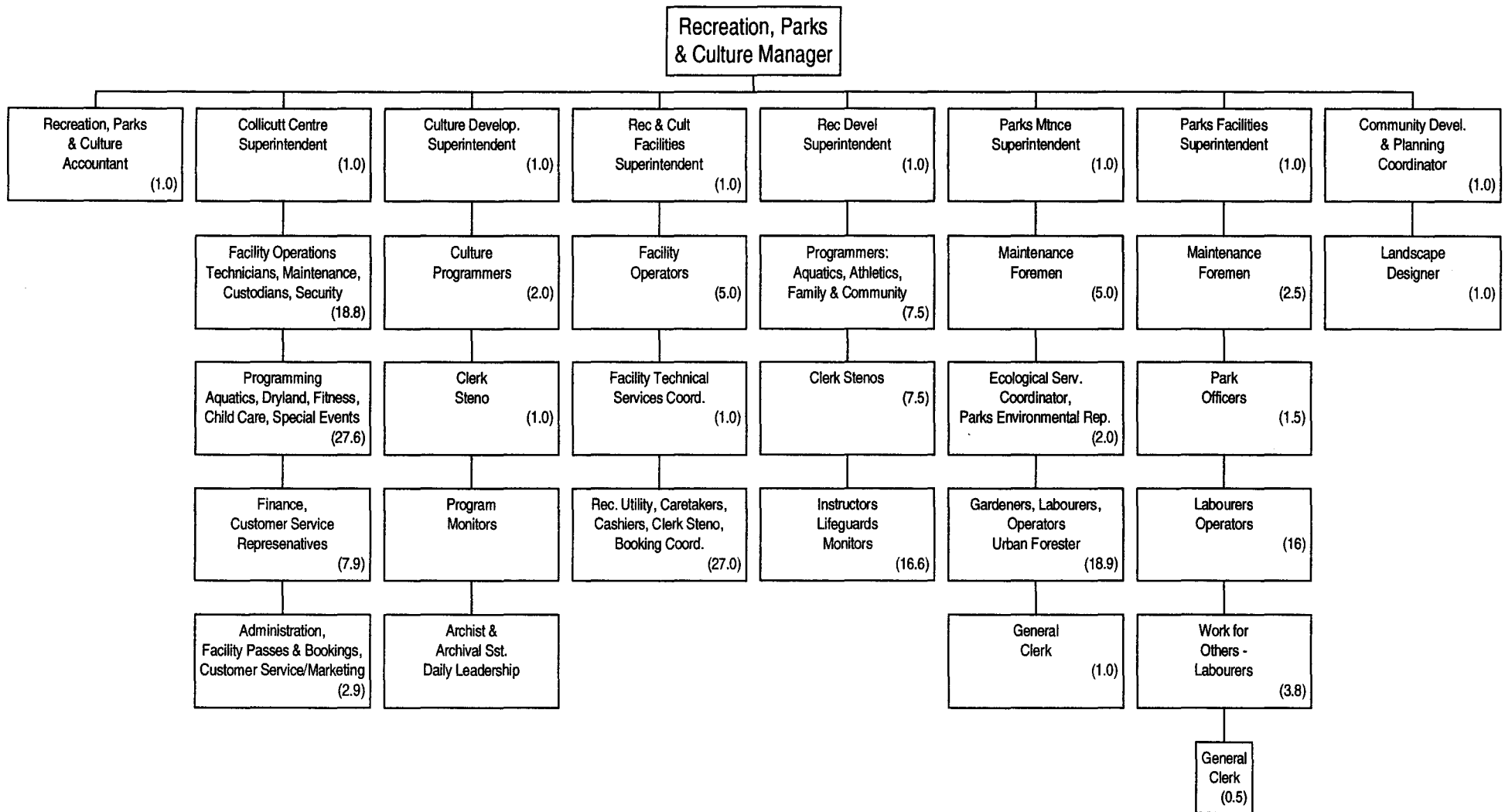
- Facilitation and identification of Community Needs
- Community Health and Wellness
- Accessibility and Affordability
- Safety and Liability
- Balance

C. 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 & Facilities), the Recreation Centre (Recreation programs, facilities, finance, bookings, community development) and the Collicutt Centre (operations).

Organizational Chart

Recreation, Parks & Culture Department



FTE Table

Year	2004	2005	2006	2007
# FTE's	FT 115.6 PT 68.5	FT 116.8 PT 67.7	FT 116.8 PT 67.7	FT 116.8 PT 67.7

Introduction

The field of Recreation, Parks & Culture is ever evolving. Programs and services not only meet the physical needs of the community but also provide opportunity for “holistic” benefits that affect and refresh body, mind, and spirit. The emerging vision for the future of the Recreation, Parks & Culture business must include the following theme areas as part of our business planning:

- Visionary Leadership: Championing a healthy, prosperous, sustainable and human world.
- Collaboration & Partnership: Toward a new standard of integrated services
- Accessible Opportunities: Nurturing healthy, safe vibrant communities
- Stewardship: Protecting and preserving Alberta's environment
- Mutual Accountability: Accepting personal and communal responsibility for well-being.

ARPA Vision 2015 Symposium
Leisure, Wellness, Prosperity and Quality of Life – October 2002

The new millennium has been characterized with growth and demand for Recreation, Parks & Culture programs and services. Personal and community wellness initiatives have been identified as priority areas of individual development. Department staff are operating at maximum capacity and in some cases beyond to meet these demands and challenges. Albeit very busy times these are also exciting times to be involved in the Recreation, Parks & Culture business. Many achievements have been attained as well as challenges identified. The following are the major items.

D. OVERVIEW

Looking Back on 2004:

i) Key Strategies, New Directions & Achievements

Administration

- Continue to develop the new Recreation, Parks & Culture Accounting Position to help provide financial section support.
- Balance the department's capital and operating budgets
- Working with the Provincial Government in completing a State of Condition report for the Roland Michener Recreation Centre
- The department worked collaboratively with the Social Planning Department in the development and delivery of the Circus Camp Program
- Representing the Department on the Trails & Pathways Study and the Alexander Way Design Concept Committees
- Working with the corporate team that is assessing and making recommendations regarding the Public Works, Parks, EL&P & Transit relocation program.
- Continue to support the Community Services Division in their work with AB Community Development and the Centennial Legacy Program

- Completed a thorough review of the sensitive natural areas throughout the community with the intent of prioritizing their preservation status (i.e.: Bower Natural Area, College Park Natural Area).

Collicutt Centre

- Increased flexibility for participation in all Recreation, Parks & Culture Department pools and arenas through introduction of the Collicutt Plus card for monthly pass purchase.
- Achievement of a mutually acceptable plan for Collicutt Centre fitness and wellness facility through successful negotiations with the private fitness club operators.
- Strong, positive relationships re-built with partners and stakeholders through a change in philosophy and leadership in the facility.
- Successful partnership with the Ron MacLean Foundation to showcase the Collicutt Centre in the initiation of the first annual Ron MacLean Family Fun Day; receipt of an unexpected \$3000 donation towards the CARE for Families Program.
- ENMAX Water Park naming/sponsorship launch with initiation of an AquaMAX leadership program in conjunction with the Youth and Volunteer Centre of Red Deer.
- Pool Mechanical maintenance in the wave chamber during the aquatics shut down in September to improve damage from water back splash.
- Automatic door openers were installed into Family/Handicap Change room, two washroom/change spaces and the Soccer Pavilion
- Receipt of \$4,000 in grant funds from the Ronald MacDonald Foundation for purchase of two new aquatic wheelchairs for the Water Park.

Culture Services

- Started a new concept in gallery operations for Fall, 2004. Professional artists will display their work in the Culture gallery and on the virtual gallery on-line.
- Participated in all aspects of the Diverse Downtown Program Opportunities Project and have incorporated the results into new program opportunities for culture.
- Provided input into the presence of CBC in Central Alberta.
- Initiated the inaugural culture board towards a clear understanding of what their role in the culture community will be and developed opportunities for input into the Riverlands Projects and the 48th Street Promenade.
- Continue to be involved with the planning for the new Archives and Museum facility.
- Continue to be the ambassador for the City of Red Deer culture component at national conferences.

Recreation & Culture Facilities

- Completed conceptual design stage of the Recreation Centre Renovation Project and preliminary costing.
- Completed installation of a new discus/hammer throw facility at the Legion Track.
- In partnership with the Red Deer Tennis Club, a plan for barrier-free access to the service building has been approved.
- Completed installation of a new scoreboard at Great Chief Park sportsfield.
- Complete a design for barrier-free washrooms at the Pioneer Lodge. Construction is slated for October 2004.

Recreation Development

- Develop budget balance for Lifeguard Services with no access to revenues for high use warm season periods.
- Maintaining budget balance for Family & Community programs following the unfunded change in emphasis from direct programming to community support.
- Maintain financial support for the department when the .5 FTE position for General Clerk was left unfunded.
- Conducted a successful major component of Centre Fest 2004.
- Participated in the Diverse Downtown Program Opportunities Project study and follow-up.

Parks Maintenance

- Re-aligned operations and goals of Biological Services and Urban Forestry to more accurately reflect environmental issues in Red Deer.
- Re-directed an existing position to facilitate the department's environmental initiatives. (Parks Environmental Representative)
- Assured that Parks Maintenance environmental initiatives were included in the 2004 Environmental Discussion Paper.
- Changed the name Biological Services to Ecological Services to more accurately reflect programs and started to implement staff and operational changes
- A key function of Ecological Services is to develop an Ecological Management System (EMS) manual that will describe, consolidate and integrate environmental initiatives and planning in Parks and other City departments.
- Worked with various agencies on the West Nile Virus Program (including the Provincial Mosquito Surveillance Plan) and developed a West Nile Virus Control Program
- Completion of several programs i.e. Community Plantings (Tree Action), Arbor Day, Integrated Pest Management (IPM) and ecological conservation work.
- Established a 2nd laboratory area to accommodate increased lab work.
- Worked with other departments to prioritize natural preservation areas in the City.
- Worked with Emergency Services on the Urban Forest Wildfire Management Plan.
- Maintained existing service levels while adding 50 acres of Parkland for Parks Maintenance
- Prepared and maintained a presence on the City Web page and dealt more effectively with the press and public relations
- Contributed design, planning and conservation ideas to Westlake natural wetland and Michener Storm Detention area wetland.

Parks Facilities

- Continuing to upgrade playgrounds to CSA Standards.
- Planned and installed the new Rotary Park Playground
- Completed downtown Plaza Park Project

ii) ChallengesCollicutt Centre

- Meeting the net operating budget in light of decreased pass holders (all age groups but especially youth) as a result of increased admission fees and 10,000 fewer fitness attendees by mid-2004.

- Ensuring accessibility and affordability in light of a further September, 2004 increase in admission fees.
- Develop new revenue generation opportunities and successfully market to specific targets within the community, region and province.
- Challenge of evening and weekend supervision and security due to difficulty with no designated supervisor on duty or consistency of staff/security personnel.
- Difficulty running programs and special events to increase revenue generation while maintaining promises to pass holders to maintain public times.
- Installation of site signage to promote non-profit and retail partners in the facility due to bylaw restrictions for this type of site.
- Staff turnover due to lower pay rates and required qualifications than other equivalent department positions, which creates a constant process of training, re-training and orientation.

Culture Services

- Maintaining appropriate human resource service levels
- Maintaining the ability to meet increased workload
- Having appropriate electronic equipment to support program delivery
- Ensuring staff are appropriately trained and prepared for program delivery

Recreation & Culture Facilities

- Faced with high construction costs that have resulted in two major capital projects having to be deferred to 2005. Both the Great Chief Park Diamond #3 Upgrade and the Kinsmen Arenas Dressing Room Projects were tendered and the construction costs significantly exceeded our budget.

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 2006-2007.
- The growth or escalation of youth issues has resulted in the need 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.
- Due to delay of the Recreation Centre project, the pre-rescheduling of the Aquatics programs and the public expectation for reduced service may result in lower program revenues.

Parks Maintenance

- Working with uncertainties of the West Nile Virus Control Program, while maintaining other service levels.
- Participating and helping other regional communities with the West Nile Virus Program.

- Was not successful in the funding request to Alberta Historical Resources Foundation for the Cenotaph Rehabilitation Program.
- Drought conditions continue to produce concerns and problems leading to
- re-scheduling of some maintenance work. It is also contributing to increased tree/shrub mortality and increased plant health care requirements.
- Anticipating protection and repair of failing and impacted areas of the Urban Forest such as Maskepatoon Natural area

Parks Facilities

- Insufficient funding to maintain ongoing facilities within Waskasoo Park
- Completing construction projects despite an average of a 50% increase in costs for equipment & supplies.
- Increased vandalism throughout the park

Looking Ahead to 2005 and Beyond:

i) Continuing Strategies

Administration & Planning

- Continuing to evolve the Recreation Accountant Position in support of Department sections
- Completing a review of the Recreation Levy Program

Collicutt Centre

- Stabilization of the operating budget expectations for revenue generation and expense requirements to be able to achieve a balanced budget at year-end.
- Increased funding for infrastructure and preventative maintenance to ensure consistent repair, maintenance and replacement of the asset.
- Increased funding for staff training to ensure a safe, well-trained and orientated staff in spite of high staff turnover to other higher paying positions within the Recreation, Parks & Culture and other City Departments.

Culture Services

- Review program offerings based on the Diverse Downtown Program Opportunities Project study and input from Community Services Managers.
- Also develop strategies with arts community to proceed with quality programs and limited resources.
- Work with committees established by Culture Link on the 12 Cultural Capitals of Canada initiatives.

Recreation & Culture Facilities

- In 2005, we will continue to work with Great Chief Park user groups to develop a second full-size baseball diamond.
- Review the use of security at all recreation facilities.
- Implementation of increased fees and charges for all facility users for 2005.

- Pending renovations to the Recreation Centre that are scheduled for September 2005, continue to provide facility services for customers.
- Secure the necessary funding to renovate dressing rooms at Kinsmen "B" Arena.

Recreation Development

- Complete "upgrade" of the CLASS leisure service system to the 5.0 release.
- Complete planning phase for the CLASS E-connect (Internet Program Registration) module in preparation for implementation in January 2005.
- Will continue to pilot a number of special event and program trial offerings.
- Continue to support the development of the Federation of Community Associations.
- Major involvement in both conceptual and detailed planning for both Recreation & Dawe Centre renovations.

Parks Maintenance

- Meet future challenges presented by West Nile virus
- Continue our participation with the City's GIS program and development of projects related to mosquito control and tree inventory
- Continue to work with planners and developers to provide a sustainable parks system as the city expands into the surrounding district and start to work towards a regional conservation plan.
- Continue our participation with the Trail/Pathway Master Plan Study
- Continue ongoing development of the Ecological Management System (EMS) manual
- Updated safety program to meet new OH&S regulations
- Participation in the Gaetz Avenue Development Setback Steering Committee to ensure the landscape integrity of this avenue and to promote tree preservation, an adequate planting area for future landscaping, and the development of pedestrian linkages
- Community planting projects (Tree Action) will be enhanced and updated to include more participation and large projects

Parks Facilities

- To secure additional funding for the maintenance of Waskasoo Park.
- Continue to work with the community and schools in the development of new playgrounds
- Complete a reforestation project for Rotary Park

ii) New Initiatives

Administration & Planning

- Undertake a comprehensive service, function and organization review of the Recreation, Parks & Culture Department.

Collicutt Centre

- Completion of changes to the administrative and operational structures to be able to achieve consistently high customer service ratings/best practices achievements.
- Promotional strategies to maintain existing and attract new target markets, as well as try to re-attract the lost youth market as a result of significant admission fee increases.

- Staying “current” and identifying trends to meet needs of customers with changing demographics being a key factor.

Culture Services

- Staff are fully involved in all aspects of the 12 projects for the Culture Capital of Canada 2003 award and provide historical data and information to Culture Link staff
- Continue to support the Artwalk festival project, which is gaining in attendance and creating an awareness for visual arts and artists in our community. The festival is looking to expand for 2005.
- Continue to assist the Downtown Business Association and community organizations with installing ‘ghost projects’. Two new, life-sized bronze statues were installed in 2004 - Hazel Braithwaite and Mickey the Beaver.
- Working towards a greater success for the Opening Doors 2004 conference - across the not-for-profit field initiative for information sharing, networking and learning.
- Worked with the Archives staff to develop an initiatives/issue list for the group to proceed with.
- Created a partnership with the Transit Department to provide historical photos for use on their bus passes.

Recreation & Culture Facilities

- Security fencing for the Lions Campground to improve security for campground users.
- Inflationary increase to funding of Community Activity Centres.
- Increase IMP funding to Recreation Facilities
- Protective netting for all arena facilities to protect spectators.
- Re-roof the Memorial Centre.

Recreation Development

- Ongoing development of program opportunities for “Youth at Risk” and “Youth in Poverty” initiatives in cooperation with various departments and partners
- Review and possible introduction of C.L.A.S.S. (Leisure Service Software) “Quick Reg” and “Flex Reg” components as a customer service.
- Planning and budget for resident dedicated program and administrative support staff following the G.H. Dawe Centre Renovation and Upgrade
- A revision of the direction for Family & Community programs from reduction of direct programming to community support back to a direct programming emphasis.
- Participation in the department organizational review.

Parks Maintenance

- More clearly refine the Ecological Services and Urban Forestry sections into their operational functions vs their interpretive/public educational functions.
- Apply to the City’s Environmental Priorities Incentive Fund to help carry out a number of Parks Initiatives in the Environmental Discussion paper.

Parks Facilities

- If funding allows, a more measured approach to the maintenance schedule of Waskasoo Park.

iii) Challenges for 2005 and beyond

- Recruitment and maintenance of volunteers
- Ensuring there are appropriate staff training and development opportunities
- Provide recreation, parks, and culture programs that are accessible and affordable
- Provide appropriate funding for infrastructure maintenance programs
- Provide program and organizational support to community associations
- Implementation of the recommendations from the Department Review
- Maintaining appropriate internal and external communication programs
- Continuing to preserve natural areas within the community
- Ensuring consistency of park design and maintenance between neighbourhoods
- Funding of the Recreation Centre renovation project
- Implementation of an electronic internet program registration system
- Securing appropriate funding to provide appropriate lifeguard to swimming ratios during the summer months and meet budget actual figures from the last 3 years
- Maintenance of new subdivisions including parks, playgrounds, and sports fields

E. OBJECTIVES FOR 2005:**Administration****1. Objective: Beneficial Programs**

To offer and/or facilitate recreation, parks and culture programs that promote personal, family, social, economic and/or environmental benefits

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success 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.	Recreation, Parks & Culture Manager, Superintendents, Programmers	Ongoing	-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
b) Utilize the most effective delivery of service considering the following options: facilitate individual and organizational services; enter into partnerships; or provide services directly.		Ongoing	-Cost effectiveness of individual program delivery -Best possible cost/benefits/profit -Evaluation of partnerships

c) Identify individual/family/community needs and facilitate/deliver required program opportunities.	Recreation, Parks & Culture Programmers	Ongoing	-Evaluate program delivery and success -Continued and ongoing joint evaluations with partners
d) Actively pursue new partnerships.	Recreation, Parks & Culture Manager and Superintendents	Ongoing	-Identify and develop partnerships where practical
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.	Recreation, Parks & Culture Manager and Superintendents	Ongoing	-Continue to pursue funding sources and partnerships opportunities for support funding projects -Continue to access demand
f) Support volunteerism and leadership development in the delivery of programs	Recreation, Parks & Culture Manager, Superintendents, and Programmers	Ongoing	-Continue to involve volunteers in any and all program opportunities
g) Continue to develop strategies for the planned recruitment, training, development and rewarding of volunteers	Recreation, Parks & Culture Superintendents and Programmers	Ongoing	-Continue to maintain a current volunteer caddie -Provide volunteer recognition and development where required -Provide appropriate volunteer recognition when and where applicable

2. Objective: Department Organization Review

Undertake a comprehensive service review of the Recreation, Parks & Culture Department. This project will be an in depth review of the Department's programs and services and will include business functions, staff responsibilities, workload and alignment

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
a) Acquire funding to hire a consulting firm.	Recreation, Parks & Culture Manager and Superintendents	2005	-Budget approval 2005
b) Review work load and responsibilities of all levels of staff and identify future staffing needs		Feb-June 2005	-Change team established to work with consultant

c) Review department services and structure to optimize administrative and functional efficiencies taking into consideration the current size of and future growth of the department		Feb-June 2005	-Change team established to work with consultant
d) Prepare a report detailing the review process and providing results (findings) and future courses of action.			-Have a report prepared for senior management and City Council by year end 2005

Collicutt Centre

3. Objective: Quality of Life

To improve levels of health and quality of life of Albertans through 3% overall increased participation in the Collicutt Centre

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
a) Develop/implement an annual promotion plan and prioritize by level of impact	Collicutt Centre Superintendent, Customer Service/ Marketing Specialist, Admin. Assistant	March 2005	Prioritized plan in place
b) Implement/measure success of all initiatives on a monthly basis		Dec 2005	Measurement system in place
c) Review and evaluate initiatives for inclusion in 2006 plan		Aug 2005	Review and evaluation complete
d) Measure against annual benchmark as set in 2004		March 2005	Program evaluation comparisons

4. Objective: Response to Customer Service Feedback

To ensure 100% staff response to Customer Service feedback surveys within five working days of receipt

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
a) Continue use of a customer service feedback survey with response on key program, service and facility areas	Collicutt Centre Superintendent, Customer Service/Marketing Specialist, Admin. Assistant, All Specialists	Jan 2005	Survey being used for all key program, service, and facility areas.
b) Construct/install deposit boxes for survey return		Jan 2005	Box installed
c) Record responses electronically and post for customers		Jan 2005	Responses recorded and posted in facility
d) Analyze six-month data prior to 2006 budget planning.		Aug 2005	Staff meeting/planning session to analyze
e) Evaluate/update		Dec 2005	Changes made to survey being used, if required

Culture Services**5. Objective: Quality Culture Programs**

Continue to offer quality Culture Programs

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
a) Evaluate Program Delivery Systems and Service Provision	Cultural Services Superintendent Cultural Charter Partners, Culture Link and Culture Board Community may receive programs in a different delivery mode.	December 2005	-Promotional materials are well developed. -Community participation shows a marked increase.

6. Objective: Culture Infrastructure Funding

Ensure there is appropriate program and building infrastructure funding available

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
a) Improvements to Arts Studios (Visual and Performing)	Culture Services Allied Arts Council, Artwalk Impact - negligible.	September, 2005	-Access from performing arts studio to costume, theatre makeup is available. -Facility functions better.

Parks Maintenance**7. Objective: Environmental Objectives**

To ensure the environmental objectives in the Strategic Plan (2002-2005) are met.

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
a) Develop and utilize the inventories and maps of the Ecological Management System (EMS) and prepare them for incorporation into a Geographic Information System (GIS). With this information, establish valuations of ecological assets and services (natural capital). Develop more fully an urban forestry program. 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	Recreation Parks & Culture Manager; Parks Construction/Maintenance Superintendent Environmental Representative Ecological Services Coordinator Urban Forester Parks Foreman	Ongoing	-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' and natural capital. -Adherence to IPM manual (2002) guidelines -Decreased maintenance requirements and costs -Increase in fringe habitat and associated biodiversity Safer park system -Fostering greater public well-being

b) Produce city and district ecological profiles and regional conservation initiatives 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	Recreation Parks & Culture Manager; Parks Construction/Maintenance Superintendent Environmental Representative Ecological Services Coordinator Urban Forester Parks Foreman	Ongoing	-Establishment of innovative methods for purchasing, swapping and/or leasing natural areas -Preservation of natural habitat (trees and wetlands) in new developments
c) Continue and enhance environmental education and awareness, and interpretation initiatives, and maintain partnerships with industry, community groups, individuals and other departments and levels of government.	Recreation Parks & Culture Manager; Parks Construction/Maintenance Superintendent Environmental Representative Ecological Services Coordinator Urban Forester Parks Foreman	Ongoing	-Greater appreciation and understanding of parks programs and service by the public
d) Devise and perform an internal environmental audit of the Parks Construction/Maintenance section's operations	Recreation Parks & Culture Manager; Parks Construction/Maintenance Superintendent Environmental Representative Ecological Services Coordinator Urban Forester Parks Foreman	Ongoing	-More environmentally sustainable operations
e) Carry out the objectives of the City's Environmental Discussion Paper.	Recreation Parks & Culture Manager; Parks Construction/Maintenance Superintendent Environmental	Ongoing	-Effective communications between departments regarding environmental issues and objectives. -All performance measures should be met when parks initiatives in the Environmental Discussion Paper are completed

	Representative Ecological Services Coordinator Urban Forester Parks Foreman		
--	--	--	--

8. Objective: Subdivision Enhancement Program

Continue to provide a Subdivision Enhancement Program

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
a) Develop and implement a plan to provide landscaping in established neighborhoods with substandard landscaping to meet current standards and design guidelines	Recreation Parks & Culture Manager; Parks Construction/ Maintenance Superintendent	Ongoing	Submit and complete a prioritized list of areas annually

Parks Facilities**9. Objective: Waskasoo Park Maintenance Program**

Continue to implement an orderly maintenance program that ensures public safety in Waskasoo Park.

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
a) Continue to implement a measured program to overlay/repair Waskasoo Park Trails	Parks Facilities Superintendent	October 2005	-Work completed on time and within budget guidelines. -Public satisfaction and lack of complaints -Reducing long term maintenance costs

Recreation & Culture Facilities**10. Objective: Recreation Centre Complex Renovations/Upgrades**

To undertake renovations and upgrades to the Recreation Centre Complex.

	Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
a)	To complete detail design and engineering.	Recreation & Culture Facilities Superintendent, Facilities Tech. Services Coord. Facility Operator	April 2005	To complete renovations within budget and on schedule.
b)	To tender contract for the renovation	Consultants	June 2005	Review tenders and seek Council approval to go ahead with construction
c)	To schedule construction and phasing of the project.	Consultants and project committee	Sept. 2005	Set schedule and keep all stakeholders informed
d)	To complete construction.	Project committee	2006	On time and within budget

11. Objective: City Ice Facility Usage Policy

To undertake a review of winter ice user allocations and philosophy to set out a department policy on usage of City ice facilities.

	Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
a)	Collect data on ice users during the 2004/2005 winter session.	Facilities Supt, Facility Bookings Coord.	April 2005	Research other Alberta Municipal policies and collect data for analysis of current uses
b)	Hire a consultant to review current policies and practices at other municipalities.	Facilities Supt. and Consultant	May 2005	Set out a terms of reference and hire consultant
c)	Complete a report and position paper on ice allocations.	Consultant, Facilities Supt.	June 2005	Finalize a report for presentation to ice users
d)	Hold ice user meeting to discuss this report and seek feedback.	Consultant, Facilities Supt.	June 2005	Hold meeting and seek input proposed ice user policy
e)	Seek support from Recreation & Parks Board for policy.	Facilities Supt., R.&P. Board	July 2005	Have a report for the Recreation & Parks Board.

f) Implement policy.	Facilities Supt.	Fall 2005	Use policy to allocate ice for the 2005/2006 season
----------------------	------------------	-----------	---

Recreation Development

12. Objective: C.L.A.S.S. E-Connect

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	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
a) Install, test & implement	Recreation Development Superintendent. ITS staff, RPC Sys & Acct. Coordinator, RPC Finance Specialist	January 2005	-Achieving the implementation date -Achieving customers acceptance

13. Objective: Lifeguard to Swimmer Ratios

Maintain appropriate Lifeguard to swimmer ratios to better meet the established need and "actual" budget figures from the last 3 years

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
a) Additional casual lifeguard hours equivalent to 2 FTE's for pool operation during the summer	Recreation Development Superintendent Aquatics Programmer I	June 2005	Maintaining appropriate safety standards in the provision of lifeguard services (summer schedule)

14. Objective: Centre Fest

Continue to develop a major citywide special event to complement Centre Fest in 2004.

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
a) Develop and implement a citywide special event to compliment Centre Fest 2004.	Recreation, Parks & Culture Department program staff.	Staged during the weekend of Centre Fest 2005.	Successful completion of the event.

F. RISK MANAGEMENT DISCLOSURE:General

Community growth and expectations have increased significantly over the last 5 years. The Department's ability to keep pace with this demand is slowly declining. This is causing staff stress levels to increase plus community expectations not being met. It is the intention through a Department Review to look at these factors and develop a functional model that will provide a more effective service delivery system and organizational structure.

In addition to Waskasoo Park, the Recreation, Parks & Culture Department is responsible for assets valued at approximately 52 million dollars. Although we have been able to renovate many of the major buildings, we are challenged to effect regular, ongoing maintenance and repairs.

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. A focused Waskasoo Park Study is being completed in 2004/2005. This is a review of Heritage Ranch, Bower Ponds and RiverBend and will provide recommendations to ensure the park and its amenities meet the needs of the community and provide safe recreation and leisure opportunities.

Collicutt Centre

- Significant drop in attendance/revenue due to fee increases with those charged being higher than the market can bear, especially youth pass rates.
- Unpredictability of utility rates (especially gas and electricity) on expenses.

Culture Services

- The community has expressed an increased interest in the arts over the last 5 years; however, this leads to a greater demand on department resources. This also dictates a strong need for cultural facilities.

Recreation Development

- Ensure continued funding support for the Department CARE Programs (Care For Kids, Care For Families, and Care For Adults). Develop a Department wide umbrella program.
- Failure to maintain community association group support may result in the collapse of associations and the return of community level facilities to the Department.

Parks Facilities & Maintenance

- Aging neighborhood parks and natural areas requiring rehabilitation and enhancement (Subdivision Enhancement Program)
- Also significant impacts from increased public use in natural areas including off trail usage
- Aging, city owned, park areas and urban forests are requiring more intense hazardous tree monitoring and removals

THE CITY OF RED DEER 2005 BUDGETS
DEPARTMENT OPERATING BUDGET SUMMARY

DEPARTMENT: Recreation, Parks and Culture

DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit - All Recreation Parks & Culture

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 -

2004 Council Approved Budget	9,705,990
Salary Adjustments 2004 / 2005	300,478
2003 Carry Forward Projects:	(28,358)
Program Fees & Charges Review	(6,000)
CLASS Training Upgrade	(6,000)
Centrefest Funding	(10,000)
Furniture New Staff	(2,000)
Total One Time Funding Reductions	(24,000)
2005 Adjusted Base Budget	9,954,110
2005 Other Base Budget Allowances:	
Debenture Debt Payment Changes	(280)
Add Downtown Lighting Program	2,500
Add Community Association Funding	3,000
CPI Increase 2.1%	78,400
GST Adjustment (Legislation Change)	(49,448)
Sub Provincial Munisipal Assistance	(596,600)
Total Other Base Budget Allowances	(562,428)
2004 Base Budget Guidelines	9,391,682

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$8,262,177	\$8,834,675	\$9,209,206	4.2%
General & Contracted Services	1,721,981	2,524,504	2,124,847	-15.8%
Materials, Supplies & Utilities	2,653,368	2,431,945	2,441,990	0.4%
Other	339,635	323,455	364,972	12.8%
SUB-TOTAL	\$12,977,161	\$14,114,579	\$14,141,015	0.2%
Internal Charges & Transfers	986,111	1,081,470	1,088,381	0.6%
TOTAL EXPENDITURE	\$13,963,272	\$15,196,049	\$15,229,396	0.2%
REVENUE	(5,297,443)	(5,490,059)	(5,837,722)	6.3%
NET TAX LEVY	\$8,665,829	\$9,705,990	\$9,391,674	
Percent Change		12.0%	-3.2%	
EQUIVALENT FULL TIME POSITIONS (PERMANENT)		115.7	116.8	1.0%
EQUIVALENT FULL TIME POSITIONS (CASUAL)		68.6	67.7	-1.3%

**THE CITY OF RED DEER 2005 BUDGETS
SECTION OPERATING BUDGET SUMMARY**

PROGRAM: Recreation Program Development Summary

DEPARTMENT: Recreation, Parks and Culture

DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit - 502 - 514, 551 - 566, 650, 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 -

2004 Council Approved Budget	1,304,590
Sub: 2003 Carry Forwards	-1,926
Sub: One Time Funding (Centrefest)	-10,000
Sub: One Time Funding (Class Upgrade)	-6,000
Add: CUPE Salaries Adjustment for 2005	42,888
Add: Transfer of CSR's	226,175
Add: CPI Increase	7,497
Sub: GST Implications	-5,376
2005 Base Budget Guideline:	<u>1,557,848</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

- Increased fees for programs are required to offset growing expenditures

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.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,783,102	\$1,397,464	\$1,725,773	23.5%
General & Contracted Services	177,167	316,732	246,018	-22.3%
Materials, Supplies & Utilities	84,187	61,455	79,784	29.8%
Other	23,107	15,470	15,747	1.8%
SUB-TOTAL	\$2,067,563	\$1,791,121	\$2,067,322	15.4%
Internal Charges & Transfers	111,963	87,771	124,780	42.2%
TOTAL EXPENDITURE	\$2,179,526	\$1,878,892	\$2,192,102	16.7%
REVENUE	(549,641)	(574,302)	(634,255)	10.4%
NET TAX LEVY	\$1,629,885	\$1,304,590	\$1,557,847	
Percent Change		-20.0%	19.4%	
EQUIVALENT FULL TIME POSITIONS (PERMANENT)		21.9	23.5	7.4%
EQUIVALENT FULL TIME POSITIONS (CASUAL)		5.8	10.0	71.7%

**THE CITY OF RED DEER 2005 BUDGETS
SECTION OPERATING BUDGET SUMMARY**

PROGRAM: RP&C ADMINISTRATION

DEPARTMENT: RECREATION PARKS AND CULTURE

DIVISION: COMMUNITY SERVICES

DESCRIPTION OF PROGRAM - Business Unit - 690

- To provide management and support To all parts of the department

- Recreation Development
- Recreation Facilities
- Cultural Services Section
- Collicutt Centre
- Parks Facilities Section
- Park Maintenance Section

- To provide liason To the Community Services Director

CHANGES IN BUDGET -

2004 Council Approved Budget	422,688
Add: CUPE Salaries Adjustment for 2005	5,328
Add: Exempt Step Adjustment for 2005	5,838
Add: CPI Increase	1,261
Sub: GST Implications	-799
Sub: 2004 One Time BPFR < Fees & Charges Review>	-6,000
Sub: 2005 Provincial Municipal Grant (Urban Parks)	-596,600
2005 Base Budget Guideline:	<u>-168,284</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$0	\$356,605	\$367,771	3.1%
General & Contracted Services	233	57,042	51,250	-10.2%
Materials, Supplies & Utilities	38	9,041	9,295	2.8%
Other	0	0	0	0.0%
SUB-TOTAL	\$271	\$422,688	\$428,316	1.3%
Internal Charges & Transfers	0	0	0	0.0%
TOTAL EXPENDITURE	\$271	\$422,688	\$428,316	1.3%
REVENUE	0	0	(\$596,600)	#DIV/0!
NET TAX LEVY	\$271	\$422,688	(\$168,284)	
Percent Change		155873.4%	-139.8%	
EQUIVALENT FULL TIME POSITIONS (PERMANENT)		5.0	5.0	0.0%

**THE CITY OF RED DEER 2005 BUDGETS
SECTION OPERATING BUDGET SUMMARY**

PROGRAM: Cultural Development Services
DEPARTMENT: Recreation, Parks & 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 Not For Profit 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 program opportunities for all citizens.
- Maintain a high level of knowledge and skill sets to support, deliver and meet section, culture and community needs.
- Provide leadership, knowledge and expertise in community on matters pertaining to arts and culture.
- Work with community culture organizations, businesses and service 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.
- Manage the Culture Centre and archive operations.

CHANGES IN BUDGET -

2004 Council Approved Budget	320,602
Add: Cultural Capital of Canada Revenues	100,000
Add: Alberta CPI Increase	2,513
Add: Full Year Funding New position	9,203
Add CUPE Salary Increase	5,901
Deduct GST Legislation Change	-3,071
Deduct: One Time Funding Requests	-2,000
Deduct: Cultural Capital of Canada Expenses	-100,000
2005 Budget Guideline	<u>333,148</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

See next page

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

See next page

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$242,690	\$265,532	\$259,852	-2.1%
General & Contracted Services	185,842	495,844	199,943	-59.7%
Materials, Supplies & Utilities	58,450	71,738	69,308	-3.4%
Other	50,122	31,600	70,000	121.5%
SUB-TOTAL	\$537,104	\$864,714	\$599,103	-30.7%
Internal Charges & Transfers	(81,618)	(2,532)	(1,420)	-43.9%
TOTAL EXPENDITURE	\$455,486	\$862,182	\$597,683	-30.7%
REVENUE	(200,246)	(541,580)	(264,535)	-51.2%
NET TAX LEVY	\$255,240	\$320,602	\$333,148	
Percent Change		25.6%	3.9%	
EQUIVALENT FULL TIME POSITIONS (PERMANENT)		3.5	3.5	0.0%
EQUIVALENT FULL TIME POSITIONS (CASUAL)		4.7	4.2	-10.6%

**THE CITY OF RED DEER 2005 BUDGETS
SECTION OPERATING BUDGET SUMMARY**

PROGRAM: Cultural Development Services

DEPARTMENT: Recreation, Parks & Culture

DIVISION: Community Services

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

- Culture is experiencing tremendous growth, which leads to a greater demand on resources.
- Our facility is presently 3.5 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. The tremendous growth in community participation, and the awareness of cultural activities is due to Red Deer being awarded the Cultural Capital of Canada award and completion of the Community Culture Master Plan has increased demand for staff time and services.
- Demand for programs is very high and we are struggling with limited staffing and space.
- The Cultural Capital of Canada Award expenditures are winding down, however the work associated with this in 2005 will increase.
- The Culture Centre is in its 4th year of operations (out of 5). It will be important to determine where Culture Services will operate from in the next year.

THE CITY OF RED DEER 2005 BUDGETS SECTION OPERATING BUDGET SUMMARY

PROGRAM: Recreation Facilities Summary**DEPARTMENT: Recreation Parks & Culture****DIVISION: Community Services****DESCRIPTION OF PROGRAM - Business Unit - 702 -719 & 730 - 755**

To provide a diverse number of Recreation & Culture 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 703

Recreation Centre, Dawe Pool & Mall - Business Units 703, 704, 705, 717

Arenas - Business Units 709, 716, 717, 718, 719

Waskasoo Park Facilities and Great Chief Park - Business Units 730, 733, 734, 736

Community Activity Centres, Legion Track, Memorial Centre - Business Units 750, 751, 752, 753, 755

CHANGES IN BUDGET -

2004 Council approved budget	\$ 2,151,535
LESS: Year-end carry funds	\$ (9,512)
LESS: GST legislation changes	\$ (7,930)
LESS: Debenture Interest	\$ (280)
ADD: CPI increase of 2.1%	\$ 19,861
ADD: Salary adjustments	\$ 51,056
LESS: Cashier Transfer to Development	\$ (226,175)
ADD: Community Association Funding	\$ 3,000
2005 Base Budget	<u>\$ 1,981,555</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR**SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS**

Renovations are planned for the Recreation Centre (2005) and the G.H. Dawe Centre (2006/2007).

These renovations, when finalized and scheduled, could impact the operating revenues and expenditures for these facilities.

Cashiers moved under Program Development Section Business Unit 700 Impact of \$226,175 - 2005

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,595,096	\$1,768,424	\$1,600,405	-9.5%
General & Contracted Services	\$557,108	\$636,973	\$693,171	8.8%
Materials, Supplies & Utilities	\$892,022	\$978,410	\$971,270	-0.7%
Other	\$210,613	\$229,285	\$233,525	1.8%
SUB-TOTAL	\$3,254,839	\$3,613,092	\$3,498,371	-3.2%
Internal Charges & Transfers	\$124,702	\$156,867	\$100,751	-35.8%
TOTAL EXPENDITURE	\$3,379,541	\$3,769,959	\$3,599,122	-4.5%
REVENUE	(\$1,549,774)	(\$1,618,424)	(\$1,617,567)	-0.1%
NET TAX LEVY	\$1,829,767	\$2,151,535	\$1,981,555	
Percent Change		17.6%	-7.9%	
EQUIVALENT FULL TIME POSITIONS (PERMANENT)		28.4	26.8	-5.5%
EQUIVALENT FULL TIME POSITIONS (CASUAL)		10.9	7.6	-30.3%

**THE CITY OF RED DEER 2005 BUDGETS
SECTION OPERATING BUDGET SUMMARY**

PROGRAM: Collicutt Centre**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 provide for quality customer care.
- To provide for direction and leadership in the operation of a multi-leisure facility.
- To promote, market and coordinate the planned services, programs and events within the Centre.
- To implement a business and promotion strategy for 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 -

2004 Council Approved Budget	1,712,647
Sub 2003 Yr End Carry Forwards	-14,543
Add: Salaries Adjustment for 2004	106,118
CPI 2.1% Increase	16,046
GST Legislation Change	-12,284
2005 Base Budget Guideline:	<u>1,807,984</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR (2005)

- The Collicutt Centre re-forecast revenues and adjusted expenditures accordingly
- The areas reduced are primarily contract services and building maintenance funds.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

- Pass Cost Increase- unknown revenue impact Increase in Pool Program Revenue
- Renegotiation of CUPE agreement (2006)
- Fluctuating utility rates
- Staff turnover
- Drop in attendance/revenue due to increased fees.
- Infrastructure repair costs increasing due to lifecycle planning for a significant highly technical asset.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$2,249,437	\$2,486,754	\$2,590,856	4.2%
General & Contracted Services	276,825	432,833	341,782	-21.0%
Materials, Supplies & Utilities	1,089,471	993,755	991,663	-0.2%
Other	17,679	22,600	21,200	-6.2%
SUB-TOTAL	\$3,633,412	\$3,935,942	\$3,945,501	0.2%
Internal Charges & Transfers	89,395	106,150	103,700	-2.3%
TOTAL EXPENDITURE	\$3,722,807	\$4,042,092	\$4,049,201	0.2%
REVENUE	(2,211,034)	(2,329,445)	(2,241,218)	-3.8%
NET TAX LEVY	\$1,511,773	\$1,712,647	\$1,807,983	
Percent Change		13.3%	5.6%	
EQUIVALENT FULL TIME POSITIONS (PERMANENT)		33.1	34.2	3.3%
EQUIVALENT FULL TIME POSITIONS (CASUAL)		25.3	24.0	-5.0%

**THE CITY OF RED DEER 2005 BUDGETS
SECTION OPERATING BUDGET SUMMARY**

PROGRAM: Parks Facilities**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:

- | | |
|---------------------------------|--|
| - 90 km of trails | - Skateboard Park |
| - 22 bridges | - Mountain Bike Park |
| - 15 buildings | - Backstops & goal posts |
| - 1400 pieces of park furniture | - Groom 39 shale ball diamonds |
| - 1450 signs | - 58 turf ball diamonds |
| - Bower Ponds ice maintenance | - Sportsfield lining |
| - 55 outdoor rinks | - 32 tennis courts |
| - 120 playgrounds | - Roads, parking lots & lighting (of park areas) |
| - 175 sportsfields | - Fencelines |

CHANGES IN BUDGET:

2004 Council Approved Budget	1,666,221
Sub: 2003 Carry Forwards	<u>-2,377</u>
Add: CUPE Salaries Adjustment for 2005	27,939
Add: Exempt Step Adjustment for 2005	0
Add: CPI Increase	12,824
Sub: GST Implications	<u>-9,435</u>
2005 Base Budget Guideline:	<u><u>1,695,172</u></u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR**SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS**

- Maintenance of increased facilities - playgrounds (14); sportsfields (17); trails (5 km); park furniture signs; Bower Ponds fountain renewal (1) - \$14,000;
- Downtown Park Plaza maintenance - \$16,000; trail repairs - \$45,000

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$896,669	\$1,007,338	\$1,035,785	2.8%
General & Contracted Services	289,049	353,407	351,410	-0.6%
Materials, Supplies & Utilities	162,439	127,032	125,956	-0.8%
Other	12,500	12,500	12,500	0.0%
SUB-TOTAL	\$1,360,657	\$1,500,277	\$1,525,651	1.7%
Internal Charges & Transfers	299,912	230,766	234,414	1.6%
TOTAL EXPENDITURE	\$1,660,569	\$1,731,043	\$1,760,065	1.7%
REVENUE	(162,280)	(64,822)	(64,896)	0.1%
NET TAX LEVY	\$1,498,289	\$1,666,221	\$1,695,169	
Percent Change		11.2%	1.7%	
EQUIVALENT FULL TIME POSITIONS (PERMANENT)		11.8	11.8	0.0%
EQUIVALENT FULL TIME POSITIONS (CASUAL)		4.7	4.7	0.0%

**THE CITY OF RED DEER 2005 BUDGETS
SECTION OPERATING BUDGET SUMMARY**

PROGRAM: Parks Landscape Maintenance Summary

DEPARTMENT: Recreation, Parks & Culture

DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit - #774 to #782, #800 to #807

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. Mosquito Control - Business Unit #807

To provide:

- Maintenance of approximately 25,000 trees and 1,350 shrub beds in 1263 hectares (3120 acres) designated as Public Open Space.
- Turf maintenance on 614 hectares (1517 acres), including mowing, contractor supervision, fertilization and sportsfield repairs.
- Trail clearance and mowing along 90 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 10,700 graves, maintain 16 hectares (40 acres) of turf, 8,600 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 -

See next page

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

See next page

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,495,184	\$1,552,558	\$1,628,764	4.9%
General & Contracted Services	235,757	231,673	241,273	4.1%
Materials, Supplies & Utilities	366,762	190,514	194,714	2.2%
Other	25,613	12,000	12,000	0.0%
SUB-TOTAL	\$2,123,316	\$1,986,745	\$2,076,751	4.5%
Internal Charges & Transfers	441,757	502,448	526,156	4.7%
TOTAL EXPENDITURE	\$2,565,073	\$2,489,193	\$2,602,907	4.6%
REVENUE	(624,468)	(361,486)	(418,651)	15.8%
NET TAX LEVY	\$1,940,605	\$2,127,707	\$2,184,256	
Percent Change		9.6%	2.7%	
EQUIVALENT FULL TIME POSITIONS (PERMANENT)		12.0	12.0	0.0%
EQUIVALENT FULL TIME POSITIONS (CASUAL)		17.2	17.2	0.0%

**THE CITY OF RED DEER 2005 BUDGETS
SECTION OPERATING BUDGET SUMMARY****PROGRAM: Parks Landscape Maintenance Summary****DEPARTMENT: Recreation, Parks & Culture****DIVISION: Community Services****CHANGES IN BUDGET -**

2004 Council Approved Budget	2,127,707
Add: CUPE Salaries Adjustment for 2005	46,207
Add: Exempt Step Adjustment for 2005	0
Add: CPI Increase	18,398
Sub: GST Implications	-10,553
ADD: Downtown Tree Lighting	2,500
2005 Base Budget Guideline:	<u>2,184,259</u>

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Park areas in new subdivisions Aspen Ridge, Devonshire, Davenport, Kentwood, Johnstone Crossing, 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.

**THE CITY OF RED DEER 2005 BUDGETS
AREA OPERATING BUDGET SUMMARY**

PROGRAM: Athletics

DEPARTMENT: Recreation, Parks and Culture

DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit - 502 - 514, & 681

CHANGES IN BUDGET -

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$140,548	\$128,578	\$146,957	14.3%
General & Contracted Services	20,064	68,280	20,527	-69.9%
Materials, Supplies & Utilities	13,793	1,050	6,859	553.2%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$174,405	\$197,908	\$174,343	-11.9%
Internal Charges & Transfers	18,712	0	25,500	#DIV/0!
TOTAL EXPENDITURE	\$193,117	\$197,908	\$199,843	1.0%
REVENUE	(96,355)	(92,000)	(91,550)	-0.5%
NET TAX LEVY	\$96,762	\$105,908	\$108,293	
Percent Change		9.5%	2.3%	
EQUIVALENT FULL TIME POSITIONS (PERMANENT)		2.0	2.0	0.0%
EQUIVALENT FULL TIME POSITIONS (CASUAL)		0.0	0.2	#DIV/0!

**THE CITY OF RED DEER 2005 BUDGETS
AREA OPERATING BUDGET SUMMARY**

PROGRAM: Aquatics**DEPARTMENT: Recreation, Parks and Culture****DIVISION: Community Services****DESCRIPTION OF PROGRAM - Business Unit - 551 - 566 & 680****CHANGES IN BUDGET -****CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR****SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS**

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$789,022	\$713,818	\$766,510	7.4%
General & Contracted Services	26,622	18,953	27,572	45.5%
Materials, Supplies & Utilities	35,081	28,248	29,533	4.5%
Other				#DIV/0!
SUB-TOTAL	\$850,725	\$761,019	\$823,615	8.2%
Internal Charges & Transfers	60,326	73,271	85,052	16.1%
TOTAL EXPENDITURE	\$911,051	\$834,290	\$908,667	8.9%
REVENUE	(335,827)	(349,223)	(411,918)	18.0%
NET TAX LEVY	\$575,224	\$485,067	\$496,749	
Percent Change		-15.7%	2.4%	
EQUIVALENT FULL TIME POSITIONS (PERMANENT)		9.2	9.2	0.0%
EQUIVALENT FULL TIME POSITIONS (CASUAL)		5.8	6.6	12.9%

**THE CITY OF RED DEER 2005 BUDGETS
AREA OPERATING BUDGET SUMMARY**

PROGRAM: Family & Community

DEPARTMENT: Recreation, Parks and Culture

DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit - 650 - 673

CHANGES IN BUDGET -

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$205,474	\$212,487	\$216,321	1.8%
General & Contracted Services	63,405	153,081	127,666	-16.6%
Materials, Supplies & Utilities	32,154	2,430	10,337	325.4%
Other	0		532	#DIV/0!
SUB-TOTAL	\$301,033	\$367,998	\$354,856	-3.6%
Internal Charges & Transfers	15,944			#DIV/0!
TOTAL EXPENDITURE	\$316,977	\$367,998	\$354,856	-3.6%
REVENUE	(91,965)	(112,579)	(105,287)	-6.5%
NET TAX LEVY	\$225,012	\$255,419	\$249,569	
Percent Change		13.5%	-2.3%	
EQUIVALENT FULL TIME POSITIONS (PERMANENT)		3.0	3.0	0.0%
EQUIVALENT FULL TIME POSITIONS (CASUAL)		0.02	0.02	0.0%

**THE CITY OF RED DEER 2005 BUDGETS
AREA OPERATING BUDGET SUMMARY**

PROGRAM: Rec Admin

DEPARTMENT: Recreation, Parks and Culture

DIVISION: Community Services

DESCRIPTION OF PROGRAM - 700-

CHANGES IN BUDGET -

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$648,056	\$342,581	\$595,985	74.0%
General & Contracted Services	65,749	75,518	70,253	-7.0%
Materials, Supplies & Utilities	18,247	29,727	31,135	4.7%
Other	8,107	15,470	17,667	14.2%
SUB-TOTAL	\$740,159	\$463,296	\$715,040	54.3%
Internal Charges & Transfers	16,980	14,500	13,696	-5.5%
TOTAL EXPENDITURE	\$757,139	\$477,796	\$728,736	52.5%
REVENUE	(25,495)	(20,500)	(25,500)	24.4%
NET TAX LEVY	\$731,644	\$457,296	\$703,236	
Percent Change		-37.5%	53.8%	
EQUIVALENT FULL TIME POSITIONS (PERMANENT)		7.7	9.3	21.0%
EQUIVALENT FULL TIME POSITIONS (CASUAL)		0.0	3.3	#DIV/0!

**THE CITY OF RED DEER 2005 BUDGETS
AREA OPERATING BUDGET SUMMARY**

PROGRAM: Recreation Facilities Administration

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, i.e., Heritage Ranch, Transit, RCMP, Golden Circle, Red Deer Public Library, Red Deer & District Museum, Fort Normandeau, Kerry Wood Nature Centre and Red Deer Child Care Society.
- To manage and coordinate a variety of contracts for the provision of services, i.e., Heritage Ranch, Lions Campground, Concessions, Advertising, and provision of various services by independent contractors.

CHANGES IN BUDGET -

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$257,275	\$287,812	\$293,909	2.1%
General & Contracted Services	26,042	57,534	39,955	-30.6%
Materials, Supplies & Utilities	5,023	5,175	4,100	-20.8%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$288,340	\$350,521	\$337,964	-3.6%
Internal Charges & Transfers	9,766	11,174	16,280	45.7%
TOTAL EXPENDITURE	\$298,106	\$361,695	\$354,244	-2.1%
REVENUE	(62,796)	(81,113)	(81,113)	0.0%
NET TAX LEVY	\$235,310	\$280,582	\$273,131	
Percent Change		19.2%	-2.7%	
EQUIVALENT FULL TIME POSITIONS (PERMANENT)		3.9	3.9	0.0%
EQUIVALENT FULL TIME POSITIONS (CASUAL)		0.5	0.5	0.0%

**THE CITY OF RED DEER 2005 BUDGETS
AREA OPERATING BUDGET SUMMARY**

PROGRAM: Recreation Facilities Pools
DEPARTMENT: Recreation Parks & Culture
DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit - 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 services.

CHANGES IN BUDGET -

Cashiers moved under Program Development Section Business unit 700 Impact of \$226,175 - 2005

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 affect revenues and expenditures during construction.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$582,407	\$666,910	\$464,107	-30.4%
General & Contracted Services	159,400	135,736	141,264	4.1%
Materials, Supplies & Utilities	392,067	429,030	419,230	-2.3%
Other	32,385	32,610	32,491	-0.4%
SUB-TOTAL	\$1,166,259	\$1,264,286	\$1,057,092	-16.4%
Internal Charges & Transfers	(29,636)	(29,936)	(40,620)	35.7%
TOTAL EXPENDITURE	\$1,136,623	\$1,234,350	\$1,016,472	-17.7%
REVENUE	(413,600)	(465,906)	(471,914)	1.3%
NET TAX LEVY	\$723,023	\$768,444	\$544,558	
Percent Change		6.3%	-29.1%	
EQUIVALENT FULL TIME POSITIONS (PERMANENT)		8.4	6.8	-18.7%
EQUIVALENT FULL TIME POSITIONS (CASUAL)		4.8	1.5	-68.4%

**THE CITY OF RED DEER 2005 BUDGETS
AREA OPERATING BUDGET SUMMARY**

PROGRAM: Recreation Facilities Arenas
DEPARTMENT: Recreation Parks & Culture
DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit - 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

Review of ice user allocation and philosophy to set out a department policy on usage of City ice surfaces

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$587,219	\$627,264	\$647,381	3.2%
General & Contracted Services	200,798	247,976	232,260	-6.3%
Materials, Supplies & Utilities	382,941	395,840	409,320	3.4%
Other	120,651	93,875	93,634	-0.3%
SUB-TOTAL	\$1,291,609	\$1,364,955	\$1,382,595	1.3%
Internal Charges & Transfers	65,737	60,722	60,434	-0.5%
TOTAL EXPENDITURE	\$1,357,346	\$1,425,677	\$1,443,029	1.2%
REVENUE	(734,943)	(730,360)	(749,490)	2.6%
NET TAX LEVY	\$622,403	\$695,317	\$693,539	
Percent Change		11.7%	-0.3%	
EQUIVALENT FULL TIME POSITIONS (PERMANENT)		10.5	10.5	0.0%
EQUIVALENT FULL TIME POSITIONS (CASUAL)		3.2	3.2	0.0%

**THE CITY OF RED DEER 2005 BUDGETS
AREA OPERATING BUDGET SUMMARY**

PROGRAM: Recreation Facilities Waskasoo Parks

DEPARTMENT: Recreation Parks & Culture

DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit - 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 -

Campground revenues decreased by \$15,000 due to lower usage in 2003 and 2004, with the opening of the Westerner campground.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

We plan to undertake a study of Waskasoo Park facilities, including Heritage Ranch and Bower Ponds, to determine the future operation and use of these facilities. Renovations to Fastball Diamond #3 at Great Chief Park is again budgeted for in 2005 due to underfunding compared to tender prices.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$165,207	\$183,845	\$192,399	4.7%
General & Contracted Services	138,166	150,531	246,250	63.6%
Materials, Supplies & Utilities	113,969	139,580	129,710	-7.1%
Other	3,577	3,300	3,300	0.0%
SUB-TOTAL	\$420,919	\$477,256	\$571,659	19.8%
Internal Charges & Transfers	65,198	99,270	54,020	-45.6%
TOTAL EXPENDITURE	\$486,117	\$576,526	\$625,679	8.5%
REVENUE	(325,937)	(330,245)	(309,250)	-6.4%
NET TAX LEVY	\$160,180	\$246,281	\$316,429	
Percent Change		53.8%	28.5%	
EQUIVALENT FULL TIME POSITIONS (PERMANENT)		5.7	5.7	0.0%
EQUIVALENT FULL TIME POSITIONS (CASUAL)		2.3	2.3	0.0%

**THE CITY OF RED DEER 2005 BUDGETS
AREA OPERATING BUDGET SUMMARY**

PROGRAM: Recreation Facilities Community Centers/ Legion Track Memorial Centre

DEPARTMENT: Recreation Parks & Culture

DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit - 750, 751, 752, 753, 755

- The community activity centres are now operated by community associations, which receive an annual grant of \$5,000 from The City. The activity centres 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, which operates and maintains 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 -

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

- We are experiencing significant problems with water leaking into the Memorial Centre from the roof. The major capital budget provides for \$120,000 to address this problem.
- Renovation to A.L. Gaetz Community School is scheduled in 2005 as part of our program to upgrade and renovate older community schools. \$140,000 is budgeted in major capital.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$2,989	\$2,518	\$2,609	3.6%
General & Contracted Services	40,163	45,196	33,442	-26.0%
Materials, Supplies & Utilities	5,307	8,860	8,910	0.6%
Other	54,000	99,500	104,100	4.6%
SUB-TOTAL	\$102,459	\$156,074	\$149,061	-4.5%
Internal Charges & Transfers	12,849	15,637	10,637	-32.0%
TOTAL EXPENDITURE	\$115,308	\$171,711	\$159,698	-7.0%
REVENUE	(12,498)	(10,800)	(5,800)	-46.3%
NET TAX LEVY	\$102,810	\$160,911	\$153,898	
Percent Change		56.5%	-4.4%	
EQUIVALENT FULL TIME POSITIONS (PERMANENT)		0.0	0.0	#DIV/0!
EQUIVALENT FULL TIME POSITIONS (CASUAL)		0.1	0.1	0.0%

**THE CITY OF RED DEER 2005 BUDGETS
AREA OPERATING BUDGET SUMMARY**

PROGRAM: Collicutt Centre**DEPARTMENT: Recreation Parks & Culture****DIVISION: Community Services****DESCRIPTION OF PROGRAM - Business Unit - 720**

- To provide for a core level of administrative services and support to all operational areas within the Centre.
- To provide for a first line of customer satisfaction and provide for quality customer care.
- To provide for direction and leadership in the operation of a state-of-the-art facility.
- To promote and coordinate the planned services, programs and events within the Centre.

CHANGES IN BUDGET -

- Minor increase in Drop-in Admission Revenue due to change in method of recovery from schools 7,100
- Elimination of Event Cost Recovery (as per above 23,500)
- Decrease in Pass Revenue (149,487)
- Decrease in Repair/Maintenance (27,997)
- Decrease in Security Services (28,300)

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

- The Collicutt Centre re-forecast revenues and adjusted expenditures accordingly
- The areas reduced are primarily contract services and building maintenance funds.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

- Pass Cost Increase- decreased revenue impact
- Renegotiation of CUPE agreement for 2006
- Fluctuating utility rates
- Staff turnover / training and safety issues.
- Alberta Boiler Association regulation requirements changed for certified 5th Class engineers.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,013,841	\$1,108,563	\$1,158,557	4.5%
General & Contracted Services	220,149	327,377	238,457	-27.2%
Materials, Supplies & Utilities	948,584	826,795	829,045	0.3%
Other	17,679	22,600	26,450	17.0%
SUB-TOTAL	\$2,200,253	\$2,285,335	\$2,252,509	-1.4%
Internal Charges & Transfers	91,157	106,150	110,200	3.8%
TOTAL EXPENDITURE	\$2,291,410	\$2,391,485	\$2,362,709	-1.2%
REVENUE	(1,587,957)	(1,656,421)	(1,543,190)	-6.8%
NET TAX LEVY	\$703,453	\$735,064	\$819,519	
Percent Change		4.5%	11.5%	
EQUIVALENT FULL TIME POSITIONS (PERMANENT)		18.2	18.2	0.0%
EQUIVALENT FULL TIME POSITIONS (CASUAL)		6.1	6.0	-1.3%

THE CITY OF RED DEER 2005 BUDGETS AREA OPERATING BUDGET SUMMARY

PROGRAM: Collicutt Centre
DEPARTMENT: Recreation Parks & Culture
DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit - 721, 722, 723, 724

- To coordinate the programming of recreational and cultural 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 - 15,051 (Fitness / Dryland)
- Collectively decreased Goods/Supplies (13,042)
- Special events - Elimination of Business After Hours Event- non-revenue generating (2,000)

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

- Reduction of Dryland Programs
- Significant drop in Fitness attendance (10,000 people by mid-year)

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

- Continued fee increases
- Staff turnover due to lower wages at Collicutt Centre compared to other RPC Departments or City Staff
- Need for an increase in the number and change in type of Special Events to increase revenue.
- Scheduling challenges due to public operating hours for facility.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$493,300	\$560,380	\$575,829	2.8%
General & Contracted Services	25,218	45,581	30,960	-32.1%
Materials, Supplies & Utilities	43,413	49,300	35,988	-27.0%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$561,931	\$655,261	\$642,777	-1.9%
Internal Charges & Transfers	(1,051)	0	(1,000)	#DIV/0!
TOTAL EXPENDITURE	\$560,880	\$655,261	\$641,777	-2.1%
REVENUE	(209,898)	(220,274)	(213,765)	-3.0%
NET TAX LEVY	\$350,982	\$434,987	\$428,012	
Percent Change		23.9%	-1.6%	
EQUIVALENT FULL TIME POSITIONS (PERMANENT)		4.5	5.6	24.4%
EQUIVALENT FULL TIME POSITIONS (CASUAL)		11.01	9.6	-12.8%

**THE CITY OF RED DEER 2005 BUDGETS
AREA OPERATING BUDGET SUMMARY**

PROGRAM: Collicutt Centre
DEPARTMENT: Recreation Parks & Culture
DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit - 725, 726, 728

- To support the recreational and cultural services within the ice arena, water park and soccer pavilion.
- To maintain a operational relationship with the other sections within the facility and department.

CHANGES IN BUDGET -

- Increased expense Arena General & Contracted Services 17,450
- Increase in Water Park Program Revenue - (6,453)
- Pool Equipment Repair and Contract Services decreased Expense (8360)

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(2006)
- Staff turnover / training and safety issues

	2003 ACTUAL	2004 BUDGET	2005 Budget	% CHG.
EXPENDITURE				
Personnel	\$742,297	\$817,810	\$856,471	4.7%
General & Contracted Services	41,144	59,875	72,365	20.9%
Materials, Supplies & Utilities	100,164	117,930	121,380	2.9%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$883,605	\$995,615	\$1,050,216	5.5%
Internal Charges & Transfers	(711)	0	(5,500)	#DIV/0!
TOTAL EXPENDITURE	\$882,894	\$995,615	\$1,044,716	4.9%
REVENUE	(342,585)	(452,750)	(484,263)	7.0%
NET TAX LEVY	\$540,309	\$542,865	\$560,453	
Percent Change		0.5%	3.2%	
EQUIVALENT FULL TIME POSITIONS (PERMANENT)		10.4	10.4	0.0%
EQUIVALENT FULL TIME POSITIONS (CASUAL)		8.16	8.4	2.9%

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Active Living Coalition
Department Name & Reference #: RPC - Athletics
Business Unit No.: 502**

A. Funds Required: \$4,500

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$4,500 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The \$4,500 would be ongoing funds for the formation of the Red Deer Active Living Coalition. This is a partnership of Red Deer agencies and organizations with a goal of "working together to encourage and support individuals and families to lead healthy active lifestyles". Partners include the City of Red Deer, Red Deer College, David Thompson Health Region, Red Deer Public School District and the Canadian Cancer Society.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$4,500 Explain: Costs for this initiative include promotion and marketing, population focus initiatives, special events and administration.

C. Implications (include only those that apply):

- i) Legislative Requirements
- ii) Financial Risk/Payback
- iii) Organizational Risk/Payback
 - A strong, vibrant organization that will be the leader in promoting active living to the citizens of Red Deer.
- iv) Community Risk/Payback
 - Informed and educated citizens regarding healthy lifestyle choices.
 - Improved inter-agency communication regarding active living initiatives.
 - Increased community awareness of active living opportunities.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Lifeguard Augmentation - Casual Hours
Department Name & Reference #: RPC -Aquatics
Business Unit No.: 552

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$ 87,300.00 Ongoing (Net of Revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

Addition of casual hours equivalent to 2 FTE lifeguard positions to the summer season operation at the Recreation Centre Pool complex. Over the past 3 years pool booking times have increased by approx 675 hrs per year. In addition, summer admissions have increased on the average of 16% based on hourly head counts. We currently maintain the standard of one lifeguard on deck for every 50 swimmers in the pool. The increased public times in conjunction with the increased number of swimmers requires funding for an additional 3132 lifeguard hours per year.

- i) Costs for this initiative are intended to address (complete all that apply):
 - Growth \$87,300. There is a demonstrated increased demand based on daily attendance over a seasonal period. The demand is based on increased average daily attendance. This statistic is weather dependant.

C. Implications (include only those that apply):

- i) Legislative Requirements
- ii) Financial Risk/Payback
 - The risk of not providing a response to the demand could result in lost revenue opportunity as well as a loss of community confidence in not meeting the need.
- iii) Organizational Risk/Payback
 - Staff managing adjustment in service delivery based on community expectations.
- iv) Community Risk/Payback
 - Hours of pool may have to be adjusted or numbers in the pool capped. Adjustment in service relating to swim time opportunities.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Ghost/Public Art Assessment & Maintenance
Department Name & Reference #: Recreation, Parks & Culture
Business Unit No.: 602**

A. Funds Required:

- i) One time: \$3500 in 2005 and Ongoing: \$8,000 starting in 2006**
- ii) 2005 Net Budget Requirement \$3,500 one time**
- iii) 2006 Budget (Incremental costs from 2005) \$8,000 ongoing**
- iv) 2007 Budget (Incremental costs from 2006)**

Background: (concerning public art and Ghosts)

- The Downtown Business Association has approached The City of Red Deer to take over the ownership of the "Ghost" collection, including the maintenance and insurance cost associated with the program. The Ghosts are presently owned & operated by the DBA. It is felt that it would be prudent for The City to investigate what this would mean, in terms of value of the pieces and also what potential maintenance may be required. As a result, it is recognized that The City would need to establish a current condition report on The Ghosts, which will need to be done by a professional with expertise in bronze statuary.
- In addition, The City owns other pieces of public art (Boomtown in Victory Park and pieces at the Collicutt Centre). These pieces should also have an appraisal for value, and some planning done in terms of future maintenance of the pieces.
- Once the evaluation is complete, with an identified maintenance plan in place, it is anticipated that annual maintenance will be undertaken as required, with all of the public art owned by The City.

B. BPFR Description:

- i) The funds will be used for:
Year 1 (2005 one time):**

- conducting an assessment of the nine (9) ghost bronze statues, that presently fall under the Red Deer Downtown Business Association Ghost program, plus the two (2) murals developed through the Main St. program, which is also part of the DBA, to determine value, condition and maintenance needs.
- Conducting an assessment of the public art already owned by The City (such as Boomtown and Collicutt Centre pieces) to determine value, condition and maintenance needs
- The development of a plan for ongoing, annual maintenance needs of the Ghost collection and other public art owned by The City. The maintenance and care of the existing art pieces should be minimal if The City committed to doing the required maintenance on a regular basis. The value of this public art collection increases on a yearly basis and it will be important for The City to ensure the art is kept in good condition. Training in care and maintenance will be required. The responsibility for this care & maintenance will fall under the Culture

Services Section, RPC department. For regular art protection, it is recommended that The City contract a conservationist who specializes in bronze materials.

Year 2 (2006 and ongoing)

- Implementation of the annual maintenance plan on an ongoing basis
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$
 - b. Increased service \$3,500 One time in 2005
\$8,000 ongoing (beginning in 2006)
 - c. Legislative & new complexities –
 - d. \$ CPI, extra cost contracts \$
 - e. Other Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements:
- ii) Financial Risk/Payback
 - The actual value of the “ghosts” will be determined when the assessment of properties has been completed. If proper maintenance is not done, the value could significantly decrease, and it would appear that the DBA is not in a position to undertake this assessment or annual work.
- iii) Organizational Risk/Payback
 - The organization will benefit from the national and international acclaim that is presently attributed to the ghost program.
- iv) Community Risk/Payback
 - The community benefits from the ghost projects in that it instills a sense of history and pride in the community as well as generating tourism and economic development spin offs. If the ghost collection is not maintained properly, the statues may have to be decommissioned in the longer term. In addition, if The City takes ownership of the collection, then the DBA as a community organization is more financially viable.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Centre Fest
Department Name & Reference #: Recreation, Parks and Culture
Business Unit No.: 650

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$10,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used to provide a children's area to Centre Fest to offer the whole family a wonderful low cost experience. Sponsorship dollars are getting more difficult to secure and The City's sponsorship of the activity will ensure its delivery.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$10,000 Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
- ii) Financial Risk/Payback
 - Sponsors are getting more difficult to recruit; therefore ongoing City support is required.
- iii) Organizational Risk/Payback
 - If not supported, there could be negative feedback from the public and from the Centre Fest organizers.
 - After participating the last two years failure to continue may reflect a poor public image.
 - May adversely affect the City's profile as being a major partner/supporter in this event.
- iv) Community Risk/Payback
 - Failure to fund this initiative will result in Department/City not participating in future Centre Fests.
 - If no sponsors are secured this component of the Centre Fest may be dropped.

The History

In the fall of 2001 the Downtown Business Association (*a not-for profit business association dedicated to downtown business development and sustainability*) submitted a project to the Leadership Centre for inclusion in the Leadership Networks program (*The Leadership Centre was a non-profit society committed to providing a variety of engaging and challenging opportunities that support the development of leadership in the Central Alberta region*). The project was accepted for the Leadership Network's program and in January of 2002 a group of community leaders from Central Alberta began working on the development of a summer festival for downtown Red Deer. Over an 8-month period a festival concept and blueprint were developed, dates selected and the project team established a number of key partnerships. In September of 2002 a public meeting was held to promote the festival and seek community support. In that same month a group of volunteers stepped forward to become the first Board of Directors for CentreFest.

What evolved was CentreFest, a 2-day summer festival featuring international street performers, providing a unique backdrop for the celebration of arts and culture in Downtown Red Deer. This lively event actively promotes the development of arts and culture in Red Deer and exposes crowds to both local and international performers. CentreFest is the only festival of its type in Central Alberta and is designed to bring people together to walk the streets of downtown Red Deer ... experiencing culture and community.

The Event

CentreFest is certain to become a signature event in Central Alberta for years to come. You've never seen the downtown sector more active. Even with unfavourable weather conditions this summer, some 8,000 people attended the festival in Red Deer.

CentreFest is comprised of a number of elements:

- **Street Performers** – World-class performers form the backbone of the festival, providing thrilling entertainment over the two day event.
- **Local Performers** – A showcase will feature local performers during the festival.
- **Kids World** – This section of the festival provides a fun, activity filled zone for kids to play and enjoy the festival.
- **Food Court & Vendors**– Food, clothing, specialty items and more will be showcased throughout the site.

CentreFest Society is a registered not-for-profit agency. In 2004, it cost \$173,000 to run this event. This money is accumulated through donations from the business community, grants, and revenue generated from the festival. Events of this magnitude require a community-wide commitment. In all, 66 sponsors gave dollars or in-kind donations to support Centrefest.

It costs over \$40,000 to put international Street Performers in our festival, including magicians, sword swallowers, tight ropewalkers, face painters, jugglers, clowns and contortionists. And do we mean international - coming from all stretches of the globe such as Asia, Europe, Australia and South America.

We cover all our bases when it comes to advertising the event. It costs over \$25,000 to have seven media institutions participating at Centrefest, we are definitely the focus of what is happening in Central Alberta. It takes almost \$10,000 to design, print and deliver programs to all households in Red Deer.

CentreFest has truly been a collaborative community effort with many individuals and organizations stepping forward to assist in the development of the festival over the past two years. The festival could not have happened with the gracious support of the citizens of Red Deer. The Founders of Red Deer Summer CentreFest Society; Downtown Business Association, Leadership Centre and the City of Red Deer continue to be huge supporters of this amazing downtown street performers' festival.

Community volunteers are the key to run an event of this magnitude and once again we will require nearly 250 to make it successful. Committee members work year round during the planning and development stages, while the bulk of these volunteers will step forward during the 2 days of the event to help with set-up and take-down, assist performers, clean, and oversee the event.

Not-for-profit agencies come to network, reach out, and often involve their clients in the festivities. Red Deer is an inclusive and welcoming city when we invite and embrace the unique and diverse contributions of our whole community.

The City of Red Deer's - Kidsworld provides children an opportunity to enjoy some physically active fun in between a host of fantastic international performers. Bringing contractors in from Calgary with a 30' portable Climbing Wall, three large inflatable activity centres and a mini golf course from Three Hills, Kidsworld operates for two days for under \$10,000.

CentreFest is based on a proven concept that takes place in other cities in Western Canada. Nelson, BC, a much smaller town than Red Deer, will be holding its 8th festival this summer. The City of Grande Prairie supports its festival, contributing \$10,000, while Spruce Grove, in their 3rd year, is run solely by the Town of Spruce Grove. Edmonton is celebrating its 20th year and receives \$72,000 from the municipality.

It takes commitment from The City of Red Deer to assure the success of events such as this - events that play a big part in the quality of life in our community. Our involvement reflects our ongoing dedication to our community and helps to instill a sense of pride in our residents.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Department Organizational & Functional Review
Department Name & Reference #: Recreation Park & Culture
Business Unit No.: 690**

A. Funds Required:

- i) One time ☒ or, Ongoing ☐
- | | | | |
|---------------------------------|----|------------------|------------------------------------|
| ii) 2005 Net Budget Requirement | \$ | 75,000.00 | Organizational & Functional Review |
| | | <u>25,000.00</u> | Community Consultation & Review |
| | \$ | 100,000.00 | (Net of \$ revenue) |
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for a comprehensive service review of the Recreation, Parks & Culture Department, one of the larger departments within the City. (The last major service review was at least 20 years ago.) This project will be an in depth review of the Department's programs and services and include business functions, staff responsibilities, workload and alignment. The Department organizational model will also be reviewed to improve effectiveness of operations. Major areas of review will include:
- a) Testing the Department's mission and vision through a customer satisfaction/needs survey with the community in order to better align programs and services to meet needs of the community stakeholder groups.
 - b) Examining staff responsibilities at all levels to determine where realignment and improvements are required.
 - c) Evaluating the Department's organizational structure, identifying functional and administrative efficiencies, to become more effective with current service delivery cost recovery and create capacity to help manage future growth projections.
- ii) Costs for this initiative are intended to address (complete all that apply):
- a) Growth
Over 10 years, Red Deer has grown by approximately 21.5% (59,826 to 72,691). This has resulted in an increase in the Recreation and Parks facility and land based inventory. (Over 240 acres have been added to the Parks inventory alone.)

Growth, combined with community need and expectation, result in significant pressure on the Department to provide appropriate programs and services. Staffing levels have remained essentially unchanged over this period and in some cases, the Department has had to reduce service (Community Development).
 - b) Increased Service
The review of the Department's programs, services, functions and structure is intended to create capacity in the short term and develop an organizational strategy for the future to meet the needs of both internal and external customers.
 - c) Legislative & New Complexities

- d) The new OH & S regulations are significantly impacting staff roles and responsibilities.
- e) CPI, extra cost contracts \$ Other \$

C. Implications (include only those that apply):

- i) Legislative Requirements
 - In order to comply with new OH & S regulations certain staff functions and responsibilities have been added. Increased costs may result for both staff and operations. This area would be reviewed as part of this project.
- ii) Financial Risk/Payback
 - At completion, the review of the Department's programs and services, business functions and staff responsibilities, may result in recommendations for additional funding for both staff and operations
- iii) Organizational Risk/Payback
 - The Department is very large with a diverse range of programs, services and business units. The operational model has basically been unchanged for over 20 years. Risks include:
 - a) The challenge to effectively respond to both internal and external customers may result in modifications to job functions and organizational structure.
 - b) Identification of an organizational model that more effectively and efficiently delivers programs and services may result in changes for staff and the community.
 - c) Improvements to staff morale and working conditions as well as the community's level of service may result from a new organizational model.
- iv) Community Risk/Payback
 - The Recreation, Parks & Culture Department plays a significant role in the development of healthy and active communities. Building "Community Capacity" will be a significant focus for the RPC Department this new millennium. Completion of this project will result in an organization model that will position the Department to be more proactive working with both internal and external customers to meet the needs of the community.

Recreation, Parks and Culture Department Organizational & Functional Review

Backgrounder

Background

The current Recreation, Parks and Culture Department consists of 116 permanent employees and 67 casual staff working within the areas of facility operation, program and services delivery, environmental stewardship and community health and wellness. The Department is organized into primarily six main sections responsible for the operational delivery of the aforementioned service areas; Recreation, Parks and Culture Facilities, Parks Maintenance, Parks Facilities, Recreation Program Development, Collicutt Centre and Culture Services. This organizational structure has basically been in place for over 20 years, with the exception of the Collicutt Centre.

Currently the Department mandate is:

“To ensure there are Recreation, Parks and Culture opportunities for public participation and to work cooperatively with organizations that offer complimentary services. All staff in the Department is committed to excellence in customer service and high quality programs and facilities.”

The field of Recreation, Parks and Culture is ever evolving. The role of recreation, parks and culture programs and services in our communities is vital, contributing to individual and community quality of life by providing a diversity of benefits to individuals, families, community groups, agencies, businesses and visitors. The positive personal, social, economic and environmental contributions realized through our programs, services and facilities are an investment in the current and future well-being of our community.

As our community and department has experienced considerable growth and demand for recreation, parks and culture programs and services over the past 20 years, it is important to determine if the current organizational structure, philosophies, priorities and services reflect, and successfully meet, the needs and expectations of the community. Consideration must also be given to alternatives that may more effectively meet current and future needs.

To ensure The City of Red Deer's Recreation, Parks and Culture Department is positioned to continue to provide quality programs and services in an efficient and effective manner, a Department Organizational & Functional Review needs to be completed.

In 2004, the Recreation, Parks and Culture Department Business Plan identified the need for a Department Organizational & Functional Review. Due to the retirement of the Department Manager, in April of 2004, it was decided that the new Department Manager should have an opportunity to become established in that role, prior to initiating this Review. The Review was then deferred until 2005.

Identified Need

Through the completion of a Department Organizational & Functional Review, the following challenges will be addressed:

- Growth
- Financial and Organizational Accountability
- Increased/Changed Service Demands & Expectations
- Staff & Organizational Efficiencies
- Increased Demand for Community/Volunteer Agency Support
- Environmental Stewardship
- Nurturing Community Health
- Improved Access to programs and services

Anticipated Review process will include:

- A review of best practice research related to the philosophy, mandate, and scope of programs, services and facilities, available resources, innovative partnerships and organizational structure of recreation, parks and culture departments.
- Identification of current trends industry trends.
- Determination of community needs and expectations through the development and execution of an inclusive, consultative process that allows for and encourages a wide range of participation and input from the community, stakeholders and The City, in particular all levels of staff within the Recreation, Parks and Culture Department.
- A Review of the current function(s) of the Recreation, Parks and Culture Department as it relates to effective and efficient service delivery and the identified needs and expectations of the community, stakeholders and staff. Identification of any potential new functions based on the research and community needs assessment will also be included.
- Examination of the current organizational structure with recommendations for improvements based on increased effectiveness and efficiency.
- Identification and analysis of the community and organizational risks related to not responding to the report recommendations.

Anticipated Results

It is anticipated that this overview will result in a renewed vision for the Recreation, Parks and Culture Department that will include the following theme areas outlining our role in:

- **Visionary Leadership:** Our role in championing a healthy, prosperous, sustainable community.
- **Collaboration & Partnership:** Toward a new standard of integrated services.
- **Accessible Opportunities:** Nurturing healthy, safe, vibrant communities.
- **Environmental Stewardship:** Protecting and preserving Alberta's environment.
- **Mutual Accountability:** Accepting personal and communal responsibility for well being.

Along with a renewed vision that is aligned with and supports the City's Strategic Plan and the community's needs and/or expectations, the Department's functions will better reflect the current realities and limitations.

The evaluation of current programs and services, including business functions, staff responsibilities, workload and opportunities for possible realignment of staff and resources, will allow for more effective and responsive Recreation, Parks and Culture services in the community. By re-positioning ourselves to better meet both the internal and external needs, will enable us to continue to positively contribute to the health, well-being and quality of life that Red Deer is renowned for.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Facility Infrastructure Maintenance Funding
Department Name & Reference #: Recreation Parks & Culture Administration
Business Unit No.: 690

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$192,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$192,000
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The first year of a two-year program to help fund both major and minor infrastructure maintenance in Recreation, Parks and Culture facilities. This fund will be used for maintenance items that range in value up to \$50,000 that are required for the safe operation of these facilities. Based on the R,P&C strategic infrastructure plan, a minimum of \$384,000 worth of infrastructure items are not funded annually and may result in downtime of facilities or equipment to maintain the programs and facilities operated by R,P&C. This style of funding has been used successfully in the past and is vital to the longevity of our facilities.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ 192,000 Infrastructure repairs Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
- ii) Financial Risk/Payback
- iii) Organizational Risk/Payback
 - As facilities and the infrastructure in those facilities age, there is an incremental cost of maintaining large dollar items that can not be funded through the current operating budgets. These major maintenance items have often lead to numerous Business Plan Funding requests each year. This ongoing funding will allow us to proactively and strategically fund these major maintenance items.
- iv) Community Risk/Payback

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Staff Training & Development
Department Name & Reference #: Recreation, Parks & Culture
Business Unit No.: 690

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$16,300 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) These funds will be used to help train new staff due to the significant staff turnover in the Department.
 - a. Growth \$
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$16,300 Explain: There is significant annual staff turnover with many positions requiring advanced technical skills to operate facility equipment. (e.g., pool and arena operator courses), to ensure safe operation of the facility by safe, well-trained staff.

C. Implications (include only those that apply):

- i) Legislative Requirements
- ii) Financial Risk/Payback
 - Increased WCB rates if there are injuries as a result of poorly trained/oriented staff.
- iii) Organizational Risk/Payback
 - O.H. & S. risk of injury to staff not properly trained.
 - Obligation to ensure we have properly trained staff.
- iv) Community Risk/Payback
 - Risk of liability if public patrons are not protected by adequately trained/orientated staff.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Increased Parks Trail Repairs
Department Name & Reference #: Recreation Parks & Culture
Business Unit No.: 769**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$35,000 (Net of \$0 revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$ 0
- iv) 2007 Budget (Incremental costs from 2006) \$ 0

B. BPFR Description:

- i) The funds will be used for:
 - The trails through the Waskasoo Park System are the gem of the parks in the City of Red Deer. There are approximately 90 Km of trails in the city and 22 connection bridges. With current funding it would take 45 years to overlay the existing trails in the city.
 - With the increased use of hard wheels on the system especially from roller blades and skateboards overlay repairs are required more regularly than in the past.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$
 - b. Increased service \$35,000
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
- ii) Financial Risk/Payback
 - If not maintained to appropriate standard higher future costs will be incurred
 - By regularly overlaying trails, we will reduce the need for major trail replacements in the future and therefore prevent a major capital expenditure.
- iii) Organizational Risk/Payback
 - Not in compliance with the Community Services Open Spaces & Facilities Action Plan
- iv) Community Risk/Payback
 - There is an expectation by the community that the Parks will be maintained to an appropriate, safe standard.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Fleet Equipment Growth Rate

Department Name & Reference #: Recreation, Parks & Culture

Parks Maintenance, Park Facilities, and Recreation & Culture Facilities sections

Business Unit No.: 777, 780, 781, 807, 782

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$97,036 (Net of \$0 revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$ 97,036
- iv) 2007 Budget (Incremental costs from 2006) \$ 97,036

B. BPFR Description:

- i) The funds will be used for:
Through the 2005 budget development process a 2.1% increase was incorporated for fleet cost increases. In August 2004 Fleet instructed departments to insert a sub fleet growth rate into the budget as determined by the Fleet Superintendent. This new assessment is to be used for the purchase of future/additional equipment for the sub-fleets. The breakdown for the Recreation, Parks & Culture department is as follows:

Parks Maintenance	\$	64,217
Parks Facilities		21,397
Recreation & Culture Facilities		<u>11,422</u>
	\$	97,036

This additional funding cannot be absorbed with current operational budgets therefore a BPFR is required.

- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$97,036
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
- ii) Financial Risk/Payback
- iii) Organizational Risk/Payback
 - If not funded Department will not be able to purchase the new equipment required for business operation and service delivery
 - Lack of continuity of fleet funding for purchase of new equipment
 - Lack of ability to meet the demands of future growth
- iv) Community Risk/Payback
 - Meet adopted maintenance standards
 - Overall less maintenance of city park facilities

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Vehicle Inspection Requirements & Fleet Rate Increase
Department Name & Reference #: Recreation, Parks & Culture
Business Unit No.: 777, 780, 781, 807 & 782

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$22,600 (Net of \$0 revenue)
- iii) 2006 Budget (Incremental costs from 2005)
- iv) 2007 Budget (Incremental costs from 2006)

B. BPFR Description:

- i) The following areas are now the responsibility of individual departments. This has resulted in the need for additional financial resources to complete the inspection work.
 - Increased Alberta Transportation Inspections.
 - Increased Occupational Health & Safety Inspections.
 - The rates for loaner trucks have also increased.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$0
 - b. Increased service \$0
 - c. Legislative & new complexities \$13,200
 - d. CPI, extra cost contracts \$0
 - e. Other \$9,400 Rate increases for loaner trucks in excess of guidelines.

C. Implications (include only those that apply):

- i) Legislative Requirements
 - New Occupational Health and Safety aerial lift truck inspection requirements.
 - New Alberta Transportation truck inspection requirements
- ii) Financial Risk/Payback
 - Reduced service (maintenance) will lead to future increased costs.
- iii) Organizational Risk/Payback
 - Not complying with OH&S regulations and AB Transportation.
 - Public image and complaints
- iv) Community Risk/Payback
 - Reduced maintenance would result in community pride and ownership concerns
 - Reduced maintenance would lower real estate values.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Heritage Ranch E.M.S. Access
Department Name & Reference #: Recreation, Parks & Culture
Business Unit No.: 784

A. Funds Required:

- i) One time ☒ or, Ongoing ☐
- ii) 2005 Net Budget Requirement \$9,000 (Net of \$0 revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$0
- iv) 2007 Budget (Incremental costs from 2006) \$0

B. BPFR Description:

- i) The funds will be used to realign the existing fence line and replace two (2) existing gates to allow better access for E.M.S. vehicles to lower Heritage Ranch.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$0
 - b. Increased service \$0
 - c. Legislative & new complexities \$0
 - d. CPI, extra cost contracts \$0
 - e. Other \$9,000 Explain: Safety Initiative

C. Implications (include only those that apply):

- i) Legislative Requirements
- ii) Financial Risk/Payback
- iii) Organizational Risk/Payback
 - Not meeting appropriate safety standards.
 - A safety concern The City has been made aware of and is taking appropriate steps to ensure it is not an organizational liability.
- iv) Community Risk/Payback
 - Increased risk for forest fires and emergency response times in transporting injury victims.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Parks Facilities - Maintenance Supplies
Department Name & Reference #: Recreation, Parks & Culture
Business Unit No.: 785**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$35,000 (Net of \$0 revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$1,000
- iv) 2007 Budget (Incremental costs from 2006) \$1,000

B. BPFR Description:

- i) The funds will be used for inflationary cost increases beyond the 2.1%. These subsequent increases have arisen over the past three years. Examples include:
 - 38% price increase for steel to construct playgrounds, ball diamond backstops and goal posts.
 - 15% price increase for pressure treated wood (A.C.Q.) to replace C.C.A. lumber on playgrounds as per legislation.
 - 30% price increase for shale for shale trails and ball diamond infields.
 - 50% price increase for firewood used at picnic sites for public use.
 - 50% increase janitorial contract costs.

NOTE: All items above have a direct impact on construction and maintenance. One is based on tendered contracts or known purchase costs. Currently the materials and supplies portion of the budget is \$90,000. This request represents an approximate 30% increase.

- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$0
 - b. Increased service \$0
 - c. Legislative & new complexities \$0
 - d. CPI, extra cost contracts \$35,000
 - e. Other \$0 Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
- ii) Financial Risk/Payback
- iii) Organizational Risk/Payback
 - Not being able to meet standards that have been set. Over time this standard will be reduced and community complaints will result.
- iv) Community Risk/Payback
 - More public complaints

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Increased Parks Services Including Subdivision Enhancements &
Waskasoo Facilities Staffing and Security**

Department Name & Reference #: Recreation Parks & Culture

Business Unit No.: 794 & 778

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$28,000 (Net of \$0 revenue)

B. BPFR Description:

- i) The funds will be used to offset additional costs for the increased maintenance within the following:
 - Increase security and maintenance to park shelters and picnic grounds.
 - The Waskasoo Park System is approximately 2,800 acres of city property. This urban park is the highlight of the Red Deer River Valley and one of the primary features of the City of Red Deer. With the growth of the city, the trail and park systems are seeing extensive increases in use and vandalism. Additional care taking and security are required in order to maintain the safety and cleanliness of these park areas.
 - The subdivision enhancement program will allow us to begin replacing trees, shrubs, and plantings that are at or nearing the end of their life cycle in aging subdivisions. Currently the only funding that is in place is for the maintenance of existing areas and does not include the cost of replacing greenery in these aging subdivisions.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - I. Growth \$28,000

C. Implications (include only those that apply):

- i) Legislative Requirements
- ii) Financial Risk/Payback
 - Overall decrease in value of City assets
 - If not maintained to appropriate standard higher future costs will be incurred
- iii) Organizational Risk/Payback
 - Increase of public complaints and our ability to handle them. Increased stress for staff.
 - Not in compliance with the Community Services Open Spaces & Facilities Action Plan
- iv) Community Risk/Payback
 - Safer and cleaner facilities, washrooms, picnic shelters, and trails will result in fewer customer complaints
 - Aging neighborhoods will begin to see consistency between subdivisions. Many community parks are deficient in landscaping and some park plantings have failed and/or reached the end of their life span.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Increased Parks Maintenance due to Growth
Department Name & Reference #: Recreation Parks & Culture
Business Unit No.: Multiple

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$166,040 (Net of \$0 revenue)

B. BPFR Description:

- i) The funds will be used to offset additional costs for the increased maintenance due to growth with 10 developing subdivisions. Additional items to be maintained include:
 - 16 developing sports fields
 - 14 developing playgrounds
 - 5 outdoor rinks
 - 3 asphalt courts
 - Park furniture
 - 5 km asphalt trails
 - Turf maintenance (10 acres)
 - Increase the amount of trail overlays that can be done each year..

The average parks maintenance costs for each new subdivision is \$75,000 annually. This request represents a proportion of the funding required to complete and maintain the new park areas within these subdivisions.

- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$166,040

C. Implications:

- i) Legislative Requirements
 - Comply with the CSA safety standards. All new playgrounds constructed must comply.
- ii) Financial Risk/Payback
 - Overall decrease in value of City assets
 - If not maintained to appropriate standard higher future costs will be incurred
- iii) Organizational Risk/Payback
 - Increase of public complaints and our ability to handle them. Increased stress for staff.
 - Not in compliance with the Community Services Open Spaces & Facilities Action Plan
- iv) Community Risk/Payback
 - Decrease level of maintenance for all areas
 - There is an expectation by the community that the Parks will be maintained to an appropriate, safe standard.
 - Sports field users require an appropriate maintenance standard

SOCIAL PLANNING DEPARTMENT BUSINESS PLAN 2005-2007

A. MISSION

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 and Community Support Services (FCSS Act and Regulations; FCSS multi-municipality agreement; and funding agreements with community agencies)
- Seniors' and Social Housing (Housing Act; the National Homelessness Initiative 2003-2006; and funding agreements with community agencies)
- Landlord and Tenant Advisory service (under the residential Tenancies and the Mobile Homes Acts)

B. MANDATE

The Social Planning Department assists human services organizations that support and enhance the lives of individuals, families and the community, by providing appropriate leadership and resources, including information, knowledge and support as well as ensuring the stewardship of the funding provided to organizations.

Key responsibilities include:

Administration and Planning

- Board and municipal liaisons

Community Social Planning

- Demographics, statistics & research
- Community facilitation
- Social Impact Assessments
- Emergency Social Services

Facilities

- Golden Circle
- Normandeau Day Care

Family and Community Support Services

- Contract Management
- Performance Measurement

Housing

- Landlord & Tenant Services
- Seniors & Social Housing
- Homelessness Initiative 2003-2006
- Affordable Housing (2002-2007)

Special Transportation

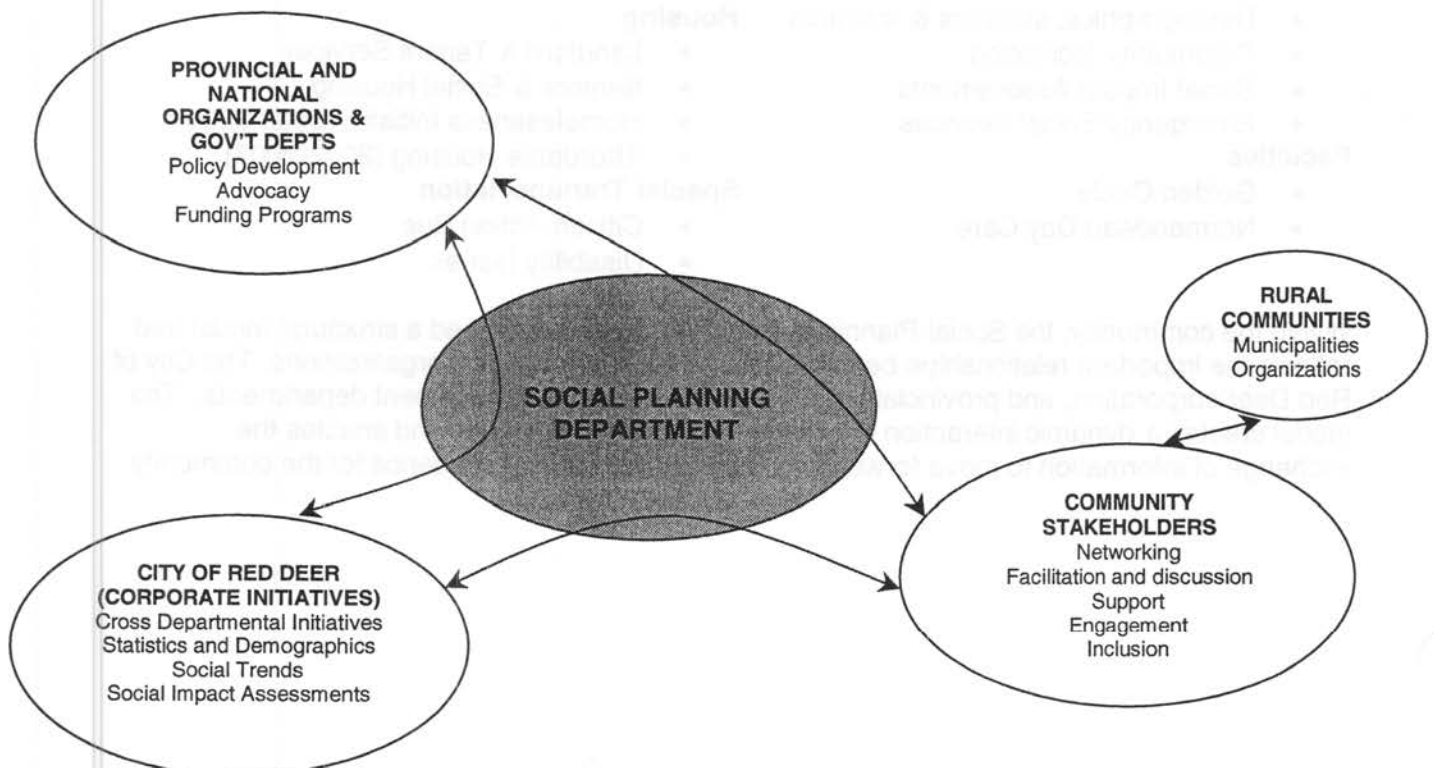
- Citizen Action Bus
- Disability Issues

Within the community, the Social Planning Department has established a structural model that reflects the important relationships between community residents and organizations, The City of Red Deer corporation, and provincial/federal organizations and government departments. The model creates a dynamic interaction between these functional groups and enables the exchange of information to move forward with issues of social consequence for the community.

Community – the Social Planning Department, through the Community Facilitators and Projects Supervisor, work with community organizations to encourage networking and collaboration, support agencies through periods of significant change and transition, engage in community discussion regarding issues of social concern, and strive to achieve social inclusion of diverse populations. Through the Red Deer and District FCSS Board, the Department maintains close liaison with the rural communities of Red Deer County.

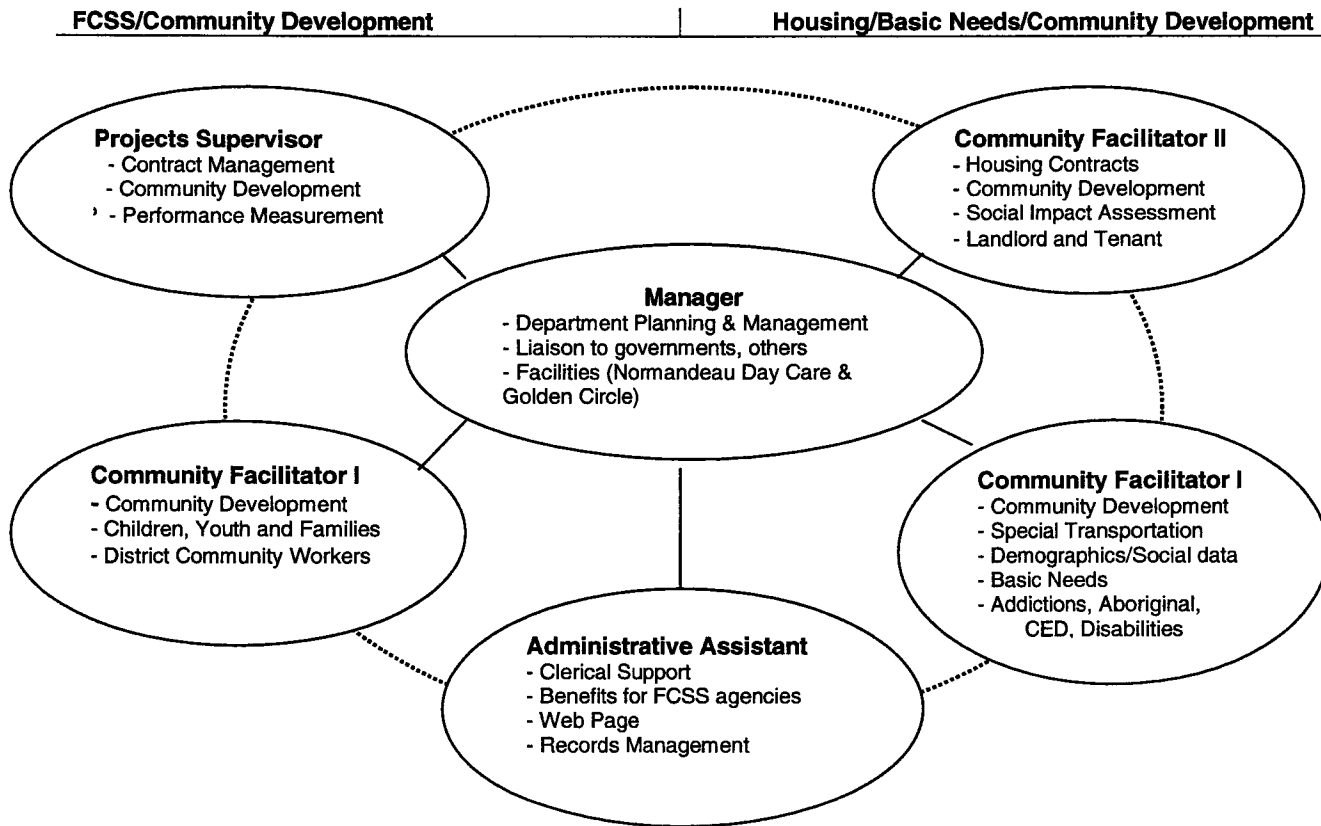
Corporation – increasingly, the Social Planning Department is a conduit for community organizations to access information and support from the municipality. As community organizations are increasingly involved in housing development, economic development activities and integration of services, their need for information and understanding of City policies and procedures is critical. Similarly, as The City moves forward with studies and research that impacts municipal services and neighbourhood dynamics there is a need to understand the intricate relationships with the community. The Social Planning Department is often in the midst of those discussions providing a facilitative role between community organizations and the corporation. As well, the Department has access to invaluable research materials through the Community Social Data Strategy (CSDS) to support both community and corporate information needs. The 2005 Business Plan for the Social Planning Department includes a BPFR for additional staff to provide corporate and community support in the way of demographics and social trend analysis and interpretation.

Provincial and National Policy – the Social Planning Department often represents the community and corporation during discussions and policy development on social issues at the provincial and national levels. In addition, the Department often provides information to our elected officials in the form of resolutions or interpretations and background information. The key to effective representation on these issues results from the ongoing interaction between staff and front line agencies in the community.



C. ORGANIZATIONAL STRUCTURE

The Social Planning Department works in a collaborative structure reflecting the dynamic relationships that exist within our community. While two general teams of staff deal with either FCSS/Youth/Community Development or Housing/Basic Needs/Community Development, there are consistently a number of areas that require information sharing.



Presently, the Social Planning Department is composed of two exempt and four union staff positions. Each project that is funded from various sources also has positions (full and part time) funded through the Social Planning Department. As mentioned elsewhere, the department manages 52 contracts with 35 community agencies.

Year	2004	2005	2006	2007
# FTE's	6.0	7.0 *	7.0	7.0

* Projected through 2005 BPFR

D. OVERVIEW**Looking Back on 2004****i) Key Strategies, New Directions & Achievements**

- (*Administration and Planning*) Barbara Jeffrey, former Social Planning Manager retired from The City of Red Deer on April 2, 2004. Scott Cameron moved from the Projects Supervisor position to Manager. Linda Boyd assumed the Projects Supervisor position on April 26, 2004.
- (*Administration and Planning*) – The Department maintains close liaisons with a number of provincial and federal departments due to the funding resources managed by The City. Accountability and stewardship of the funds is achieved through the use of volunteer advisory boards. The Social Planning Department provides administrative support to the Red Deer and District FCSS Board, the Transportation Advisory Board, and the Community Housing Advisory Committee. Each of the Boards are advisory to Red Deer City Council with the FCSS Board also advisory to Red Deer County, and the village/town councils in Bowden, Delburne, Elnora and Penhold.
- (*Administration and Planning*) – With cooperation from I.T. Services, the Social Planning Department fully utilized the new Contract Management System to analyze and prepare budget information directly using the data provided by funded agencies to a community website.
- (*Community Development*) – Demands for demographic and statistical information is ever increasing in both the community and corporate realms. The Department continued its involvement in the coordinated demographics initiative and the Community Social Data Strategy (in partnership with David Thompson Health Region and Central Alberta Child and Family Services Authority). Following the release of the *Quality of Life in Central Alberta – Trends and Emerging Issues* document in November 2003, the Department provided demographics information to a number of corporate studies including the diverse downtown and transit/special transportation reports. Further, Department staff participated in the coordination of the Poverty Report update through the Inter-City Task Force, and prepared the report specific to Red Deer based on the information and template provided.
- (*Community Development*) – The Social Planning Department co-sponsored a community forum in cooperation with Persons with Development Disabilities (PDD) and David Thompson Health Region (DTHR) to bring together community members and community organizations impacted by disabilities. Participants sought to identify community gaps and assets toward establishing a community that embraces integration.
- (*Community Development*) – The liaison role between Social Planning and the Aboriginal community required a significant time investment in 2004. Challenged by a series of conflicting viewpoints within the Aboriginal community, Department staff was involved in a range of activities from board and staff development to conflict resolution and administrative support. Facilitated development of a community process for the Aboriginal Community to create a Community Plan early in 2005.
- (*Community Development*) – Social Planning has participated in the development of the Central Alberta Addictions Consortium, which initially supported the pursuit of a Detox facility in the community. With the unanticipated death of two key players in the initiative, the Department support of the Detox development intensified temporarily. The consortium has now undertaken the development of a collaborative, comprehensive community plan to respond to addictions issues.

- (Community Development) – Within the new *Neighbourhood Planning and Design Guidelines & Standards*, Social Planning has been called upon to review neighbourhood development proposals using the new Social Impact Assessment and provide written comments.
- (Community Development) – Planning has begun for the Alberta Community Economic Development (CED) conference scheduled for fall 2005 in Red Deer. Social Planning is taking a lead role in this conference planning and the development of an Alberta CED Network. The philosophy of creating economic, environmental and socially responsible opportunities for local development is becoming front and centre in the Department. The 2004 FCSS Association of Alberta Conference was primarily dedicated to CED initiatives in Alberta.
- (Community Development) – As a tool to encourage strategic planning and agency development in the community, the Social Planning Department has available resources to support research and change initiatives.
 - a) The Strategy Fund for Children and Families and the Housing Solutions Fund are intended to support research initiatives in support of children and their families or housing respectively
 - b) The Agency Capacity Building fund is accessible by FCSS and non-FCSS funded agencies to support short-term projects aimed at improving the organization's effectiveness or efficiency. Examples include support to the Charity Village research through Leadership Networks, development of a business plan for the Schizophrenia Society, board development for the Safe Harbour Board, and support for an HR Consultant to evaluate the organizational structure at the Youth and Volunteer Centre.
 - c) Other one-time funds set up to serve the rural communities or supply deficiencies in funded agencies existed in 2004. These included the Rural Community Capacity Fund and the Rural Professional Development Fund.
- (Community Development) – Social Planning partnered with Recreation, Parks and Culture to complete the Diverse Downtown Programming Options Project (DDPOP) as outlined in the Greater Downtown Action Plan (GDAP). To test the findings within the report, the two departments partnered on a "Circus Camp" initiative in the downtown. The program served children and youth from across the community to develop self-esteem through the learning and performance of circus skills.
- (Facilities) – The Red Deer Child Care Society negotiated a repayment plan with The City to pay off the debenture owing on the Normandeau Day Care by December, 2007. A significant portion of the debenture was paid off in 2004 as a result of the organization selling off their Red Deer Day Care facility and the administration building. Through our association with the Recreation, Parks and Culture Department, 10-year maintenance plans on Normandeau Day Care and the Golden Circle Seniors Resource Centre were maintained.
- (FCSS) – The Red Deer and District FCSS Board reviewed the existing multi-municipality agreement and made recommendation to each of the six participation municipal councils for approval. This slightly modified agreement extends the partnership for another 10 years and sets the stage for policy and procedural reviews to be concluded in 2005.

- (FCSS) – New funding from Alberta Children's Services required that each of the participating municipalities consider whether additional matching funds would be available in 2004. A number of funding recommendations were made based on the Board's desire to increase support to existing programs and services serving children and youth.
- (FCSS) – the provincial *Making a Difference* outcomes measurement project is proceeding. The Red Deer and District FCSS Board is taking a cautious approach on this program to ensure that the administrative demands of the program do not outweigh the information benefits of the system and the capacity of community agencies to manage the related workload.
- (Housing) – Social Planning is participating on a community steering committee seeking to develop a plan to end homelessness in 10 years. This community initiative is on the leading edge of national and international thinking on homelessness solutions. Department staff has been involved in Canadian and U.S. think tanks concerning ending homelessness.
- (Housing) – Phase One of the National Homelessness Initiative (NHI) came to an end in 2003 requiring the final reporting submissions in the first quarter of 2004. Following completion of the reports, The City of Red Deer received a personal commendation from the Honorable Minister Claudette Bradshaw, Minister responsible for Homelessness. Phase Two of NHI will continue until March 2006. As Community Entity for the Supporting Community Partnerships Initiative (SCPI) and Urban Aboriginal Housing (UAH) resources through NHI, The City of Red Deer maintained 10 housing contracts with 9 agencies in 2004.
- (Housing) – Beyond the need for transitional and emergency housing through NHI, Social Planning continued to support community affordable housing initiatives. The Convent Park affordable housing project required considerable consultation with a number of City Departments and provided Social Planning with the opportunity to develop an affordable housing template to guide future City involvement in related projects.
- (Special Transportation) – Department staff provided liaison and support to the development of the *2004 Transit and Special Transportation Study* which ultimately lead to Council's adoption of the study as a planning document. Immediately following the study's adoption, Social Planning and Transit set out to work with the Red Deer Action Group to begin moving the study's recommendations forward with the ultimate goal of creating an integrated transit/special transportation system. The balance of 2004 involved the development of strategies for implementation in 2005 that were acceptable to all parties (Social Planning, Transit, Red Deer Action Group.)

ii) Challenges

- (Community Development) – The volume of resources available to The City of Red Deer through the Community Social Data Strategy are not being accessed fully due to considerable time constraints on Department staff. The process of reviewing, analyzing and making available demographic and statistical information for the benefit of the corporation and the community is significant and requires concentrated time and specialized skills to be performed effectively. While the information has been used effectively to support initiatives such as the *2004 Transit and Special Transportation Study* and the *Crime Prevention and Policing Study*, the future use of the data will be limited without additional resources.

- The Department had projected the completion of four demographic profiles in 2004. In reality, due to competing demands on staff time, only the document pertaining to Red Deer's downtown was completed. Other requests for demographic information were managed within the resources available including support for corporate research projects and information to guide education programming.
- (Community Development) – As a dynamic community process, events beyond the control of Social Planning can easily dictate Department priorities. The untimely deaths of two key community leaders in 2004 determined the need for Department staff to provide support to the Addictions Consortium. As well, challenges within the Aboriginal community required additional support from Social Planning to ensure continued growth and success within their community agencies. There is no ability for the Social Planning Department to foresee such events that impact the community in such a significant and real manner.
- (Community Development) – The Department is witnessing increased demands from a number of distinct populations within the community. Two such populations include the disability community and youth. For both populations, issues of inclusion, accessibility of services and long range planning are putting pressures on Social Planning to establish coordinated planning.
- (FCSS) – Following release of the Government of Alberta's 2003-2004 Provincial Budget, Alberta Children's Services was once again able to provide additional funding to the Red Deer and District FCSS Board. While new funding is beneficial to the community organizations supported by FCSS, the additional administrative support required to manage the changes are significant.
- (FCSS) – The Red Deer and District FCSS Board set out in 2004 to review the Board policies and procedures. Understanding the relationship between the Board, The City of Red Deer as Unit Authority, and the other participating municipalities resulted in a delay in the review process. The Board resolved to begin the process by renewing the existing multi-municipality agreement and moving forward from that point of consensus.
- (Housing) – Having three years experience working with the Government of Canada and the Province of Alberta on the National Homelessness Initiative, the Social Planning Department set out to develop a more comprehensive financial monitoring system to effectively track the variety of housing fund sources. The challenge came about as we transitioned from the system used for Phase One and the implementation of the new tracking methods for Phase Two.
- (Special Transportation) – The proposed changes to the Special Transportation system resulting from the study are significant. The community processes required of Social Planning and Transit demand considerable time and energy to achieve the desired benefits for clients of the service. The study, combined with increased provincial emphasis on disability issues, is beginning to impact the roles of community organizations in providing integrated services.

Looking Ahead to 2005 and Beyond:

i) Continuing Strategies

- (Community Development) – The Addictions Consortium will continue to develop strategies to address community issues relating to addictions. It is anticipated that the detox centre will be operational in 2005.

- (Community Development) – The Department has assumed a co-chair role in the planning of the 2005 Alberta Community Economic Development (CED) Conference to be held in the fall. This role further involves Social Planning in the establishment of an Alberta CED Network.
- (Community Development) – As an extension of the relationships built with the Aboriginal Community, members of the Social Planning Department will be helping to coordinate an Aboriginal Community Conference early in 2005. The conference will extend beyond members of aboriginal community organizations and strive to bring together community members to further engage them in activities and processes.
- (Community Development) – Upon request of Human Resources and Skills Development Canada, the Social Planning Department has assisted in 2004 with the coordination of youth serving organizations to consider development of a community youth plan. Similar in nature to the community-housing plan, the youth plan would help to identify gaps and assets to fully engage youth in community life. Resources exist federally to support such planning activities in 2005. A future role for Social Planning in this initiative will emerge through the planning activities.
- (Community Development) – Maintain liaison and training opportunities for volunteers and agencies associated with the Emergency Social Services plan.
- (FCSS) – The review and revisions of policies and procedures affecting the Red Deer and District FCSS Board will be finalized in 2005. The process will include a presentation of the full set of documents to the six participating municipal councils.
- (FCSS) – Close liaison and ongoing evaluation of the *Making a Difference* outcomes measurement system will continue in 2005. The Red Deer and District FCSS Board will maintain its focus on the benefits of the program to the agencies and programs funded by FCSS.
- (Housing) – The Department will continue to participate in the broad community study aimed at ending homelessness in 10 years. One of our unique roles will include communication between the local project and projects of a similar nature across Canada and the U.S.
- (Housing) – The Convent Park affordable housing project will help to provide Social Planning and The City with a framework to evaluate and support future affordable housing initiatives.
- (Special Transportation) – Further to the *2004 Transit and Special Transportation Study*, the Social Planning Department will focus in two areas throughout 2005. The first area of focus will aim to assist the Transit Department in a smooth transition of Action Bus services to The City. This transition will require support and communication particularly among disabled service providers, the Red Deer Action Group, and The City of Red Deer. As well, the Department will assist in the eligibility and recertification process for existing users of the Action Bus. The second area of focus will concentrate on the creation of a viable future role for the Red Deer Action Group within the community.

ii) New Initiatives

- (Administration and Planning) – A successful BPFR to increase the Department by 1.0 FTE would require a recruitment and training process to integrate the new position into the staff. The Department anticipates that the research position would have limited direct contact with the public and serves the needs of the community through the established Community Facilitator and Projects Supervisor positions. Corporate requests for statistical information would be channelled through the Manager.

- (Facilities) – Ongoing communication with the Golden Circle Seniors Resource Centre will set the stage for development of a Terms of Reference to establish concept drawings in 2006. The timing for this initiative will be largely dependent upon the Museum and Archives study.

E. OBJECTIVES for 2005

1. Objective: Administration and Planning

Manage the Social Planning Department in an effective and efficient manner, utilizing a team approach and provide effective liaison to community advisory boards reporting to City Council.

Action	Key Responsibility/ Partners/ Impacts on Others	Expected Completion	Success Measures
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.	Social Planning Manager	Ongoing	Staff feedback indicates that: <ul style="list-style-type: none"> – they were able to carry out responsibilities with 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 both acceptable to staff and supervisor
b) Provide administrative support and follow-up to three community boards; the Red Deer and District FCSS Board, the Transportation Advisory Board, the Community Housing Advisory Committee, and six municipal Councils	FCSS – Social Planning Manager and Projects Supervisor TAB – Community Facilitator and Transit Manager CHAC – Social Planning Manager and Community Facilitator II	Ongoing	<ul style="list-style-type: none"> – Work plans were prepared for all committees – Members report that they were well informed and prepared to make decisions
c) Contribute to the overall planning and operation involved with the hosting responsibilities related to the 2006 FCSSAA Provincial Conference set for Red Deer in April of that year.	FCSS – Social Planning Manager and Projects Supervisor FCSS - Other FCSS Central West Offices staff	May 2006	<ul style="list-style-type: none"> – Conference theme, speakers and facility are completed – Promotional activities are underway – Budget considerations are met

2. Objective: Community Development

Monitor the social climate in the community and significant community development trends across Alberta and Canada. Facilitate broad planning that will enable community organizations the opportunity to meet on issues of common concern and benefit from information and research available on related subjects.

Action	Key Responsibility/ Partners/ Impacts on Others	Expected Completion	Success Measures
a) Assume a lead role in the research and analysis required for the coordinated demographics project for The City of Red Deer (BPFR)	Community Facilitator * (Social Planning) Land & Economic Development PCPS IT Services (GIS) * pending	Ongoing	<ul style="list-style-type: none"> Information available to The City through the Community Social Data Strategy (CSDS) has been reviewed and analyzed for the purpose of maintaining appropriate and accurate demographics information on CORD website City departments have not duplicated demographics or statistical research efforts
b) Partner with the Child and Family Services Authority and David Thompson Health Region in the Community Social Data Strategy (BPFR)	Community Facilitator * (Social Planning)	Ongoing	<ul style="list-style-type: none"> The researcher/analyst has reviewed and analyzed existing information from the CSDS project and developed a catalogue of information available to City Departments and community organizations as required.
c) Use demographic and social trend information to support community and corporate research projects (BPFR)	Community Facilitator * (Social Planning)	Ongoing	<ul style="list-style-type: none"> The community and corporation have made effective decisions based on solid and accurate demographics and trend information. Research initiatives were substantiated by appropriate rationale.

d) Maintain participation on significant provincial and national committees to bring forward concerns and issues from Central Alberta and identify best practices for the benefit of local community organizations.	Social Planning Department staff	Ongoing	<ul style="list-style-type: none"> – Community organizations have an increased awareness of matters of social concern – Department staff were well positioned to gather significant social trend information and prepared the community to act accordingly – Local politicians (Council, MLA's and MP's) have been able to use social information provided to them.
e) Provide training support and seek to identify opportunities in the community to expand upon the Community Economic Development (CED) philosophy	Community Facilitators	Ongoing	<ul style="list-style-type: none"> – Community leaders and organizations understand the importance of the triple bottom line (economic, environmental and social) and the potential CED effects on sustainable community participation in the economy
f) Continue to consistently pursue regional, provincial, municipal, federal and community partnerships in the provision of social programs	Social Planning Manager and staff in cooperation with other orders of government, provincial and national organizations	Ongoing	<ul style="list-style-type: none"> – Partnerships exist to support initiatives that address issues of social concern. – 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

3. Objective: Community Development

Support the continued development of community organizations and their capacities to effectively achieve their mandates. Encourage and facilitate ongoing communication and discussion among related organizations and individuals around social issues.

Action	Key Responsibility/ Partners/ Impacts on Others	Expected Completion	Success Measures
a) Continue to provide one-time funding programs to build agency capacities and encourage social research through community organizations. One time funding opportunities include Agency Capacity Building, Strategy Fund for Children and Families, and Housing Solutions Fund.	Social Planning Manager Projects Supervisor Community Facilitators	Ongoing	– Community organizations report that the one-time funding programs have built capacity within their organization or provided them with information resulting in program changes and/or improvements
b) Facilitate ongoing discussions with the disabled community, in particular, Red Deer Action Group for the Physically Disabled to determine an appropriate course of action for their future. (BPFR)	Community Facilitator Red Deer Action Group and Transit Department	2005-2006	– The Red Deer Action Group for the Physically Disabled continues to serve the community in a meaningful manner and support the integration of disabled peoples into the community.
c) Facilitate discussions among youth serving organizations in the community and the federal government to develop a community youth plan.	Community Facilitator	2005	– The youth serving organizations in the community report that the Social Planning Department was instrumental in the coordination of a planning process to determine future youth strategies.
d) Assist members of the Aboriginal community with planning for an Aboriginal Community Conference in February 2005	Community Facilitator	2005	– Individuals and agencies in the Aboriginal community report that support from the Social Planning Department was significant in the success of the conference.

e) Participate in the coordination of the 2005 Opening Doors Community Conference for community and regional not-for-profit organizations	Projects Supervisor	Ongoing	– Evaluations from the Opening Doors Conference confirm that participants feel more connected to other organizations across disciplines.
f) Ensure that volunteers and agencies involved in the Emergency Social Services plan are well trained and prepared to manage community emergency situations	Social Planning Manager Admin Assistant Community volunteers and volunteer agencies	Ongoing	– Community members were provided with a safe and comfortable environment that met their social and emotional needs during a period of community crisis

4. Objective: Facilities

Manage The City's commitment to relevant facilities including the Golden Circle and the Normandeau Day Care.

Action	Key Responsibility/ Partners/ Impacts on Others	Expected Completion	Success Measures
a) Coordinate and monitor the 10-year maintenance programs at the Golden Circle and Normandeau Day Care.	Social Planning Manager Facilities Coordinator (RP&C) Agency Executive Directors	Ongoing	– Facilities were maintained in a safe, efficient condition, and were attractive to the users. – Decisions regarding maintenance issues were dealt with cooperatively and effectively.
b) Discussions are initiated with Golden Circle to plan for the development of a Terms of Reference for detailed drawings at the existing Museum and Archives building	Social Planning Manager	2005 - 2006	– Progress on the Museum and Archives development was monitored and the Golden Circle was prepared to proceed with necessary planning
c) Coordinate the legal requirements necessary to turnover ownership of Normandeau Day Care to the Red Deer Child Care Society	Social Planning Manager Corporate Services	2007	– The City of Red Deer no longer owns nor provides maintenance to Normandeau Day Care

5. Objective: Family and Community Support Services

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.

Action	Key Responsibility/ Partners/ Impacts on Others	Expected Completion	Success Measures
a) Continue to contract delivery of social programs to appropriate agents within the parameters of the Department's funding responsibilities	Social Planning Manager Projects Supervisor Community Facilitator II	Ongoing	<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 reports
b) Continue to work with local funders, funded projects and the provincial Making a Difference (MAD) initiative to implement a system for performance measurement	Social Planning Manager Projects Supervisor Community Facilitator II	Ongoing implementation strategies in place in 2005	<ul style="list-style-type: none"> – The performance measurement system provides funded projects with an efficient and effective method of collecting information that is beneficial in program decision making – Information resulting from the system is effective in communicating program results to funders and community stakeholders

c) Maintain close liaison with rural community programs, volunteers and staff to support the objectives of the Rural Services Strategy (2003)	Social Planning Manager Community Facilitator Projects Supervisor	Ongoing	– Rural residents report that support from the Social Planning Department was beneficial in the development of programs and services to address rural community needs
d) Coordinate the planning and implementation of an FCSS Board retreat	Social Planning Manager Projects Supervisor	Spring 2005	– Members of the FCSS Board report that they have a better understanding of FCSS programs and services, and community issues impacted by FCSS.

6. Objective: Housing

Support the development and provision of transitional and emergency housing, affordable housing, and seniors' housing through available resources.

Action	Key Responsibility/ Partners/ Impacts on Others	Expected Completion	Success Measures
a) Liaison with the Piper Creek Foundation to encourage the organization to submit a balance budget and be self-sustaining.	Social Planning Manager Council Rep. on Piper Creek Board Foundation CEO	Ongoing	– The Social Planning Department has a solid understanding of the financial status of the Piper Creek Foundation
b) Manage the contract requirements for delivery of the National Homelessness Initiative (NHI) including third-party agreements, federal reporting requirements and financial controls	Social Planning Manager Community Facilitator II Community Services Financial Advisor	2005 - 2006	– The Social Planning Department maintained contracts with appropriate agents, monitored those contracts and reported the success of the projects via the relevant reports
c) Monitor and support the community research project to end homelessness in 10 years	Community Facilitator II	2005	– The report contains information for the community that directs stakeholders toward positive solutions to bring

			about an end to local homelessness within 10 years
d) Support the Landlord & Tenant Advisory Service and the Tenant Support program to achieve their mandate and program objectives as determined by 2004 program review	Community Facilitator II	Ongoing	– The program achieves their stated outcomes and maintains an effective liaison with the Coordinated Community Outreach Team
e) Continue to provide Social Impact Assessments of land use planning as outlined in the Sustainable Communities report and the Neighbourhood Guidelines and Standards	Community Facilitator II	Ongoing	– New neighbourhoods are designed to create a strong and vibrant sense of community.
f) Maintain up-to-date research on social issues in neighbourhood planning	*Researcher/ Analyst * <i>proposed</i>	Ongoing	– Comments and recommendations within the Social Impact Assessments can be substantiated by current research
g) Develop an Affordable Housing Framework	Community Facilitator II / Social Planning Manager	2006	- Framework developed

7. Objective: Special Transportation

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.

****Note: These objectives also appear in the Business Plan for Red Deer Transit.***

Action	Key Responsibility/ Partners/ Impacts on Others	Expected Completion	Success Measures
a) Coordinate the eligibility and recertification process for existing Action Bus users (BPFR)	Community Facilitator Social Planning Manager Transit Manager	2005	– The City of Red Deer has effective and efficient client database and trip management program
b) Employ temporary contract staff to manage the implementation and eligibility processes for special transportation (BPFR)	Social Planning Manager Community Facilitator Transit Manager	2005	– Temporary contract staff will manage the implementation and eligibility processes
c) Evaluate the current contract with Red Deer Action Group and consider short term contract changes to address noted community concerns	Social Planning Manager Transit Manager	2005	– Contract requirements will be clarified with some community concerns addressed

d) Support the transfer of Red Deer Action Group contract management and financial monitoring to Red Deer Transit	Social Planning Manager Transit Manager	2005	– Red Deer Transit has a comprehensive understanding of the contract parameters and financial operations of the Action Bus program
e) Purchase software to manage the client database and trip scheduling (BPFR)	Social Planning Manager Transit Manager	2005	– Software will be in place and used to maximize trip scheduling and shared ride vehicle capacity where feasible
f) Facilitate community discussions among special transportation providers to identify potential opportunities for shared resources and programming (BPFR)	Social Planning Manager Community Facilitator	Ongoing	– Community organizations and individuals understand the scope and limitations of The City special transportation system and cooperatively support the movement of people with disabilities
g) Evaluate the real and perceived impacts of shared-ride, door-to-door service on those clients requiring enhanced services beyond the door of their destination (BPFR)	Social Planning Manager Community Facilitator	Ongoing	– Special transportation clients report complete success in arriving at their destination due to efficient and effective trip planning.
h) Provide support and information to the Transportation Advisory Board and Red Deer Transit with regard to issues arising from the disabled community	Social Planning Manager Community Facilitator	Ongoing	– Supplementary issues to the provision of a shared-ride, door-to-door special transportation system are appropriately resolved through ongoing discussion and communication with individuals and organizations in the disabled community.

i) Initiate the strategies highlighted in the <i>2004 Transit and Special Transportation Study</i> by moving toward integration of the Special Transportation system with the Transit system	Social Planning Manager Transit Manager Community Facilitator	2006	– Community members recognize improvements to the special transportation system as an integrated service with conventional transit programs
j) Facilitate the evolution of programs and services provided by the Red Deer Action Group to support issues of community accessibility and integration.	Community Facilitator	2006	– The Red Deer Action Group is a strong and vibrant community organization serving the needs of disabled residents

8. Objective: Corporate Initiatives

Participate in various corporate initiatives and complete the responsibilities that are assigned to the Social Planning Department from those initiatives.

Action	Key Responsibility/ Partners/ Impacts on Others	Expected Completion	Success Measures
a) Complete the initiatives assigned to the Social Planning Department from the Greater Downtown Action Plan: – Investigate the need for community garden plots – Explore child friendly downtown initiatives – incorporated with the diversity project – - Continued cross-departmental implementation of DDPOP	Social Planning Manager Recreation, Parks & Culture Manager	2005	– 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 – Social Planning and Recreation, Parks and Culture Department staff worked collaboratively to pilot outcomes based programs in the downtown
b) Begin integration process of demographics with GIS for corporate planning purposes; work collaboratively with other Departments accessing and analysing statistical information (Coordinated Demographics Committee) (BPFR)	Social Planning Manager IT Services Manager * Researcher/ Analyst *proposed	2005	– A set of ethics guidelines pertaining to the public consumption of demographics information was established – Appropriate demographics information has been

			integrated with GIS making it possible to map and graph social trends for planning purposes
c) Explore an increased leadership role in the Municipal Integration Strategy Team (MIST) pending successful BPFR for Community Facilitator (BPFR)	Social Planning Manager Community Facilitator	2005	– MIST is responsible for positive changes to City policies and processes to encourage complete access to municipal government services regardless of inclusion barriers caused by physical, mental and/or economic barriers to participation

F. RISK MANAGEMENT DISCLOSURE

- Implementation strategies resulting from the 2004 Transit/Special Transportation Study will be subject to scrutiny from the community as the motivation for change between users and providers is somewhat different.
- The Social Planning Department has effectively monitored significant changes in social policy at the local, provincial and national levels in the past. These changes, and the need to appropriately position the community to respond to the changes, have placed an emphasis on the importance of this role. The benefits of monitoring social change include the ability to prepare strategic community plans, maximize resources and minimize negative impacts on community members. This role, however, involves considerable community process, extensive relationship building and the ability to synthesize volumes of written, verbal and anecdotal information. The net result being significant workload issues for Social Planning staff. The Department projects that the economic policies of the 1990's will be increasingly evident through social policy debates over the next decade.
- Workload is a significant issue for Social Planning staff. The Department is striving to achieve a balanced approach to contract management, performance measurement and reporting, community facilitation with diverse community organizations, research and planning activities, and corporate initiatives. For example, the Department's increased role in general neighbourhood and community planning initiatives (e.g. Inglewood East, Michener NASP, etc.) has resulted in changing demands for time and research resources. The corporation and community is more aware of the potential planning implications on people and therefore, the social context is being more closely examined. The Department is facing an increase in requests to participate in corporate and community discussions that may lead to social change.
- Community processes associated with affordable housing developments; creation of evaluation tools, community processes, liaison with government

- The City of Red Deer has invested, in partnership with David Thompson Health Region and Central Alberta Child and Family Services Authority, in the Community Social Data Strategy. There exists a significant amount of date sensitive demographic information that requires analysis and interpretation for planning purposes. The Social Planning Department is not adequately resourced at present to manage this information in a timely manner. The moderate financial investment and significant positive relationships with the partners is at risk if we are unable to advance this project.
- Broad community planning for issues like addictions and distinct populations such as youth, disabled and aboriginal communities is required to best position Red Deer for social change policies in the future. Without community engagement, the community is at risk of isolating these populations and creating quality of life challenges in our neighbourhoods.
- The Red Deer and District FCSS Board is encouraging active participation in the provincial Making a Difference initiative concerning performance measurement. The Department has evaluated a number of system alternatives to enhance program reporting from contracted agencies. The timeline for implementation has been continually stretched; there is now a need to expedite the process to produce results for provincial reporting. A balanced approach is required to ensure accountability for resources without overwhelming community organizations with excessive administration.
- One of the traditional roles of Social Planning has been to support community organizations through periods of operational transition and turmoil. Increasingly the Department is being called upon to provide access to information and research for advanced planning and strategic initiatives. The Department is challenged by the need to balance basic support services that recognize the life cycles of community organizations while reserving the ability to conduct research and analysis functions to facilitate strategic social planning.
- Occupational Health and Safety standards are presently the responsibility of the organizations operating from the Golden Circle and Normandeau Day Care. The City must conduct regular audits at these facilities in cooperation with the community organizations.

**THE CITY OF RED DEER 2005 BUDGETS
DEPARTMENT OPERATING BUDGET SUMMARY**

PROGRAM: Summary**DEPARTMENT: Social Planning****DIVISION: Community Services****DESCRIPTION OF PROGRAM - Business Units - 850, 851, 860, 861, 862, 863, 870, 877, 878, 879**

The Social Planning Department operates within provincial and municipal legislation to deliver Family and Community Support Services (FCSS), seniors and social housing, the National Homelessness Initiative (NHI) and facilities maintenance at Normandeau Day Care and the Golden Circle. The total operating budget for the Social Planning Department is \$3,773,241 with the City of Red Deer tax support providing \$1,379,275. 63% of the Social Planning Department budget is derived from other federal, provincial and municipal sources.

The Social Planning Department presently manages 52 funding agreements with 35 different community agencies in the areas of FCSS and community housing. Gross expenditures in these programs and in 2005 are projected at almost \$5.9 Million. These same community organizations account for over 100,000 hours of volunteer service in The City of Red Deer and surrounding FCSS district.

Social Planning Department staff work in the community to build capacity within the not-for-profit sector, support community initiatives, monitor social trends and best practices, and leverage opportunities for community development.

CHANGES IN BUDGET -

2004 Reallocated Council Approved Budget	\$ 1,336,134
- Fleet increases	\$ 3,139
- GST Changes	\$ (4,442)
- Year end Carry Forwards	\$ (7,876)
- Incremental increase for Special Transportation	\$ 34,400
- Salary Settlements	\$ 17,961
- Debenture Adjustments	\$ (41)
2005 Base Budget	\$ 1,379,275

See Attached

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$410,951	\$421,391	\$439,075	4.2%
General & Contracted Services	117,155	154,361	138,700	-10.1%
Materials, Supplies & Utilities	11,518	3,250	3,500	7.7%
Other	3,260,134	3,346,282	3,218,364	-3.8%
SUB-TOTAL	\$3,799,758	\$3,925,284	\$3,799,639	-3.2%
Internal Charges & Transfers	(59,610)	(10,344)	0	-100.0%
TOTAL EXPENDITURE	\$3,740,148	\$3,914,940	\$3,799,639	-2.9%
REVENUE	(2,478,748)	(2,578,806)	(2,420,364)	-6.1%
NET TAX LEVY	\$1,261,400	\$1,336,134	\$1,379,275	
Percent Change		5.9%	3.2%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

THE CITY OF RED DEER 2005 BUDGETS
DEPARTMENT OPERATING BUDGET SUMMARY SUPPLEMENTARY

PROGRAM:

DEPARTMENT:

DIVISION:

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

The Social Planning Department has submitted a number of BPFR's in response to the increasing demands on the Department. While the base budget does not reflect any significant changes in the level of service, the Department will need to re-evaluate the workload to sustain present levels.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

The Social Planning Department is significantly impacted by issues relative to social inclusion and resident's quality of life concerns. The Department does not envision the need for additional staffing resources in 2006 and 2007 beyond the request submitted in 2005.

2005 Cost Share Summary Final Draft (prior to municipal approval)	Net Costs	Prov	City	County	Bowden	Elnora	Delburne	Penhold
ADMIN & PLANNING - FCSS - 850	260,332.00	96,896.00	155,566.00	6,513.00	410.00	92.00	251.00	604.00
City portion includes an additional 50% cost.								
ADULT & FAMILY - 860								
CARE - IMMIGRANT FAMILY PROGRAM	56,169.00	44,935.00	10,447.00	786.00				
CAWOS - RURAL COOP KITCHEN	7,700.00	6,160.00		1,540.00				
CAWOS - COOPERATIVE KITCHEN	15,800.00	12,640.00	2,939.00	221.00				
CMHA - BEREAVEMENT PROGRAM	45,990.00	36,792.00	8,554.00	644.00				
CMHA - EDUCATION PROGRAM	32,764.00	26,211.00	6,094.00	459.00				
CMHA - COMMUNITY OUTREACH	81,500.00	65,200.00	15,159.00	1,141.00				
LOAN CIRCLE	35,000.00	28,000.00	6,510.00	490.00				
CRISIS - EDUCATION & ADMIN	115,644.00	92,515.00	21,510.00	1,619.00				
RDFS - COUNSELLING/EDUCATION	279,041.00	223,233.00	51,902.00	3,907.00				
	669,608.00	535,686.00	123,115.00	10,807.00	0.00	0.00	0.00	0.00
CHILDREN / YOUTH - 861								
BBBS INN - IN-SCHOOL OUTREACH	21,000.00	16,800.00		2,520.00				1,680.00
CARE - IMMIGRANT YOUTH	22,920.00	18,336.00	4,263.00	321.00				
CAWES - CHILD SUPPORT	46,370.00	37,096.00	8,625.00	649.00				
CHINOOKS EDGE - FAMILY WELLNESS	68,565.00	54,852.00		6,876.00	2,358.00	420.00	700.00	3,359.00
PARKLAND YTH HOMES - WALK-IN CLINIC	47,371.00	37,897.00	8,811.00	663.00				
PLAYSCHOOL - ELNORA	1,890.00	1,512.00		151.00		227.00		
PLAYSCHOOL - BOWDEN	5,245.00	4,196.00		210.00	839.00			
PLAYSCHOOL - DELBURNE	2,620.00	2,096.00		210.00			314.00	
RDFS - INFANT PRESCHOOL WELLNESS	76,040.00	60,832.00	14,143.00	1,065.00				
RDCCS - SCHOOL AGE CHILD CARE	178,749.00	142,999.00	35,035.00	715.00				
RDPSD - BRIGHT BEGINNINGS	18,523.00	14,818.00	3,445.00	259.00				
RDPSD - FAMILY WELLNESS WORKER	26,200.00	20,960.00	4,873.00	367.00				
YVC - BIG BROTHERS & BIG SISTERS	99,299.00	79,439.00	18,470.00	1,390.00				
YVC - BOYS AND GIRLS CLUB	111,381.00	89,105.00	20,717.00	1,559.00				
YVC - TEEN NETWORKS	41,847.00	33,478.00		4,465.00		1,674.00		2,230.00
YVC - 49TH STREET YOUTH SHELTER	21,627.00	17,302.00	4,023.00	303.00				
	789,647.00	631,718.00	122,405.00	21,723.00	3,197.00	2,321.00	1,014.00	7,269.00
COMMUNITY DEVELOPMENT - 862								
CIRS	120,270.00	96,216.00	22,370.00	1,684.00				
COMMUNITY FACILITATORS - 851	174,366.00	139,493.00	32,432.00	2,441.00				
COMMUNITY WORKER - DELBURNE	13,960.00	11,168.00		1,117.00			1,675.00	
COMMUNITY WORKER - PENHOLD	24,115.00	19,292.00		965.00				3,858.00
COMMUNITY WORKER - ELNORA	8,640.00	6,912.00		691.00		1,037.00		
COMMUNITY WORKER - WEST COUNTY	10,333.00	8,266.00		2,067.00				
COMMUNITY WORKER - BOWDEN	14,970.00	11,976.00		599.00	2,395.00			
AGENCY CAPACITY BUILDING	59,439.00	47,551.00	11,056.00	832.00				
STRATEGY FUND - CHILDREN & FAMILIES	25,000.00		25,000.00					
	451,093.00	340,874.00	90,858.00	10,396.00	2,395.00	1,037.00	1,675.00	3,858.00
SENIORS - 863								
GOLDEN CIRCLE	187,219.00	149,775.00	34,823.00	2,621.00				
MEALS ON WHEELS - ELNORA	650.00	520.00				130.00		
MEALS ON WHEELS - DELBURNE	4,061.00	3,249.00					812.00	
MEALS ON WHEELS - RED DEER	51,575.00	41,260.00	10,315.00					
RDFS - HOME SUPPORT	106,550.00	85,240.00	19,818.00	1,492.00				
	350,055.00	280,044.00	64,956.00	4,113.00	0.00	130.00	812.00	0.00
Sep 15 2004 TOTALS	2,520,735.00	1,885,218.00	556,900.00	53,552.00	6,002.00	3,580.00	3,752.00	11,731.00

**THE CITY OF RED DEER 2005 BUDGETS
SECTION OPERATING BUDGET SUMMARY**

PROGRAM: Administration and Planning

DEPARTMENT: Social Planning

DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit - 850

Maintain administrative responsibility for the multi-municipality agreement on Family & Community Support Services (FCSS), the National Homelessness Initiative (NHI), facility maintenance and management for Normandeau Day Care and Golden Circle, community and social demographics, community development, Emergency Social Services and special transportation.

- 1 Ensure budget remains within acceptable variance, responding to changing provincial and federal funding.
- 2 Continue to provide strong leadership provincially and nationally in social programming
- 3 Work with the FCSS Board, Transportation Advisory Board, Community Housing Advisory Committee (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 -

2004

2005

7110 Regular Salaries

\$207,341

\$218,505

New employees exist in the Social Planning Manager and Projects Supervisor roles; salaries have been adjusted in accordance with their positions on the salary grids.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

The Department has submitted a BPFR for an additional Community Facilitator in 2005 to focus primarily on demographics analysis and research coordination/support. The Department will be experiencing a transition in its management of special transportation, however, the change will result in additional support to the disabled community in areas broader than transportation.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

With an additional FTE in 2005, the Department does not anticipate additional staffing resources in 2006 or 2007. Following the conclusion of the National Homelessness Initiative expected for March 2006, the Department will monitor the additional 0.2 FTE and increased salary provided the Community Facilitator II and bring forward a recommendation on the future of that position.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$222,575	\$207,341	\$218,505	5.4%
General & Contracted Services	24,265	22,725	23,300	2.5%
Materials, Supplies & Utilities	11,130	3,250	3,500	7.7%
Other		0	0	0.0%
SUB-TOTAL	\$257,970	\$233,316	\$245,305	5.1%
Internal Charges & Transfers	10,911	13,549	18,092	33.5%
TOTAL EXPENDITURE	\$268,881	\$246,865	\$263,397	6.7%
REVENUE	(118,224)	(114,093)	(104,767)	-8.2%
NET TAX LEVY	\$150,657	\$132,772	\$158,630	
Percent Change		-11.9%	19.5%	
EQUIVALENT FULL TIME POSITIONS		3.2	3.25	1.6%

**THE CITY OF RED DEER 2005 BUDGETS
SECTION OPERATING BUDGET SUMMARY**

PROGRAM: FCSS PROGRAMS AND SERVICES

DEPARTMENT: SOCIAL PLANNING

DIVISION: COMMUNITY SERVICES

DESCRIPTION OF PROGRAM - Business Unit - 851, 860, 861, 862, 863

Ensures preventive programs are designed and delivered which promote well-being 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 Board has existed as a multi-municipality agreement since 1973 in partnership with Red Deer County, 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.

CHANGES IN BUDGET -

	Province	Municipalities	Total
2004 FCSS Funding	\$ 1,796,822	\$ 449,206	\$ 2,246,028
2005 FCSS Funding	\$ 1,885,218	\$ 471,305	\$ 2,356,523
Difference	\$ 88,396	\$ 22,099	\$ 110,495

Using the cost share principles adopted in the FCSS Multi-Municipality Agreement, the City of Red Deer accepts responsibility for providing municipal tax funds to support the 20% portion for programs and services provided directly to City of Red Deer residents.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Due to new Provincial FCSS funding, the Red Deer and District FCSS Board was able to recommend some additional funding to existing programs with a focus on children and/or rural services.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Due to the April - March Provincial budget period, the City of Red Deer budget is always approved before potential changes in Provincial FCSS funds are known. This continues to impact the 20% municipal post-budget approval when new funds are made available.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$188,376	\$214,050	\$220,570	3.0%
General & Contracted Services	33,019	24,900	28,000	12.4%
Materials, Supplies & Utilities				#DIV/0!
Other	1,998,477	2,058,061	2,086,037	4.8%
SUB-TOTAL	\$2,219,872	\$2,229,260	\$2,334,607	4.7%
Internal Charges & Transfers	(20,354)	(55,592)	(50,904)	12.5%
TOTAL EXPENDITURE	\$2,199,518	\$2,184,012	\$2,283,703	4.6%
REVENUE	(1,794,431)	(1,808,144)	(1,859,069)	6.2%
NET TAX LEVY	\$405,087	\$433,275	\$424,634	
Percent Change		7.0%	-2.0%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

**THE CITY OF RED DEER 2005 BUDGETS
SECTION OPERATING BUDGET SUMMARY**

PROGRAM: Day Care
DEPARTMENT: Social Planning
DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit - 870

Normandeau Day Care

Red Deer Child Care Society operates Normandeau Day Care in a City-owned facility. Funding for maintenance is provided for the facility. The City paid off the debenture owing on this facility in 2003, however, the Society will continue to pay rent until 2007 when the value of the debenture has been paid off by the organization.

CHANGES IN BUDGET -

The maintenance budget for Normandeau Day Care fluctuates annually as repairs are required per the 10-year maintenance plan. The Social Planning Department maintains a budget amount shared between the Golden Circle and Normandeau Day Care.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no significant changes in the level of service for Normandeau Day Care.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Over the next two years, the Red Deer Child Care Society will strive to fully reimburse The City for the debenture to purchase Normandeau Day Care. At such time as the debenture is fully paid, The City will explore the option of transferring title for the facility to Red Deer Child Care Society. The remaining maintenance budget amounts could then be transferred to the Golden Circle to support potential maintenance increases for a larger facility.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$0	\$0	\$0	#DIV/0!
General & Contracted Services	4,415	25,376	14,400	-43.3%
Materials, Supplies & Utilities	0	0	0	#DIV/0!
Other	91,556	0	0	#DIV/0!
SUB-TOTAL	\$95,971	\$25,376	\$14,400	-43.3%
Internal Charges & Transfers	(60,832)	0	0	#DIV/0!
TOTAL EXPENDITURE	\$35,139	\$25,376	\$14,400	-43.3%
REVENUE	(205)	0	0	#DIV/0!
NET TAX LEVY	\$34,934	\$25,376	\$14,400	
Percent Change		-27.4%	-43.3%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

**THE CITY OF RED DEER 2005 BUDGETS
SECTION OPERATING BUDGET SUMMARY**

PROGRAM: SPECIAL TRANSPORTATION

DEPARTMENT: SOCIAL PLANNING

DIVISION: COMMUNITY SERVICES

DESCRIPTION OF PROGRAM - 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.

	2003 Actual	2004 Budget	2005 Budget
Units of Service	43,000	46,000	50,000
Volunteer Hours	1,000	1,000	1,000

CHANGES IN BUDGET -

2004 Base Budget	\$	589,620
- CPI Increase - fleet	\$	2,500
- 10th Driver additional expenses	\$	34,400
2005 Base Budget	\$	626,520

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no changes in the level of service reflected in this budget submission provided by Red Deer Action Group. The Social Planning and Transit Departments have prepared BPFR's for Council consideration that incorporate recommendations from the 2004 Transit/Special Transportation Study.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Implementation of the 2004 Transit/Special Transporations Study will have significant budget issues for operation of the Special Transportation system effective 2006 and beyond. The full impacts of these budget implications will be brought forward to Council in 2005 and are reflective of the Business Plan prepared by Social Planning and Transit.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel				0.0%
General & Contracted Services				0.0%
Materials, Supplies & Utilities				0.0%
Other	552,519	589,620	626,520	6.3%
SUB-TOTAL	\$552,519	\$589,620	\$626,520	6.3%
Internal Charges & Transfers				0.0%
TOTAL EXPENDITURE	\$552,519	\$589,620	\$626,520	6.3%
REVENUE				0.0%
NET TAX LEVY	\$552,519	\$589,620	\$626,520	
Percent Change		6.7%	6.3%	
EQUIVALENT FULL TIME POSITIONS				0.0%

**THE CITY OF RED DEER 2005 BUDGETS
SECTION OPERATING BUDGET SUMMARY**

PROGRAM: Social and Seniors Housing

DEPARTMENT: Social Planning

DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Units - 876, 878, 879

876 - Landlord and Tenant Services

Landlord and Tenant Services are presently provided through contractual arrangement with Community Information and Referral Society (CIRS). A more thorough description of the program is attached.

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.

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. Treasury Services manages the requisitions through Business Unit 50. Liaison with Piper Creek Foundation continues to be a function of Social Planning.

879 - Community Housing

Community Housing includes two major components: the Housing Solutions Program and the National Homelessness Initiatives. The Housing Solutions Program is comprised of the funds resulting from The City's former involvement with the provincial Social Housing Agreement and provides support to ongoing research around homelessness and community housing issues. The National Homelessness Initiative began in 2001 as a federal/provincial and municipal partnership. The City of Red Deer acts in the capacity of Community Entity with an advisory group, the Community Housing Advisory Committee (CHAC), providing input and direction to Council on funding issues. The current program extends to March 2006.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$0	\$0	\$0	0.0%
General & Contracted Services	55,456	81,360	73,000	-10.3%
Materials, Supplies & Utilities	387	0	0	0.0%
Other	617,581	698,601	505,807	-27.6%
SUB-TOTAL	\$673,424	\$779,961	\$578,807	-25.8%
Internal Charges & Transfers	10,666	31,699	32,812	3.5%
TOTAL EXPENDITURE	\$684,090	\$811,660	\$611,619	-24.6%
REVENUE	(565,888)	(656,569)	(456,528)	-30.5%
NET TAX LEVY	\$118,202	\$155,091	\$155,091	
Percent Change		31.2%	0.0%	
EQUIVALENT FULL TIME POSITIONS				0.0%

THE CITY OF RED DEER 2005 BUDGETS
SECTION OPERATING BUDGET SUMMARY SUPPLEMENTARY

PROGRAM: Social and Seniors Housing

DEPARTMENT: Social Planning

DIVISION: Community Services

CHANGES IN BUDGET

There is little change to the budgets within this group of Business Units. The Seniors and Social Housing are meant to be revenue neutral and the root of the Community Housing budget is the \$122,000 in the Housing Solutions Fund. Program revenues from the National Homelessness Initiative are matched to community housing projects and administration costs incurred by the Department.

This summary sheet has been amended in 2005 to include the Landlord and Tenant Services summary which had appeared separately in prior budgets. The increase of \$33,901 is attributed to this combination of summary sheets for 2005.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no significant changes in the level of service within these Business Units. The Department will maintain the Community Facilitator II designation to manage the housing contracts until such time as there are no further funds available for the National Homelessness Initiative.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

The Business Units related to housing are significantly impacted by federal and provincial housing initiatives. The present program is expected to reach its conclusion in March 2006. As homelessness is still expected to be a reality in most Canadian communities, there will hopefully be other programs subsequent to the National Homelessness Initiative.

THE CITY OF RED DEER 2005 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: Community Facilitators

DEPARTMENT: Social Planning

DIVISION: Community Services

DESCRIPTION OF PROGRAM - Business Unit - 851

Community Facilitators provide 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.

In particular, one of the Red Deer Community Facilitator positions provides direction and support to District Community Workers in Bowden, Delburne, Elnora, Penhold and the West Red Deer County area. This position also works with regional government agencies and departments to implement the recommendations from the 2003 Rural Services Strategy report. For these efforts, the position is cost shared with the participating FCSS municipalities at a rate of 25%.

The Community Facilitator II is cost-shared with other Business Units in the Social Planning budget including funds from the National Homelessness Initiative and the Housing Solutions Fund.

CHANGES IN BUDGET -

Adjustments to salaries account for the changes in budget for this business unit. As well, the portion of one Community Facilitator's salaries and wages charged to Administration and Planning (850) has been increased from 20% to 25% due to the significant amount of work related to the Rural Services Strategy.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Increased ability to manage the demographics information and research materials will result should the BPFR to add an additional 1.0 FTE be approved.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

With an additional FTE in 2005, the Department does not anticipate additional staffing resources in 2006 or 2007. Following the conclusion of the National Homelessness Initiative expected for March 2006, the Department will monitor the additional 0.2 FTE and increased salary provided the Community Facilitator II and bring forward a recommendation on the future of that position.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$188,376	\$214,050	\$220,570	3.0%
General & Contracted Services	5,750	4,700	4,700	0.0%
Materials, Supplies & Utilities		0	0	#DIV/0!
Other		0	0	#DIV/0!
SUB-TOTAL	\$194,126	\$218,750	\$225,270	3.0%
Internal Charges & Transfers	(21,759)	(45,248)	(50,904)	12.5%
TOTAL EXPENDITURE	\$172,367	\$173,502	\$174,366	0.5%
REVENUE	(140,335)	(135,096)	(141,934)	5.1%
NET TAX LEVY	\$32,032	\$38,406	\$32,432	
Percent Change		19.9%	-15.6%	
EQUIVALENT FULL TIME POSITIONS	1.8	2.8	2.75	-1.8%

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: RED DEER FAMILY SERVICES
PROJECT: COUNSELLING/EDUCATION
BUSINESS UNIT # 860
WORK ORDER #: 2043

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. Involvement in our programs raises awareness and encourages use of community resources. These factors all contribute to prevention of smaller family problems becoming big ones.

CHANGES IN BUDGET

The RDFS application is similar to 2004.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

No reported significant changes to the level of service.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

RDFS has reported a significant budget issue as increasing audit costs. In 2004, their audit costs doubled from \$4,000 to \$8,000 even with a \$1,500 reduction in the actual bill. This trend seems to be continuing for them and they will face another increase in 2005.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$277,267	\$279,041	\$279,041	0.0%
	SUB-TOTAL	\$277,267	\$279,041	\$279,041	0.0%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$277,267	\$279,041	\$279,041	0.0%
REVENUE		\$0	(\$227,139)	(\$227,139)	0.0%
NET TAX LEVY		\$277,267	\$51,902	\$51,902	
	Percent Change		-81.3%	0.0%	
EQUIVALENT FULL TIME POSITION				15 FT + 80 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: CENTRAL ALBERTA REFUGEE EFFORT (C.A.R.E.) COMMITTEE
PROJECT: IMMIGRANT FAMILY PROGRAM
BUSINESS UNIT # 860
WORK ORDER #: 62453

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.

THE IMMIGRANT FAMILY PROGRAM endeavors:

To empower clients to become self-sufficient;
 To offer community based service;
 To appreciate diversity and cultural differences;
 To serve everyone with fairness and equity, flexibility and patience;
 To respect the individual and their right to make their own choices;
 To assure clients of confidentiality and dignity;
 To respect staff and volunteers;

To support and assist newcomer immigrant/refugee families to integrate socially, economically, and culturally (life skills) into mainstream Canadian society.

CHANGES IN BUDGET

There are no significant budget changes.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There is no significant changes to the level of service.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant reported budget issues in the next two years.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$53,663	\$56,169	\$56,169	0.0%
	SUB-TOTAL	\$53,663	\$56,169	\$56,169	0.0%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$53,663	\$56,169	\$56,169	0.0%
REVENUE		\$0	(\$45,722)	(\$45,722)	0.0%
NET TAX LEVY		\$53,663	\$10,447	\$10,447	
	Percent Change		-80.5%	0.0%	
EQUIVALENT FULL TIME POSITION				5 FT + 11 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: CRISIS CENTRE S.A.V.E.S.
PROJECT: EDUCATION/GROUPS AND ADMINISTRATION
BUSINESS UNIT # 860
WORK ORDER #: 62455

MISSION STATEMENT

The Crisis Centre will provide education and awareness to the community about sexual assault and will provide immediate intervention, support and referral to those persons whose lives have been affected by sexual assault and other crises.

Our role also includes providing support, information and referral via our expanded 24 hour Help/Distress Line to any and all persons who are experiencing emotional distress

The area served by the Crisis Centre extends north to Leduc, south to Airdrie, west to Nordegg and east to the Saskatchewan border.

The Crisis Centre is a voluntary non-profit organization serving the Central Alberta region under the direction of a community-based Board of Directors.

EDUCATION: The primary focus of this program is to provide information, education and support, all of a preventative nature. The Education Coordinator provides presentations on a request/response basis and develops these to the needs of the caller. 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.

ADMINISTRATION: This program provides administrative support to the business office of the Crisis Centre by funding an administrative assistant and paying one-third of the Executive Director's salary.

CHANGES IN BUDGET

There are no significant changes to budget.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are not significant changes to the level of service.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no reported significant budget issues for the next two years.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$114,880	\$115,643	\$115,644	0.0%
	SUB-TOTAL	\$114,880	\$115,643	\$115,644	0.0%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$114,880	\$115,643	\$115,644	0.0%
REVENUE		\$0	(\$94,133)	(\$94,134)	0.0%
NET TAX LEVY		\$114,880	\$21,510	\$21,510	
	Percent Change		-81.3%	0.0%	
EQUIVALENT FULL TIME POSITION				5 FT + 1 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: CENTRAL ALBERTA WOMEN OUTREACH SOCIETY
PROJECT: COOPERATIVE KITCHEN PROGRAM
BUSINESS UNIT # 860
WORK ORDER #: 62456

Helping women who have chosen to pursue a safer, healthier and more secure life for themselves and their families.

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 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.

CHANGES IN BUDGET

No significant changes in budget in 2004.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

CAWOS has had some challenges in 2004 retaining staff in the Cooperative Kitchens program. Due to this, the program has not been operational in the rural communities for the past number of months. Despite this there has been staff time and expenses set to get the rural program operational and there has been interest from other communities to offer the program: Bowden, Delburne and Innisfail. CAWOS is confident that the program will run in the September.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

CAWOS has indirectly mentioned the challenges they are facing with attracting staff to this program given the current salary range.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$15,600	\$15,800	\$15,800	0.0%
	SUB-TOTAL	\$15,600	\$15,800	\$15,800	0.0%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$15,600	\$15,800	\$15,800	0.0%
REVENUE		\$0	(\$12,861)	(\$12,861)	0.0%
NET TAX LEVY		\$15,600	\$2,939	\$2,939	
	Percent Change		-81.2%	0.0%	
EQUIVALENT FULL TIME POSITION				4 FT + 8 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: CENTRAL ALBERTA WOMEN OUTREACH SOCIETY
PROJECT: RURAL COOPERATIVE KITCHEN
BUSINESS UNIT # 860
WORK ORDER #: 62457

Helping women who have chosen to pursue a safer, healthier and more secure life for themselves and their families.

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 and/or Innisfail.

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. Finally, this program is an effective means of outreach to insure that participants are aware of other community resources to meet their basic needs.

CHANGES IN BUDGET

No significant changes.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Rural program has not been operational for part of 2004 due to staffing challenges. Program is set to run in September again and there is interest from Bowden, Delburne and Innisfail to operate the program.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Over the next two years, it sounds like competitive salaries may be an issue for this program. No requests have been made at this time to address this matter.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$4,147	\$7,700	\$7,700	0.0%
	SUB-TOTAL	\$4,147	\$7,700	\$7,700	0.0%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$4,147	\$7,700	\$7,700	0.0%
REVENUE		\$0	(\$7,700)	(\$7,700)	0.0%
NET TAX LEVY		\$4,147	\$0	\$0	
	Percent Change		-100.0%	0.0%	
EQUIVALENT FULL TIME POSITION				4 FT + 8 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: CANADIAN MENTAL HEALTH ASSOCIATION
PROJECT: BEREAVEMENT PROGRAM
BUSINESS UNIT # 860
WORK ORDER #: 62461

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. Programs are available on a broad community outreach basis extending beyond those with mental illness.

The agency focuses on the following three areas: a) Education and support; b) Advocacy, and c) Community Outreach Services.

The agency is governed by a Board of Directors and is supported by approximately 200 volunteers who contribute between 16,000 - 20,000 hours annually. In total the team of Outreach Workers totals 5.5 FTE. Of this number, 3.5 FTE are employed through Canadian Mental Health. The remaining 2 FTE are employed by the Native Friendship Centre and Central Alberta Women's Emergency Shelter. Collectively, these staff coordinate and work together to provide a more comprehensive approach to outreach services while providing support to agencies /areas like Central Alberta Aids Network, Rotary Park, Riverside Meadows, transitional housing clients, etc.

The purpose of the Bereavement Program is to prevent the occurrence of significant problems for individuals or families who have experienced a loss of a loved one through death. In addition, the program will deliver educational and support programs to the general public, schools, groups and organizations.

The demand for bereavement education is demonstrated by the number of referrals received and the continued growth of the program. There are no other organizations in Central Alberta that provide Bereavement Support Services.

CHANGES IN BUDGET

The FCSS Request has increased by 16% due to a reduction in fundraising.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no significant changes to the level of service.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

CMHA has reported that they recently purchased and renovated a office / building. Extra expenses for these costs may be reflected in their programs.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$47,990	\$45,990	\$45,990	0.0%
	SUB-TOTAL	\$47,990	\$45,990	\$45,990	0.0%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$47,990	\$45,990	\$45,990	0.0%
REVENUE		\$0	(\$37,436)	(\$37,436)	0.0%
NET TAX LEVY		\$47,990	\$8,554	\$8,554	
	Percent Change		-82.2%	0.0%	
EQUIVALENT FULL TIME POSITION				11 FT + 3 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: CANADIAN MENTAL HEALTH ASSOCIATION
PROJECT: EDUCATION PROGRAM
BUSINESS UNIT # 860
WORK ORDER #: 62474

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. Programs are available on a broad community outreach basis extending beyond those with mental illness.

The agency focuses on the following three areas: a) Education and support; b) Advocacy, and c) Community Outreach Services.

The agency is governed by a Board of Directors and is supported by approximately 200 volunteers who contribute between 16,000 - 20,000 hours annually. In total the team of Outreach Workers totals 5.5 FTE. Of this number, 3.5 FTE are employed through Canadian Mental Health. The remaining 2 FTE are employed by the Native Friendship Centre and Central Alberta Women's Emergency Shelter. Collectively, these staff coordinate and work together to provide a more comprehensive approach to outreach services while providing support to agencies /areas like Central Alberta Aids Network, Rotary Park, Riverside Meadows, transitional housing clients, etc.

The purpose of the Education Program is to provide 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.

Statistics in Canada reveal that one in five people will be treated for a mental health related illness at least once in his or her lifetime. The significant numbers of people with illness, coupled with a complex mental health system, supports the need for ongoing education. It is also critical to address the stigma associated with mental illness to remove barriers for housing, employment and full community participation. There are no other organizations that focus primarily on mental health education.

CHANGES IN BUDGET

There are no significant budget issues.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no reported significant service changes.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are reported budget issues.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$32,764	\$32,764	\$32,764	0.0%
	SUB-TOTAL	\$32,764	\$32,764	\$32,764	0.0%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$32,764	\$32,764	\$32,764	0.0%
REVENUE		\$0	(\$26,670)	(\$26,670)	0.0%
NET TAX LEVY		\$32,764	\$6,094	\$6,094	
	Percent Change		-81.4%	0.0%	
EQUIVALENT FULL TIME POSITION				11 FT + 3 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: CANADIAN MENTAL HEALTH ASSOCIATION
PROJECT: COMMUNITY OUTREACH SERVICES
BUSINESS UNIT # 860
WORK ORDER #: 62475

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. Programs are available on a broad community outreach basis extending beyond those with mental illness.

The agency focuses on the following three areas: a) Education and support; b) Advocacy, and c) Community Outreach Services.

The agency is governed by a Board of Directors and is supported by approximately 200 volunteers who contribute between 16,000 - 20,000 hours annually. In total the team of Outreach Workers totals 5.5 FTE. Of this number, 3.5 FTE are employed through Canadian Mental Health. The remaining 2 FTE are employed by the Native Friendship Centre and Central Alberta Women's Emergency Shelter. Collectively, these staff coordinate and work together to provide a more comprehensive approach to outreach services while providing support to agencies /areas like Central Alberta Aids Network, Rotary Park, Riverside Meadows, transitional housing clients, etc.

The purpose of the Community Outreach Service Program is: 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. Coordination of housing related financial assistance.

CHANGES IN BUDGET

No significant budget changes from 2004 to 2005.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no significant changes to level of service.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues identified.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$39,500	\$81,500	\$81,500	0.0%
	SUB-TOTAL	\$39,500	\$81,500	\$81,500	0.0%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$39,500	\$81,500	\$81,500	0.0%
REVENUE		\$0	(\$66,341)	(\$66,341)	0.0%
NET TAX LEVY		\$39,500	\$15,159	\$15,159	
	Percent Change		-61.6%	0.0%	
EQUIVALENT FULL TIME POSITION				11 FT + 3 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: LOAN CIRCLE SOCIETY OF CENTRAL ALBERTA
PROJECT: LOAN CIRCLE
BUSINESS UNIT # 860
WORK ORDER #: 62476

The Loan Circle Society of Central Alberta's (trade name: Community Capital) goals are to increase individual and community capacity. Our philosophy is "helping people who are ready and willing to move forward in their lives with a hand up not a hand out". Our approaches include providing: 1. Personal Financial Education/Management and Training. 2. Practical application of fiscal education through micro loans to supplement micro-enterprise endeavors. 3. Information and community referrals as a default service. Community Capital exists to break the cycle of individual and family poverty through any or all of the following: character based micro-enterprise development loans, personal financial education/management & training and self-employment guidance, building and using community resources and networks.

Our focus 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 financial stability in order to move out of the cycle of poverty. Our approach includes education with a practical application in a friendly, non-judgmental and safe environment in order to assist 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/Coaching service is to provide appropriate and timely information and short term coaching to the public when they are seeking assistance with their financial problems. Many people call the Loan Circle because of the name and the assumption that it is similar to a cash advance outlet. This provides staff an opportunity to offer referrals, support and education to people who might otherwise not receive it. The Financial Management delivery requires stability in staffing in order to consistently deliver money management training in a variety of formats. We assist people in understanding budgeting and sometimes provide small loans to help in the development of a supplemental income (micro enterprise loans). Most people who contact us are either in financial crisis or experiencing other critical situations typical of those with low incomes or struggling with managing their spending.

Our target group consists of individuals and families with lower incomes in Red Deer and the surrounding area. Our areas of service focus on preventative education and support for families and individuals at risk and in a financial crisis. Primarily, we serve the City of Red Deer but also assist our surrounding communities. The Loan Circle regularly offers information and services to outlying towns to assist them in their programming. Our desire is to share information with the outlying areas and train trainers who can reach more people.

CHANGES IN BUDGET

The Loan Circle has experienced slight decreases in both expenses and revenue in 2005. They have lost the operational support of a private foundation in the past year. They plan to fundraise \$54,000 in 2005.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

None reported.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Loss of support from a private foundation may impact services depending on the degree of success around alternate fundraising.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$35,000	\$35,000	\$35,000	0.0%
	SUB-TOTAL	\$35,000	\$35,000	\$35,000	0.0%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$35,000	\$35,000	\$35,000	0.0%
REVENUE		\$0	(\$28,490)	(\$28,490)	0.0%
NET TAX LEVY		\$35,000	\$6,510	\$6,510	
	Percent Change		-81.4%	0.0%	
EQUIVALENT FULL TIME POSITION				0 FT + 5 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: CHINOOK'S EDGE SCHOOL DIVISION NO 73
PROJECT: FAMILY SCHOOL WELLNESS PROGRAM
BUSINESS UNIT # 861
WORK ORDER #: 60777

Chinook's Edge School Division No. 73 was formed in 1995 under the Alberta School Act. Mission: To provide students with the opportunity to obtain the academic, personal, and teamwork skills necessary for life-long learning. Mandate: To ensure that the students of Chinook's Edge School Division No. 73 receive education consistent with the Board of Education and Alberta Learning policies.

The Family School Wellness Program is a partnership between Chinook's Edge School Division No. 73, the Student Health Initiative Partnership, Region 4 Central Alberta Child and Family Services Authority, and Red Deer and District Family and Community Support Services, Mountain View County, and the Towns of Cremona, Carstairs, Didsbury, Innisfail, Olds, and Sylvan Lake, and Sundre. The Family School Wellness Program addresses the needs and supports for families and children (0-18 years of age). It coordinates, strengthens and enhances services within each community. Families, youth and children are referred by community agencies, the schools and voluntary requests.

The Family School Wellness Program is a prevention, early intervention service available to all families and children experiencing difficulties. Difficulties can include but are not limited to children experiencing difficulty in relationships (peer, family, authority, community), low self-esteem, inappropriate behaviours, substance abuse, depression or suicidal behaviours, lack of academic motivation, chronic illness issues, financial stresses, and separation or divorce.

CHANGES IN BUDGET

In June 2004, Chinook's Edge was granted an additional \$15,000 annually in on-going FCSS funding.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

The annual increase will replace some funding lost by reduced granting from the Red Deer Community Foundation and it will provide additional support to the communities of Delburne, Elnora and Penhold by increasing their current staffing levels by 0.4 FTE's.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

No significant budget issues reported at this time.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$38,556	\$61,065	\$68,565	12.3%
	SUB-TOTAL	\$38,556	\$61,065	\$68,565	12.3%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$38,556	\$61,065	\$68,565	12.3%
REVENUE		\$0	(\$61,065)	(\$68,565)	12.3%
NET TAX LEVY		\$38,556	\$0	\$0	
	Percent Change		-100.0%	0.0%	
EQUIVALENT FULL TIME POSITION				800 FT + 5E PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: BIG BROTHERS AND BIG SISTERS OF INNISFAIL
PROJECT: IN-SCHOOL OUTREACH WORKER - PENHOLD
BUSINESS UNIT # 861
WORK ORDER #: 62477

Through mentoring, we enrich the lives of children and families in need.

The program creates positive relationships between reliable adult volunteers and children in need of additional attention and role models. 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 access 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.

The beliefs/values/philosophy which are the foundation for this program include:

- a) Mentoring - Mentors can help to foster a child's innate resilience
- b) Child Safety - Volunteer screening and training of children/parents/mentors can increase the level of safety for a child in the program
- c) Reliability - A match is successful when a child can count on the volunteer to keep promises.
- d) Respect - Respect is a key attitude in maintaining a positive environment for everyone involved with this organization

These special friendships and the continuity of the relationship with one adult nurture, support and inspire children. A mentor provides acceptance, a sympathetic ear, and exposure to new ideas. The relationship with a mentor can foster and increase the level of resilience, and build self-esteem.

CHANGES IN BUDGET

There are no significant changes in 2005 budget over 2004.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no anticipated changes in the level of service in 2005.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues anticipated.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$21,000	\$21,000	\$21,000	0.0%
	SUB-TOTAL	\$21,000	\$21,000	\$21,000	0.0%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$21,000	\$21,000	\$21,000	0.0%
REVENUE		\$0	(\$21,000)	(\$21,000)	0.0%
NET TAX LEVY		\$21,000	\$0	\$0	
	Percent Change		-100.0%	0.0%	
EQUIVALENT FULL TIME POSITION				1 FT + 5 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: CENTRAL ALBERTA REFUGEE EFFORT (C.A.R.E.) COMMITTEE
PROJECT: IMMIGRANT YOUTH PROGRAM
BUSINESS UNIT # 861
WORK ORDER #: 62478

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.

The IMMIGRANT YOUTH Program is to assist 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.

Education and raising awareness of youth/children in various settings, especially in schools; through workshops and presentations on topics such as immigrant and refugee experiences, multiculturalism, knowledge of other cultures, human rights, anti-racism and anti-bullying; and themes such as acceptance, equality, social justice, in reference to cross cultural aspects

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 such skills as: anti-bullying, discipline vs. abuse, social skills, peer mediation, and peaceful resolution to issues surrounding racial tension.

The successful integration of the immigrant and refugee youth, which also depends on the reception and acceptance by the Host community. Opportunity for the youth in our schools to learn about other cultures and to increase their awareness, empathy and understanding.

CHANGES IN BUDGET

In June 2004, CARE was approved for \$7,476 in additional ongoing FCSS funding to increase hours for their Program Coordinator. In 2005, that additional amount will increase to a total of \$12,827 for the year.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Increase in hours for Program Coordinator.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

No significant budget issues have been identified.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$9,775	\$17,380	\$22,920	31.9%
	SUB-TOTAL	\$9,775	\$17,380	\$22,920	31.9%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$9,775	\$17,380	\$22,920	31.9%
REVENUE		\$0	(\$14,147)	(\$18,657)	31.9%
NET TAX LEVY		\$9,775	\$3,233	\$4,263	
	Percent Change		-66.9%	31.9%	
EQUIVALENT FULL TIME POSITION				5 FT + 11 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: CENTRAL ALBERTA WOMEN'S EMERGENCY SHELTER
PROJECT: CHILD SUPPORT PROGRAM
BUSINESS UNIT # 861
WORK ORDER #: 62479

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
- * women in crisis with or without children

All children have the right to live lives free from violence

All children have the right to be protected from harm

All children have the right to be safe and secure

All children have the right to be loved, valued and deemed worthy

- * 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

In June 2004, CAWES received approval for an additional \$26,400 in on-going FCSS funding for 2005.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Based on this increased funding, additional staffing time would be made available to care for children staying at the shelter, thereby allowing adult clients some much needed time to tend to their own situation.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

CAWES has identified staff wage increases are starting to be a concern.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$19,970	\$33,170	\$46,370	39.8%
	SUB-TOTAL	\$19,970	\$33,170	\$46,370	39.8%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$19,970	\$33,170	\$46,370	39.8%
REVENUE		\$0	(\$27,000)	(\$37,745)	39.8%
NET TAX LEVY		\$19,970	\$6,170	\$8,625	
	Percent Change		-69.1%	39.8%	
EQUIVALENT FULL TIME POSITION				14 FT + 8 PT	

THE CITY OF RED DEER. 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: RED DEER PUBLIC SCHOOLS
PROJECT: BRIGHT BEGINNINGS
BUSINESS UNIT # 861
WORK ORDER #: 62483

Programs for school aged students are governed by the Alberta School Act and monitored by the Red Deer Public School District. They include preschool and pre-kindergarten programs. The mandate is to provide new opportunities to support quality learning experiences that are developmentally appropriate for children. As well, the intent is to facilitate positive relationships with parents in a supportive manner. In so doing we will establish a connection to various community agencies and professionals who will assist in identifying those families and children who would most benefit. An integral component of the pre-kindergarten programs will be partnerships with Infant PreSchool Wellness and Red Deer College Educational Assistant Training Program.

Early childhood experiences provide the foundation upon which the child builds socially, emotionally and intellectually. Research has shown that quality preschool programs for children in challenging situations can have positive long term effects on their future. All children deserve the opportunity to develop to their fullest potential, not all children are in circumstances where this is possible. Because many of the children in the Fairview School area are from challenging situations, the school became interested in offering families the opportunity to enhance their children's early learning experiences so that they might have a comparable experience to their peers. Bright Beginnings Preschool was developed to assist families from Red Deer who need this service.

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

There are no reported changes in budget.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There is no anticipated change in the level of service, however, RDPDS may move this program to Grandview and Normandeau in 2005. The same number of children would still be involved in the program.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

No significant budget issues have been identified.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$18,140	\$18,523	\$18,523	0.0%
	SUB-TOTAL	\$18,140	\$18,523	\$18,523	0.0%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$18,140	\$18,523	\$18,523	0.0%
REVENUE		\$0	(\$15,078)	(\$15,078)	0.0%
NET TAX LEVY		\$18,140	\$3,445	\$3,445	
	Percent Change		-81.0%	0.0%	
EQUIVALENT FULL TIME POSITION				50 FT + 5 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: FAMILY SCHOOL WELLNESS PROGRAM
PROJECT: FAMILY WELLNESS WORKER
BUSINESS UNIT # 861
WORK ORDER #: 62484

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.

Children and their families can be strong.

Children and their families should have the opportunity to access a Family Wellness Worker, when needed, so that the family can reach their full potential.

When children and their families have access to a Family Wellness Worker it can minimize the number of children and families requiring mandated services.

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 FSWW budget looks different in 2005. This is due in part to the change in Executive Directors and methods of requesting program funds. There is no significant budget changes despite the obvious comparatives.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There is no significant change in level of service for 2005.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

At their regular meetings, the FSW Board has expressed concern over staff salary increments. No other significant budget concerns have been expressed.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$26,188	\$26,200	\$26,200	0.0%
	SUB-TOTAL	\$26,188	\$26,200	\$26,200	0.0%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$26,188	\$26,200	\$26,200	0.0%
REVENUE		\$0	(\$21,327)	(\$21,327)	0.0%
NET TAX LEVY		\$26,188	\$4,873	\$4,873	
	Percent Change		-81.4%	0.0%	
EQUIVALENT FULL TIME POSITION				6 FT + 2 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: RED DEER FAMILY SERVICES
PROJECT: INFANT PRESCHOOL WELLNESS PROGRAM
BUSINESS UNIT # 861
WORK ORDER #: 62485

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 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 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 pregnant teens, teen parents, and families identified as being at risk.

An Outreach Worker will provide home visits to families with children ranging from birth to six years of age; these families will be identified as being at risk. An Outreach Worker will work with families to: 1. Identify their concerns and needs and, by building on their strengths, assist them to take action. 2. Support families to take positive action by providing practical assistance, modeling effective problem-solving, and advocating for them when appropriate. 3. Provide information/ideas, new perspectives, and effective parenting approaches. 4. Refer parents to other community services, coordinating services as necessary and maintaining ongoing follow-up. A facilitator will: 1. Co-facilitate and help manage the group component of the IPWP programming; specifically, the drop-in parenting programs targeted to infants, preschoolers, and their families with one or more risk factors and Baby Talk, a group that is more specific to the teen parent population. Co-facilitate with a Public Health Nurse, a prenatal class for teens and young women. 2. Offer a peer-facilitation training component. The position would work with specific participants in the group on the skills of being a co-facilitator and serve as a mentor to these peer-facilitators. 3. Co-facilitate a new group program based on the Active Parenting curriculum. This would be a four to six-week parenting program, requiring registration and commitment from the participants.

CHANGES IN BUDGET

In 2004, RDPS applied for an additional \$23,300 for increased staff hours for the Infant Preschool Wellness Program. This funding was not granted.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no changes in the level of service for 2005.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

RDPS reports an increase in both audit costs and travel costs for this program. Their 2005 application does not request funds to address this matter, but they have made us aware of the issue.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$76,040	\$76,040	\$76,040	0.0%
	SUB-TOTAL	\$76,040	\$76,040	\$76,040	0.0%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$76,040	\$76,040	\$76,040	0.0%
REVENUE		\$0	(\$61,897)	(\$61,897)	0.0%
NET TAX LEVY		\$76,040	\$14,143	\$14,143	
	Percent Change		-81.4%	0.0%	
EQUIVALENT FULL TIME POSITION				15 FT + 80 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: PARKLAND YOUTH HOMES SOCIETY
PROJECT: WALK-IN COUNSELING CLINIC
BUSINESS UNIT # 861
WORK ORDER #: 62486

MISSION: "Through positive intention and therapeutic intervention Parkland Youth Homes assists children and families experience enhanced possibilities in their lives.

We abide by the standards encompassed within the Certification per the AASCF.

While being guided by the mission of the agency, this program accepts community members on a first come basis to assist with imminent concerns and crisis as presented. No fees are charged and the agreement is for a brief, one - time solution - focussed service that harnesses the power of a clinical reflecting team. Clients are informed as the qualifications of the therapists and when they involve students they are asked for their permission regarding their involvement. Whenever possible complimentary community resources are discussed with the client should a more long term support be required. In some limited cases these may be offered through a focused counseling service by Parkland on a sliding fee scale basis.

This program is built on a partnership that exchanges high quality practice supervision for qualified direct service by professional volunteers and students. In the end our community benefits from a high quality service to both practitioners and clients alike.

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 schedule 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

In 2004, Parkland Youth Homes was approved for an additional annual grant of \$27,371. This number will be reflected in the 2005 budget.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

The increased funding translated into additional hours of operation for the Walk In Counselling Clinic. The clinic hours will change from 2 evenings per week to 3 days per week.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues anticipated.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$20,000	\$33,686	\$47,371	40.6%
	SUB-TOTAL	\$20,000	\$33,686	\$47,371	40.6%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$20,000	\$33,686	\$47,371	40.6%
REVENUE		\$0	(\$27,420)	(\$38,560)	40.6%
NET TAX LEVY		\$20,000	\$6,266	\$8,811	
	Percent Change		-68.7%	40.6%	
EQUIVALENT FULL TIME POSITION				25 FT + 20 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: BOWDEN PLAY AND LEARN SOCIETY
PROJECT: BOWDEN PLAY AND LEARN
BUSINESS UNIT # 861
WORK ORDER #: 62489

Offer organized and educational play for children 3 and 4 years old.

The community of Bowden has a small population but draws from a large surrounding rural area. Our program typically serves 15-20 families of preschoolers in the area. Bowden Play and Learn offers a preschool program for children ages 3 and 4.

Parents of children in a rural community need to be offered opportunities for early education and social interaction with others in the community.

The program provides social interaction in a structured environment to prepare children for later educational experiences.

Our program has one employee as teacher, and the rest of the program is operated by Parent volunteers.

CHANGES IN BUDGET

In 2004, Bowden Play and Learn Society was granted an additional \$850 of on-going funding. In 2005, this figure was set to increase to \$930.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

The increase in funding allowed the Playschool to relocate to another more suitable facility that will also accommodate other community programs and services.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$1,321	\$5,175	\$5,245	1.4%
	SUB-TOTAL	\$1,321	\$5,175	\$5,245	1.4%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$1,321	\$5,175	\$5,245	1.4%
REVENUE		\$0	(\$5,175)	(\$5,245)	1.4%
NET TAX LEVY		\$1,321	\$0	\$0	
	Percent Change		-100.0%	0.0%	
EQUIVALENT FULL TIME POSITION				0 FT + 1 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: DELBURNE PLAYSCHOOL SOCIETY
PROJECT: DELBURNE PLAYSCHOOL
BUSINESS UNIT # 861
WORK ORDER #: 62490

Offer organized and educational play environment for children 3 to 4 years old.

We operate a Playschool Program for 3 and 4 year olds in Delburne.

Provide opportunities for social interaction and learning for children 3 to 4 years old in the Delburne area before they begin kindergarten.

CHANGES IN BUDGET

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 Board has not indicated any issues of significance over the next two years.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$1,652	\$2,620	\$2,620	0.0%
	SUB-TOTAL	\$1,652	\$2,620	\$2,620	0.0%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$1,652	\$2,620	\$2,620	0.0%
REVENUE		\$0	(\$2,620)	(\$2,620)	0.0%
NET TAX LEVY		\$1,652	\$0	\$0	
	Percent Change		-100.0%	0.0%	
EQUIVALENT FULL TIME POSITION				0 FT + 1 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: ELNORA PLAYSCHOOL
PROJECT: ELNORA PLAYSCHOOL
BUSINESS UNIT # 861
WORK ORDER #: 62491

The Elnora Playschool wishes to provide a safe and learning atmosphere for the children who attend our school. Learn to do by doing! This line is how we feel works best to better our community program for the preschool age children.

Our community needs this program to help to encourage our preschool children to begin general activities with other children and to learn basic skills that will be needed by the children. Our program is designed for the children to learn to do as doing by hands on activities. Learn to do by doing: This supports our goal of having children learn a new skill that they can be proud of.

We hope to promote our program to encourage other children to take part.

CHANGES IN BUDGET

There are no budget changes.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There is no significant change in the level of service.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There is no reported significant budget issue in the next two budget years.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$1,402	\$1,890	\$1,890	0.0%
	SUB-TOTAL	\$1,402	\$1,890	\$1,890	0.0%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$1,402	\$1,890	\$1,890	0.0%
REVENUE		\$0	(\$1,890)	(\$1,890)	0.0%
NET TAX LEVY		\$1,402	\$0	\$0	
	Percent Change		-100.0%	0.0%	
EQUIVALENT FULL TIME POSITION				0 FT + 1 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: RED DEER CHILD CARE SOCIETY
PROJECT: SCHOOL AGE CHILD CARE
BUSINESS UNIT # 861
WORK ORDER #: 62492

MISSION/MANDATE:
 Red Deer Child Care's mission is to meet your child's developmental needs through stimulating, quality programs.

The Red Deer Child Care Society School Age program provides care for children to allow their parents to go to work or school before school starts and after school until their parents return from work or school. We 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.

We believe that all children regardless of race, gender, family background or ability levels deserve equal opportunity to receive quality, nurturing before and after school care.

We 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.

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 is used to subsidize low income families.

CHANGES IN BUDGET

Due to a change in accounting procedure, RDCCS has changed some reporting. Rather than break-out separate administrative costs as in the past, this year these costs are totalled and a percentage is allocated to each program (80% to the School Age Child Care Program). In addition, there is increased staffing costs (\$59,444 associated with change in the on-site ratio of adults to children). As well, janitorial and school costs have experienced slight increases. Insurance costs increased by \$3,600. With all of these changes, RDCCS may implement an increase in parent fees as follows: Morning Care: from \$110 to \$121. Afternoon care: from \$160 to \$176 and Full time care: from \$235 to \$259.

Please note: 2004 cost share is presented as City 19.6% match and County 0.4% match. 2005 figures follow that same cost share formula.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no significant change in level of service with the exception of lower adult / child ratios.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

All budget issues are outlined above.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$186,310	\$178,512	\$178,749	0.1%
	SUB-TOTAL	\$186,310	\$178,512	\$178,749	0.1%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$186,310	\$178,512	\$178,749	0.1%
REVENUE		(\$158,364)	(\$143,524)	(\$143,714)	0.1%
NET TAX LEVY		\$27,947	\$34,988	\$35,035	
	Percent Change		25.2%	0.1%	
EQUIVALENT FULL TIME POSITION				13 FT + 44 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: YOUTH AND VOLUNTEER CENTRE
PROJECT: 49TH STREET YOUTH SHELTER
BUSINESS UNIT # 861
WORK ORDER #: 62493

YVC's mission statement states that "with the support of volunteers and community, (it will) 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 Youth and Volunteer Centre 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.

We value: Unconditional trust, respect, acceptance and belonging. Empowering individuals. The worth and dignity of every individual. Equality. Individual differences. Non-judgemental environment. Fostering positive character through volunteerism. Learning by doing with purpose. Working as a dedicated team. The 49th Street Youth Shelter will provide a safe haven for youth who are in temporary need of housing. As we provide this service we will endeavor to reflect our values.

- Need is due to familial breakdown primarily due to 'in home' violence, lack of positive role models, minimal parenting skills, lack of relational and communication skills, substance abuse, poverty, homelessness, lack of funds or knowledge to access supportive resources;
- Need is for counseling and support to families at time of crisis; for in home support to reunify family and/or prevent initial or future breakdown; to link families to existing programs; to offer follow up support as required on an Outreach basis; to assist designated youth to acquire the skills to live independently in the community;
- There is a significant rate of users from single parent families;
- It is the only youth shelter on a drop in basis; the next closest "Youth Shelter" is Edmonton or Calgary. The shelter as well as the crisis line is operational 24 hours, 365 days per year.
- 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 provide a placement for youth with Child Welfare Status to "stabilize" prior to following through with more permanent plans for residency.
- 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 support through a part time Supported Independent Living (SIL) Worker.
- To assist families in reunification, where possible, by utilizing a part time Outreach Family Support Worker to work with the youth and family in their home as well as assisting in the transition of youth from the shelter back into the home.

CHANGES IN BUDGET

There is no significant change to the budget from 2004.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There is no significant change in the level of service.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

No significant issues in budget is reported for the next two years.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$14,900	\$21,627	\$21,627	0.0%
	SUB-TOTAL	\$14,900	\$21,627	\$21,627	0.0%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$14,900	\$21,627	\$21,627	0.0%
REVENUE		\$0	(\$17,604)	(\$17,604)	0.0%
NET TAX LEVY		\$14,900	\$4,023	\$4,023	
	Percent Change		-73.0%	0.0%	
EQUIVALENT FULL TIME POSITION				8 FT + 2 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: YOUTH AND VOLUNTEER CENTRE
PROJECT: BIG BROTHERS & BIG SISTERS OF RED DEER & DISTRICT
BUSINESS UNIT # 861
WORK ORDER #: 62494

YVC's mission statement states that "with the support of volunteers and community, (it will) 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 Youth and Volunteer Centre 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.

Big Brothers Big Sisters of Canada (BBBSC) is the leading child and youth serving organization providing mentoring programs across the country. Providing support to more than 300 Canadian communities, 181 local agencies offer the service that the organization was founded on one-to-one matching. Men and women (age 18 or older) give of their time to become a mentor to a youngster who can greatly benefit from having an adult role model to look up to.

Vision
 Every child in Canada who needs a mentor has a mentor.

Mission
 We Commit to Canada's young people that we will be leaders in providing them with the highest quality, volunteer based mentoring programs

The impact made by our volunteers is truly overwhelming. Children who have been in our program see real, positive change. Our "Littles" go on to graduate from high school at a rate of 20% higher than the national average. 78% of "Littles" who came from a social assistance background no longer rely on this form of income and a disproportionately high number of former Littles" graduate from college or university compared to others in their age group (Project Impact, Social Planning Council of Hamilton and District, Hamilton, 1994). Over 55 children are matched with adults through traditional, In School Mentoring and Family Connections program Matches that BBBS of Red Deer offers. Another 50 children are waiting for Mentors to become part of their lives. Our goal and challenge is find caring adult volunteers for each and every one of these children.

Our purpose is to provide positive role models and support to children and families, by facilitating one-to-one friendships to children/families with adult volunteers. Our service delivery emphasis is to provide Mentoring opportunities for children and/or families at risk or in more need of support(s) in the Red Deer area.

CHANGES IN BUDGET

BBBS of Red Deer received an additional \$11,000 of on-going funding in 2004. This amount is included in both the 2004 and 2005 figures below.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

The new additional funding allowed BBBS to offer an In School Mentoring Coordinator at 0.75 FTE. The position was funded to this level in the past through the Wild Rose Foundation and that funding was exhausted. The position was in jeopardy. Therefore, there is no anticipated change in the level of service.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

No other significant issues have been identified although the Youth and Volunteer Centre continues to face escalating liability insurance premiums despite their lack of claims. In a July 23rd e-mail, David Murphy indicated that YVC is now facing \$50,000 per year in insurance premiums.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$66,389	\$99,299	\$99,299	0.0%
	SUB-TOTAL	\$66,389	\$99,299	\$99,299	0.0%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$66,389	\$99,299	\$99,299	0.0%
REVENUE		(\$54,041)	(\$80,829)	(\$80,829)	0.0%
NET TAX LEVY		\$12,348	\$18,470	\$18,470	
	Percent Change		49.6%	0.0%	
EQUIVALENT FULL TIME POSITION				8 FT + 2 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: YOUTH AND VOLUNTEER CENTRE
PROJECT: BOYS AND GIRLS CLUB OF RED DEER AND DISTRICT
BUSINESS UNIT # 861
WORK ORDER #: 62495

YVC's mission statement states that "with the support of volunteers and community, (it will) 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 Youth and Volunteer Centre 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.

There are fourteen core values of the National Boys and Girls Clubs of Canada:

- 1) We Acknowledge a Sense of Self-Worth is Fundamental to Individual Dignity
- 2) We Care About Children and Youth
- 3) We Understand Children and Youth Need to be Heard
- 4) We Believe a Sense of Belonging is Essential to Healthy Growth
- 5) We Foster Cultural Understanding and Acceptance
- 6) We Assist Youth to Attain Their Potential
- 7) We Value Learning as a Lifelong Goal
- 8) We Understand and Respond to Youth's Sense of Adventure
- 9) We Acknowledge the Importance of the Family
- 10) We Acknowledge the Importance of Appropriate Role Models
- 11) We are Committed to Voluntarism
- 12) We Value and Practice Cooperative Approaches
- 13) We Seek Neighborhood and Community Solutions
- 14) We Acknowledge our Role as Advocates for Children and Families

The Club believes very strongly that positive role models and a healthy level of self-esteem are the two primary factors in forming the foundation for the healthy emotional development of children and youth.

CHANGES IN BUDGET

In 2004, the Boys and Girls Club of Red Deer was approved for an additional \$14,200.00 in on-going FCSS funding to operate the North Hill After-School Program. This amount will be reflected in the 2005 budget. The 2004 budget includes this \$14,200 increase.

Additional changes include:

- 1) a reduction in personnel expenses (through re-assignment of some administrative costs); and
- 2) a reduction in revenue.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There will be no significant change to the level of service at the North Hill Club as the increase in funding from FCSS offsets a funding reduction from the major sponsor, Royal Bank Financial Group. The increased FCSS funding should keep the program operating as before.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no know significant changes in budget.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$96,471	\$111,381	\$111,381	0.0%
	SUB-TOTAL	\$96,471	\$111,381	\$111,381	0.0%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$96,471	\$111,381	\$111,381	0.0%
REVENUE		(\$77,177)	(\$90,664)	(\$90,664)	0.0%
NET TAX LEVY		\$19,294	\$20,717	\$20,717	
	Percent Change		7.4%	0.0%	
EQUIVALENT FULL TIME POSITION				8 FT + 2 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: YOUTH AND VOLUNTEER CENTRE
PROJECT: TEEN NETWORKS - RURAL
BUSINESS UNIT # 861
WORK ORDER #: 62496

YVC's mission statement states that "with the support of volunteers and community, (it will) 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 Youth and Volunteer Centre 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.

The Rural Boys and Girls Club initiatives being planned through Teen Networks aim to provide accessible, fun, and safe programming for children and youth in rural communities in Central Alberta. In conjunction with families and other support systems, the clubs offer children and youth opportunities and an environment in which to acquire skills, knowledge, and values to become fulfilled individuals.

1. Provide accessible, recreational drop-in opportunities for youth in rural communities
2. Provide after-school programming for children in rural communities
3. Provide social and leadership skill development opportunities for children and youth
4. Encourage volunteerism within the community by recruiting parent and community volunteers to assist with program delivery as well as encouraging children and youth to undertake some volunteer initiatives

CHANGES IN BUDGET

In 2004, Teen Networks experienced both a decrease and an increase in FCSS Funding. As the program had not successfully operated in later 2003, funding was reduced by \$15,388 while the program was reviewed. By mid-2004, the program re-invented itself by deciding to deliver a rural Boys and Girls Club program in the same communities originally considering Teen Networks. Funding was increased by \$17,833 at that time.

Please note:

2004 cost share formula was set as: County 13.2% and City 6.8%.

2005 cost share formula is set as: County 10.67, Penhold 5.33%, Elnora 4.0%. This difference is due to the change in program delivery as the program will now be exclusively rural focused.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

With the new delivery of the Boys and Girls Club in the rural areas there will be a complete change in the level of service and the type of service.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues in the next two years.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$44,024	\$40,847	\$41,847	2.4%
	SUB-TOTAL	\$44,024	\$40,847	\$41,847	2.4%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$44,024	\$40,847	\$41,847	2.4%
REVENUE		\$0	(\$38,069)	(\$41,847)	9.9%
NET TAX LEVY		\$44,024	\$2,778	\$0	
	Percent Change		-93.7%	-100.0%	
EQUIVALENT FULL TIME POSITION				8 FT + 2 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: CITY OF RED DEER
PROJECT: STRATEGY FUND FOR CHILDREN AND FAMILIES
BUSINESS UNIT # 862
WORK ORDER #: 54132

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 analyzed 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.

In 2004, the following agencies have been funded to date:

- 1) Canadian Council on Social Development
- 2) Normandeau Society - Domestic Violence
- 3) Metis L.I.N.K.S.

CHANGES IN BUDGET

There are no significant changes in budget from 2004 to 2005.

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.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$24,419	\$25,000	\$25,000	0.0%
	SUB-TOTAL	\$24,419	\$25,000	\$25,000	0.0%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$24,419	\$25,000	\$25,000	0.0%
REVENUE		\$0	\$0	\$0	0.0%
NET TAX LEVY		\$24,419	\$25,000	\$25,000	
	Percent Change		2.4%	0.0%	
EQUIVALENT FULL TIME POSITION				2 FT + 1 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: CITY OF RED DEER
PROJECT: AGENCY CAPACITY BUILDING
BUSINESS UNIT # 862
WORK ORDER #: 54133

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 2004 include:

- * CIRS - Board Development Consultant
- * Youth and Volunteer Centre - Human Resources Consultant
- * Family School Wellness - Staff Training / Conference
- * Suicide Prevention - Conference registration fees

CHANGES IN BUDGET

In 2004, Agency Capacity Building Fund was established at \$39,833. In June 2004, the fund was reduced by \$18,000 (to a new total of \$21,833.

In 2005, the fund will be re-established at \$59,439; this figure will include \$38,439 held in abeyance for the Aboriginal Community Council.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Level of service is anticipated to remain unchanged.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

No significant budget issues have been identified. Although this fund has become a very valuable responsive fund for community agencies.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$54,163	\$21,833	\$59,439	172.2%
	SUB-TOTAL	\$54,163	\$21,833	\$59,439	172.2%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$54,163	\$21,833	\$59,439	172.2%
REVENUE		\$0	(\$17,772)	(\$48,383)	172.2%
NET TAX LEVY		\$54,163	\$4,061	\$11,056	
	Percent Change		-92.5%	172.2%	
EQUIVALENT FULL TIME POSITION				2 FT + 1 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: COMMUNITY INFORMATION AND REFERRAL SOCIETY
PROJECT: COMMUNITY INFORMATION AND REFERRAL SOCIETY
BUSINESS UNIT # 862
WORK ORDER #: 62498

That individuals have the right to be linked with services and information in an efficient and effective manner.
 "Helping Others, Help Themselves"

- 1.To provide the community with information about services available in the community.To support the individual as they use this information.
- 2.To provide the community with a single point of entry for volunteer opportunities and provide a resource for effective volunteer management for all organizations.
- 3.To support the communities' ability to access information.
- 4.To provide emergency coordination of volunteers during times of need.
- 5.To assist groups, agencies, government departments, and individuals with the development of their respective projects.
- 6.To enhance community capacity.

CHANGES IN BUDGET

There are no significant changes to the budget from year 2004 to year 2005.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no significant changes to the level of service.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues reported for the next two years.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$120,270	\$120,270	\$120,270	0.0%
	SUB-TOTAL	\$120,270	\$120,270	\$120,270	0.0%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$120,270	\$120,270	\$120,270	0.0%
REVENUE		\$0	(\$97,900)	(\$97,900)	0.0%
NET TAX LEVY		\$120,270	\$22,370	\$22,370	
	Percent Change		-81.4%	0.0%	
EQUIVALENT FULL TIME POSITION				5 FT + 2 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: TOWN OF BOWDEN
PROJECT: COMMUNITY WORKER
BUSINESS UNIT # 862
WORK ORDER #: 62499

Family & Community Support Services Act: "Our mission" is a partnership between the province, municipalities and Metis Settlements that develops locally-driven preventative social initiatives to enhance the well-being of individuals, families and communities.

- 1) Promotes social development of young children and their families.
- 2) Enrich and strengthen family life by developing skills in people to function more effectively within their own environment.
- 3) Enhance the quality of life of the retired and semi-retired.
- 4) Promote, encourage and support volunteer work in the community.
- 5) Inform the public of available services.

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

Bowden's FCSS worker will assist the target population of Bowden by continuing to provide similar services in the coming year 2005.

CHANGES IN BUDGET

Budget increases are due to increased personnel costs.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no significant reported changes to the level of service.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues reported for the next two years.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$10,266	\$11,441	\$14,970	30.8%
	SUB-TOTAL	\$10,266	\$11,441	\$14,970	30.8%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$10,266	\$11,441	\$14,970	30.8%
REVENUE		\$0	(\$11,441)	(\$14,970)	30.8%
NET TAX LEVY		\$10,266	\$0	\$0	
	Percent Change		-100.0%	0.0%	
EQUIVALENT FULL TIME POSITION				7 FT + 2 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: VILLAGE OF DELBURNE
PROJECT: DELBURNE COMMUNITY WORKER
BUSINESS UNIT # 862
WORK ORDER #: 62502

Our mission includes the following points:

To coordinate community programs that strengthen and enhance community life, and encourage volunteerism in implementing these programs.

To enhance, strengthen and stabilize family and community life.

To promote the use of volunteers to provide programs that enhance the quality of life for families and individuals in the Delburne area.

To provide preventative programs and provide a support network for residents.

The program operates by assessing the community, and providing services that have been brought to out attention as a need in our community.

Programs help build a strong community through positive, caring interaction and mutual respect. Programs promote volunteerism at several levels within the community.

Activities involved are at the requests for services from our residents.

CHANGES IN BUDGET

There are no significant changes in budget.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no significant changes in the level of service anticipated.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There a no significant budget issues identified at this time.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$13,094	\$13,518	\$13,960	3.3%
	SUB-TOTAL	\$13,094	\$13,518	\$13,960	3.3%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$13,094	\$13,518	\$13,960	3.3%
REVENUE		\$0	(\$13,518)	(\$13,960)	3.3%
NET TAX LEVY		\$13,094	\$0	\$0	
	Percent Change		-100.0%	0.0%	
EQUIVALENT FULL TIME POSITION				5 FT + 3 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: VILLAGE OF ELNORA
PROJECT: ELNORA COMMUNITY WORKER
BUSINESS UNIT # 862
WORK ORDER #: 62504

The Village of Elnora provides a wide range of municipal services to residents of the community.

The Elnora Family & Community Support Services worker will plan, organize and manage community service programs that enhance the development of a strong and supportive community.

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.

CHANGES IN BUDGET

There are no significant changes to the budget.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no significant changes to level of service.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues anticipated.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$6,355	\$8,069	\$8,640	7.1%
	SUB-TOTAL	\$6,355	\$8,069	\$8,640	7.1%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$6,355	\$8,069	\$8,640	7.1%
REVENUE		\$0	(\$8,069)	(\$8,640)	7.1%
NET TAX LEVY		\$6,355	\$0	\$0	
	Percent Change		-100.0%	0.0%	
EQUIVALENT FULL TIME POSITION				1 FT + 6 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: PENHOLD & SPRINGBROOK FAMILY & COMMUNITY SUPPORT SERVICES
PROJECT: PENHOLD/SPRINGBROOK FCSS
BUSINESS UNIT # 862
WORK ORDER #: 62505

FCSS's central philosophy is to assist local people so to foster prevention, encourage self-help, and volunteerism in their communities. The strength of FCSS is community development. FCSS serves as an important connection to services from most rural areas.

FCSS program has five types of services:
 -promote social development of children and families;
 -enrich and strengthen family life;
 -help the retired and semi-retired;
 -support volunteer work; and
 -inform the public of available services.

CHANGES IN BUDGET

The Town of Penhold has submitted written support to request funding for additional hours for the Penhold District Community Worker. Their request equated to an increase from 20 hours / week to 30 hours / week. The approved funding for 2005 will equate to about 27 hours per week.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

The increased hours would equate to a changed level of service in that more programming and work time would be available.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues anticipated.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$17,269	\$17,408	\$24,115	38.5%
	SUB-TOTAL	\$17,269	\$17,408	\$24,115	38.5%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$17,269	\$17,408	\$24,115	38.5%
REVENUE		\$0	(\$17,408)	(\$24,115)	38.5%
NET TAX LEVY		\$17,269	\$0	\$0	
	Percent Change		-100.0%	0.0%	
EQUIVALENT FULL TIME POSITION				0 FT + 1 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: RED DEER COUNTY
PROJECT: WEST RED DEER COUNTY - DISTRICT COMMUNITY WORKER
BUSINESS UNIT # 862
WORK ORDER #: 62506

"The County shall continue to provide recreation and community services through enabling and supporting viable County created or County recognized agencies rather than through a direct service delivery role."

This philosophy supports Section 7 of the Municipal Development Plan, which has as one objective, to "work with neighboring municipalities, the private sector, non-profit groups, and other interests to provide recreation opportunities in a cost-efficient way."

Our FCSS Program would follow the provincial Family and Community Support Services Act - Alberta Regulation 218/94

FCSS Programs must be preventative and enhance the social well-being of individuals and families. The West Red Deer County Community Worker will continue to help people:

- be more independent, strengthen coping skills and be more resistant to crisis
- be more aware of their social needs
- develop interpersonal skills
- assume responsibility for decisions and actions which affect them
- 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 Red Deer County News, school newsletters, posters, community bulletin board, etc. Also this year a biannual Community Partners Meeting will be held incorporating all interested community groups in an effort to share information.
 3. Promote social development of children, youth and families through programs like "Children's Indoor Playspace (CHIPS)" program, Mother Goose, and Summer Youth Program.
 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 in which to live.

CHANGES IN BUDGET

There are no significant budget changes.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no significant changes anticipated in the level of service.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues anticipated.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$7,883	\$10,333	\$10,333	0.0%
	SUB-TOTAL	\$7,883	\$10,333	\$10,333	0.0%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$7,883	\$10,333	\$10,333	0.0%
REVENUE		\$0	(\$10,333)	(\$10,333)	0.0%
NET TAX LEVY		\$7,883	\$0	\$0	
	Percent Change		-100.0%	0.0%	
EQUIVALENT FULL TIME POSITION				42 FT + 9 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: RED DEER FAMILY SERVICES
PROJECT: HOME SUPPORT
BUSINESS UNIT # 863
WORK ORDER #: 2045

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.

Providing Home Support Services to assist people to maintain safety, dignity, good health, and quality of life for those who need assistance in the home.

For 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. Clients are assisted with light housekeeping, laundry, meals, and companion care.

CHANGES IN BUDGET

Slight increases in budget are due to increase in personnel costs. Other expenses have been reduced.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no significant change in the level of service.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

The only significant budget issue reported by RDFS is an increase in audit costs from approx. \$4,000 to \$8,000 per year. In addition, RDFS has reported an increase in travel costs related to this program.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$105,300	\$105,300	\$106,550	1.2%
	SUB-TOTAL	\$105,300	\$105,300	\$106,550	1.2%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$105,300	\$105,300	\$106,550	1.2%
REVENUE		\$0	(\$85,714)	(\$86,732)	1.2%
NET TAX LEVY		\$105,300	\$19,586	\$19,818	
	Percent Change		-81.4%	1.2%	
EQUIVALENT FULL TIME POSITION				15 FT + 80 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: RED DEER GOLDEN CIRCLE SOCIETY
PROJECT: GOLDEN CIRCLE SENIOR RESOURCE CENTRE
BUSINESS UNIT # 863
WORK ORDER #: 62507

Ensure accessibility through a visible centre for the older adult (55+) to enhance their quality of life. The broad mandate is to enable the older adult to remain in their home of choice and 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)

We believe in a single access point for seniors and their families to access services and programs.

We see a comprehensive service 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

The Golden Circle Senior Resource Centre serves the older adult in Red Deer and surrounding areas. By providing a resource, referral, activity centre and outreach services with the aim of promoting independence and quality of life. Volunteers and or staff will provide either direct service or refer the older adult and their families to other services. Services are provided to seniors and their families in a comprehensive and complimentary manner. This is done in a professional and friendly way.

CHANGES IN BUDGET

The Golden Circle's budget has increased due to the following factors:

Personnel - increase by 0.5 FTE staff in the Home Maintenance program to accommodate new clients;

Audit Costs - increase of \$2,200;

Building Repair - increase of \$6,000.

Please note: the City of Red Deer may be contributing a separate maintenance amount for repairs to the Golden Circle facility. At this time, that amount has not been included. In 2004, that amount was \$20,200.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Level of service would change in the Home Maintenance program as the enrollment has grown by 12% and currently registrants are receiving less contact than in the past.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no significant budget issues reported apart from the ones mentioned above.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$182,140	\$187,219	\$187,219	0.0%
	SUB-TOTAL	\$182,140	\$187,219	\$187,219	0.0%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$182,140	\$187,219	\$187,219	0.0%
REVENUE		(\$148,262)	(\$152,396)	(\$152,396)	0.0%
NET TAX LEVY		\$33,878	\$34,823	\$34,823	
	Percent Change		2.8%	0.0%	
EQUIVALENT FULL TIME POSITION				7 FT + 1 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: VILLAGE OF DELBURNE
PROJECT: DELBURNE MEALS ON WHEELS
BUSINESS UNIT # 863
WORK ORDER #: 62508

Our mission includes the following points:

To coordinate community programs that strengthen and enhance community life, and encourage volunteerism in implementing these programs.

To enhance, strengthen and stabilize family and community life.

To promote the use of volunteers to provide programs that enhance the quality of life for families and individuals in the Delburne area.

To provide preventative programs and provide a support network for residents.

To deliver 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.

Provide 3 meals per week to persons who may not be able to prepare their own meals.

Provide personal contact with clients, ensuring that clients are not experiencing any obvious problems.

CHANGES IN BUDGET

There are no significant changes to the 2005 budget relative to the 2004 budget.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

There are no reported significant changes in level of service.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

There are no reported significant budget issues identified at this time.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$3,948	\$4,061	\$4,061	0.0%
	SUB-TOTAL	\$3,948	\$4,061	\$4,061	0.0%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$3,948	\$4,061	\$4,061	0.0%
REVENUE		\$0	(\$4,061)	(\$4,061)	0.0%
NET TAX LEVY		\$3,948	\$0	\$0	
	Percent Change		-100.0%	0.0%	
EQUIVALENT FULL TIME POSITION				5 FT + 3 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: VILLAGE OF ELNORA
PROJECT: MEALS ON WHEELS
BUSINESS UNIT # 863
WORK ORDER #: 62509

The Village of Elnora provides a wide range of municipal services to residents of the community.

Meals on Wheels provides hot lunches to those unable to prepare their own nutritious meals due to disability or illness.

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.

CHANGES IN BUDGET

There are no significant budget changes from 2004 to 2005.

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 reported significant budget issues.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$0	\$650	\$650	0.0%
	SUB-TOTAL	\$0	\$650	\$650	0.0%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$0	\$650	\$650	0.0%
REVENUE		\$0	(\$650)	(\$650)	0.0%
NET TAX LEVY		\$0	\$0	\$0	
	Percent Change		0.0%	0.0%	
EQUIVALENT FULL TIME POSITION				1 FT + 6 PT	

THE CITY OF RED DEER 2005 BUDGET
SECTION / BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: FCSS
DEPARTMENT: Social Planning
DIVISION: Community Services

ORGANIZATION: RED DEER MEALS ON WHEELS
PROJECT: RED DEER MEALS ON WHEELS
BUSINESS UNIT # 863
WORK ORDER #: 62510

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 ability 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

Red Deer Meals on Wheels has experienced a slight reduction in their budget as they are paying \$7,000 less for Contracted Services. Their contact tells me that they changing to a system where they will be charging the same amount for meals as they are paying for the meals. In other words, they will be working on a cost recovery basis for meals. In the past, RD MOW's has been charging \$6.25 per meal while collecting \$5.50 per meal.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

This change in contracted services budget may impact their level of service.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

No significant budget issues have been identified.

		2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE	Personnel				
	General and Contracted Services				
	Materials, Supplies and Utilities				
	Other	\$45,577	\$55,495	\$51,575	-7.1%
	SUB-TOTAL	\$45,577	\$55,495	\$51,575	-7.1%
	Internal Charges and Transfers				
	TOTAL EXPENDITURE	\$45,577	\$55,495	\$51,575	-7.1%
REVENUE		\$0	(\$44,396)	(\$41,260)	-7.1%
NET TAX LEVY		\$45,577	\$11,099	\$10,315	
	Percent Change		-75.6%	-7.1%	
EQUIVALENT FULL TIME POSITION				1 FT + 1 PT	

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Community Facilitator (Research and Demographics)
Department Name & Reference #: Social Planning
Business Unit No.: 850**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$54,910 (Net of \$0 revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$ 22,460
- iv) 2007 Budget (Incremental costs from 2006) \$ 0

B. BPFR Description:

- i) The funds will be used for:

The Social Planning Department is requiring one additional FTE in the capacity of Community Facilitator with a focus on demographics analysis and research to effectively meet as many as ten (10) expectations identified in the 2002 – 2005 Strategic Plan (Appendix A).

Increasingly, the demands for demographic and social trends information are going unmet, or at minimum, subject to delays due to workload in the department. As a partner in the Community Social Data Strategy (CSDS) with the Child and Family Services Authority (CFSA) and David Thompson Health Region (DTHR), the Social Planning Department has significant access to data and information from a variety of federal sources including Statistics Canada. This information is forwarded to The City under agreement and requires considerable time for compilation, analysis and interpretation.

- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$54,910
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
 -
- ii) Financial Risk/Payback
 - The City of Red Deer invests significant funds annually into contracted studies and research. These special contracts are generally based on demographic information relative to growth and/or societal changes. The Social Planning Department is in a position to contribute significantly to the preliminary stages of these contracts and studies by providing demographic information and change analysis. In 2004, the Department was able to contribute such information to the Transit/Special

Transportation Study, the Crime Prevention and Policing Study, and the Diverse Downtown Program Options Project. This preliminary information allows the contractors to more quickly focus on their study objectives and potentially save The City funds in the long run.

iii) Organizational Risk/Payback

- As a partner in the Community Social Data Strategy (CSDS), The City has an opportunity to share information with the CFSA and DTHR. Information not available to CFSA or DTHR is available through CSDS. The partnership has formed the basis for The City to share this information with the other partners and gain considerable information from CFSA on regional social trends, and from DTHR on regional health and wellness information.
- Corporately, the Social Planning Department is in a position to share considerable information through the Community Facilitator with other City Departments for their use in planning. This position would assume responsibility for the Department's participation in the coordinated demographics initiative and monitor information available through GIS for ethics and social responsibility. As indicated in the 2002-2005 Strategic Plan, City of Red Deer employees and officials are expected to make informed decisions based on their knowledge of the community. Demographics information will enable informed decision-making based on facts and a deeper knowledge of the community.
- A relatively new role for the Social Planning Department has been the preparation of Social Impact Assessments for new neighborhood developments as per the new *Neighbourhood Planning and Design Guidelines and Standards*. As this approach is new for The City, there exists tremendous opportunity to research and catalogue best practices in social inclusion and other issues of social change. The benefits of this research would be seen in effective decisions based on academic evidence and proven best practices.

iv) Community Risk/Payback

- The Social Planning Department has a close working relationship with over 50 community organizations providing direct social programs and services to thousands of City residents. These organizations operate with minimal resources designated for the purpose of research and analysis. There is, therefore, a reliance on others to provide demographic and trends analysis for the purpose of planning. The Common Application Form, in use since 1999, expects that applicant organizations justify their program funding requests based on community needs. These needs are often rooted in demographics and require organizations to invest considerable time researching community information. Maintaining accessible web-based information enables community organizations to monitor changing populations.

Appendix A – Relevant Statements Identified in the 2002-2005 Strategic Plan

- 1.4.3 Work in partnership with provincial and federal governments and community organizations to facilitate community awareness and cooperation in:
 - Identifying the increased social issues of a growing community
 - Determining responses; and
 - Delivering programs.
- 3.1.1 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.
- 3.1.2 Provide timely information that our citizens need to make choices and understand our decisions.
- 3.2.2 Engage in future oriented planning that sets out goals and strategies to provide quality service in our community.
- 3.2.3 Support planning at the community level by working in partnership with organizations and people who contribute to our citizen' quality of life.
- 3.2.4 Prepare annual Department Business Plans, to prioritize the allocation of resources, to recommend service levels and actions required, and to identify how various changes in the community may affect our programs and services.
- 3.3.2 Through the business planning process, review the services we offer and support to ensure they reflect the demographics, community diversity and changing needs.
- 3.3.3 Establish, review, and maintain appropriate standards for providing services, recognizing that the services needed in one area of our city may not be the same as those needed in another area.
- 3.4.2 Provide timely information that our organization's members require to understand decision, make choices, and take action.
- 4.1.4 Monitor city growth and its impact on increasing program and service level demands and related funding needs.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Citizen Action Bus – Fleet Increase
Department Name & Reference #: Social Planning
Business Unit No.: 875**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$8,430 (Net of \$0 revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$ 8,430
- iv) 2007 Budget (Incremental costs from 2006) \$ 0

B. BPFR Description:

- i) The funds will be used for:

The Citizen Action Bus plans to retain one additional bus as a spare. The program currently operates 10 buses plus one spare. This BPFR would increase there fleet to include 10 buses plus two spares.

- ii) Costs for this initiative are intended to address:
 - a. Growth \$0
 - b. Increased service \$0
 - c. Legislative & new complexities \$4,800
 - d. CPI, extra cost contracts \$0
 - e. Other \$8,430 Explain: Minimize the risk of trip cancellations

C. Implications:

- i) Legislative Requirements
- ii) Financial Risk/Payback
- iii) Organizational Risk/Payback
 - The Citizen Action Bus program currently operates with 10 buses in full-time service throughout the week. As the fleet has grown, so too has the risk of having more than one bus in need of repairs at any one time. The costs associated with keeping an additional bus are simply fleet expenses to maintain the unit.
- iv) Community Risk/Payback
 - Action Bus users would benefit from an additional spare unit as trip cancellations would be minimized.
 - The spare units, when not required for daily service, are available to the Citizen Action Bus program for charter trips. These trips are generally cost recovery.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Transit/Special Transportation Study Implementation
Department Name & Reference #: Social Planning/Transit
Business Unit No.: 875**

A. Funds Required:

- i) One time ☒ or, Ongoing ☐
- ii) 2005 Net Budget Requirement \$63,289 (Net of \$ revenue)

B. BPFR Description:

- i) The funds will be used for:
 - A full-time contract position will be hired to work with stakeholders involved in the transition of special transportation services with conventional transit services. While a skeleton implementation plan exists, the consultant will coordinate the variety of details and discussions necessary to move the transition process forward. Stakeholders include the Transit Manager, Social Planning Manager and Community Facilitator, IT Services, and the Red Deer Action Group. These stakeholders will form a steering committee to guide the consultant through the transition process.
 - The Citizen Action Bus is proposing to increase their hours of operation from 5:30 pm to 11:30 pm Monday-Friday. Currently the program operates from 6:00 pm to 10:00 pm Monday to Wednesday and 6:00 pm to 11:30 pm on Thursday and Friday.
- ii) Costs for this initiative are intended to address:
 - a. Growth \$
 - b. Increased service \$8,289
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$55,000 Explain:
 - Until the transition process is complete, there is not a clear intention for either growth and/or increased service. The transition coordinator will aid in the management of growth, however, the transition itself is not an increased service to the public. (\$55,000)

C. Implications:

- i) Legislative Requirements
 - The transition will involve review of the Taxi By-law
- ii) Financial Risk/Payback
 - Enhancing specialized transit will require financial investment in the years ahead. However, investing in a one-time position to manage the implementation will ensure effective investment. With no strategic and coordinated implementation plan, the temptation will be to simply add to the Action Bus fleet without incorporating the additional administrative and operational recommendations, resulting in not only higher costs, but with less effectiveness.

- Without investing in transition, the lack of ability for concerted and strategic implementation will create costly delays.

iii) Organizational Risk/Payback

- The transition involves Social Planning and Transit departments working closely together (with potential of IT and Licensing and Inspections involvement). Neither department has the human resources to undertake the transition. Without the Transition Coordinator only minimal attention could be given to very complex issues with a risk of costly delays and increased accountability issues.
- Current levels of accountability with Action Bus and their relationship with supplemental taxi service are unacceptable given the level of City investment and the expectations from the community.
- Status quo operations cannot meet current demand/need for service; demands and complexities are increasing.
- The additional hours and transition to greater consistency between transit and special transportation would demonstrate to the public that recommendations within the 2004 Transit and Special Transportation Study were being implemented at the earliest possible opportunity.

iv) Community Risk/Payback

- Any delay in this critical first step in the transition to an enhanced special transit service and the integration of transit and special transit will mean that service demands will continue to be unmet, and at the same time will continue to increase. The disability and elderly community will not be well served, will be increasingly limited in their capacity to manage their lives independently and participate in the community.
- The Action Bus is unable to meet growing demand for service. If service levels are not enhanced there is increasing risk of isolating members of the community, diminishing their ability to manage their own lives and participate in the community (health, social interaction, employment, etc).
- Building relationships and partnerships with other service providers will enhance service levels through coordination of services. Without this investment, special transit customers will experience increasing levels of frustration and risk. Demands on the Action Bus service from service providers working with the disability and elderly community could continue to increase, putting pressure on the availability of Action Bus bookings for individuals.
- Work with the Red Deer Action Group to pursue their mandated functions beyond accessible transportation will be important for the success of a coordinated community response to accessibility issues, for the Action Group, and more importantly to the those in the community who struggle with the issues daily.
- The proposed hours would increase consistency between transit and special transportation services. These new hours of operation would enable Citizen Action Bus to make their last pick-up at 11:00 pm and help to close the gap between regular weekday service and weeknight services. Conventional transit makes their last pick-up at the Transit Terminal at 10:45 pm.

TRANSIT DEPARTMENT BUSINESS PLAN 2005 – 2007

A. MISSION

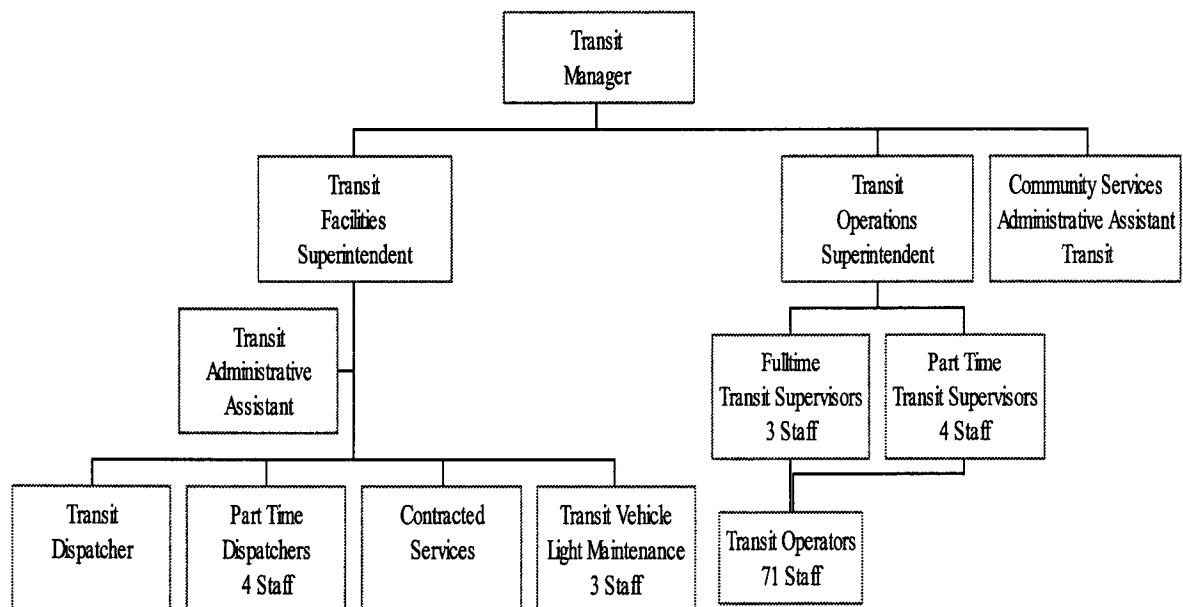
To provide cost-effective, safe and affordable public transit services using clean and environmentally friendly equipment that enables all residents to access work, education, health care, shopping, social and recreational opportunities in Red Deer, and to connect with outside transportation systems so that region residents can also access these opportunities.

B. MANDATE

To provide public transit service within the Municipal boundaries of Red Deer using the 2003/2004 Transit and Special Transportation Study as the key planning tool to provide this service, as adopted by City Council on July 12, 2004.

C. ORGANIZATIONAL STRUCTURE

Organizational Chart (proposed)



FTE¹ Table

Year	2004	2005	2006	2007
# FTE's	57	76	76	76

¹ FTE – Full Time Equivalent staff

D. OVERVIEW**Looking Back on 2004:****i) Key Strategies, New Directions & Achievements**

Strategies and objectives achieved as identified in the 2004 Business Plan

- Transit and Special Transit Study completed and adopted as a planning tool to guide planning for public transit services for up to 25 years
- Improved system route structure and schedules established and implemented based on system operational review and Transit Study recommendations
- Transit service provided to new communities where 80% occupancy levels are achieved, or where substantial occupancy has been achieved – Oriole Park West; Johnstone Park; Kentwood West; Anders on the Lake; Inglewood; Aspen Ridge; south and east Lancaster; east Deer Park
- Fixed route service replaced Dial A Bus during the evening and on Sunday/Holidays
- Staffing and equipment in place to provide additional transit service
- Purchase of 2 used buses to respond to additional transit service
- Interim leasing of 3 buses to respond to additional transit service and to respond to necessary fleet spare ratio
- Service agreement with school districts formalized for the 5-year period
- Customer base and ridership has increased 10% over 2003
- Full transit service provided to Westerner Park
- Service provided to the Montfort Heights area responding to previous concerns and a formal petition for service
- Contract set for provision of new design bench/containment units at transit zones
- Accessibility improvements (sidewalks constructed) at 4 transit zones
- Increased security at the Transit Terminal has proven to be an effective strategy increasing customer safety and comfort
- Transit Study concluded that new fare acceptance equipment should be purchased within the next 5 years using new technologies to collect data and promote new fare media options

ii) Challenges

Strategies and objectives not achieved as identified in the 2004 Business Plan

- Service changes implemented in September are evaluated after the business plan and budget development. This creates difficulty in balancing system planning and evaluation with the budget process.
- Support systems (overhead expenses) such as the Dispatch Function and Fleet Janitorial are inadequate in responding to the increase in staffing and equipment with the added transit service, effective September 2004.
- The older bus refurbishment strategy became ineffective, as body component parts are not accessible (used buses purchased to respond as an interim solution)
- Inadequacies in transit zone accessibility and the balanced upgrade program with budget requirement over a 5 to 10 year period was not completed based on time constraint

- The affordability of transit service for persons earning low incomes including persons receiving AISH Benefits was not completely addressed in 2004, but this issue will be considered further in 2005

Looking Ahead to 2005 and Beyond:

i) Continuing Strategies

- Evaluate routes and schedules on an annual basis making necessary changes for growth and scheduling needs, implementing changes during August/September of each year
- Respectful and caring management of Human Resources
- Provide transportation service for the Public and Catholic School Districts, meeting Districts annually to review and coordinate service
- Continue to play a part on the Neighborhood Development Committee ensuring transit sensitive design in neighborhood development
- Work through the Transportation Advisory Board to review all strategic plans and to gain community insight on the provision of transit services
- Bike Racks included on all delivered new and refurbished buses
- Provincial Capital Funding for bus purchases 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
- Provide charter services utilizing current fleet capacity as an additional revenue source
- All new bus purchases will be low floor accessible units continually increasing transit routes to be accessible
- 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)
- Effectively and efficiently manage the maintenance of the Transit Terminal and other transit facilities

ii) New Initiatives

- Plan for the integration of conventional and specialized public transit service
- Actualize and utilize the goals identified in the 2003/2004 Transit / Special Transportation Study
 - i) Improve service levels and ridership through improved route structures, faster more direct services to major trip generators and utilizing major travel corridors, longer service hours, targeted marketing, use of fare media that will encourage greater use of transit service (corporate passes, smart cards, College tuition pass)
 - (1) Expand transit services to respond to new growth
 - (2) Continually work to increase annual ridership
 - (3) Improve market penetration (revenue passenger trips per capita)
 - (4) Increase the modal transportation choice to public transit from the private automobile

- ii) Improve service quality and customer satisfaction to maintain customer base and encourage increased use of public transit service
 - (1) On-time performance and reliable service
 - (2) Avoidance of on-road service disruptions due to vehicle breakdown
 - (3) Positive system appeal (cleanliness of facilities and vehicles, improved accessibility to the system, informative and available information on the system)
- iii) Improve productivity and cost-effectiveness through financial policy that encourages efficient and effective use of resources including manpower, equipment and vehicles, facilities and systems
 - (1) Strive for an overall transit system revenue to cost recovery of 40%
 - (2) Maintain the municipal tax burden at \$60 per capita for the next 5 years
 - (3) Financial strategies will promote the ability to maintain market penetration over the short term and increase this market penetration over the long term (revenue passenger trips per capita)
- iv) Maintain the fairness of the Fare Structure in terms of the level of service provided and the general cost of transportation
 - (1) Initial adjustment of the fare structure to increase the average system fare by \$.05 a ride over the period of this business plan, consistent with inflation and the significant system improvements that have and will be implemented
 - (2) In part, accomplish this goal through improved fare media such as corporate passes; smart cards; College tuition passes
- v) Maintain and develop partnerships to provide transit service (may be chartered service) to major employment centers
- vi) Consider applications for Regional transit services in partnership with the Red Deer County and other neighboring communities
- vii) Monitor new technology fuel and power systems for transit buses and move towards purchasing vehicles that will reduce vehicle emissions
- viii) **Service Standards** as a guideline for planning and operating conventional public transit service

Route Coverage

Routes will be located so that 95% of all residences, places of work, secondary and post secondary schools, shopping centres, and public facilities in the urban area are within a walking distance of

- *400 metres or less* of a bus stop during the daytime Monday through Saturday
- *800 metres or less* of a bus stop during the evening and on Sundays and holidays.

Route Structure

The route coverage standard will be accomplished by a network of base and community fixed routes.

- *Base routes* will operate in a straight-line structure on the main arterial roads in the urban transit service area. They will be oriented as much as possible to the main travel corridors consisting of the downtown core,

Bower Mall and Red Deer Centre Malls, Collicutt Centre. Base routes will form a one kilometre grid network that is accessible to over 85% of the population.

- *Community routes* will supplement the base routes by serving the various neighbourhoods and developing corridors in the City. They include school overload routes, industrial routes, and specialized services such as dial-a-bus, integrated services with Citizens Action Bus, services to recreational areas, and regional services to communities outside Red Deer. Together the base and community routes should bring transit to 95% of the residences, schools and businesses in the City.

Bus Stops

Bus stops should be placed at most intersections, passenger generators and transfer points.

- *Spacing* – the spacing of bus stops should be no greater than 200 metres in high density developed areas, and 400 metres in low density developing areas.
- *Location* - as a general rule, bus stops should be located at the farside of intersections for safety considerations although the actual location will depend on the traffic and street conditions. Avoid midblock stops because of the traffic speeds and the need for night illumination. .

Benches and Shelters

Benches and/or covered bus shelters should be placed at the main passenger generators and transfer points.

- *Number* – a bench and/or shelter should be provided at 30% of all bus stops.
- *Location* – benches and/or shelters should be located on the sidewalk or boulevard where there is adequate width to accommodate the facility at or close to the actual stop

Installation – outside agencies should be encouraged to install and maintain benches and shelters at no cost to the municipality and, if appropriate, to use the facilities as an advertising medium. The City should provide a preferred design for benches and shelters including the amenities, such as lighting, that are required for visual uniformity and safety purposes.

Hours of Service

The transit routes should have the following minimum hours of service:

Monday –Friday	Base Routes	6:00am - 11:00pm
	Community Routes	Peak and/or evening periods
Saturdays	Base Routes	7:00am – 11:00pm
	Community Routes	No service
Sundays/Holidays	Base Routes	9:00am – 7:00pm
	Community Routes	No service

Headways

The transit routes should have the following maximum headways (frequency of service):

Peak Periods	30 minutes on all routes
Base Periods	30 minutes to 7:00pm weekdays and Saturdays
Evening Periods	30 min.to11:00pm weekdays and Saturdays
Sundays/Holidays	30 minutes on all base routes

Transfer Wait Times

Buses at transfer points should wait no longer than 3 minutes for arriving buses.

On-Time Performance

No bus should leave early from any time point and no bus should leave later than 3 minutes from the time point, 95% of the time.

Ridership Levels

Each transit route should achieve the following minimum utilization levels:

Monday –Saturday	Base Routes:	30 passengers per service
	Community Routes:	25 passengers per service
Evenings	All Routes:	15 passengers per service
Sunday/Holiday	All Routes:	15 passengers per service

Cost Recovery (Revenue/Cost Ratio)

To achieve a 40% financial target for the transit system as a whole, each transit route will need to recover the following percentages of operating costs from the operating revenues attributed to the route.

Monday –Saturday	Base Routes 50% R/C, Community Routes 35% R/C revenue
Evenings	20% Revenue/Cost All Routes
Sunday/Holiday	20% Revenue/Cost All Routes

Community Routes, which fall below a 20% R/C (10 passengers per hour) on weekdays should be discontinued. Community routes, which are between 20% R/C and 30% R/C (15 passengers per hour) should be modified or restructured. Base Routes, below a 50% R/C on weekdays, should not be touched other than to find ways to encourage more people to use the routes by providing better feeder services and/or marketing.

New Service Warrants

A new route or route extension will be introduced when the following conditions are met:

- *Distance to Existing Service* – the new service area should be greater than 400m from existing services and must be adjacent to areas served by transit.
- *Residential Area Density* - for each kilometre of route being considered in a residential area, at least 2,000 people should live within a 400m walk of a proposed route
- *Employment Area Density* - for each kilometre of route being considered in an employment area, at least 750 people should work within 400m walk of a proposed route
- *Passenger Revenues and Costs*- when forecasting passenger ridership, revenues and operating costs, the demand and location of the development, socio-economic characteristics of the population, physical (geographic and road) constraints, accessibility, and transit dependency shall be taken into account.

Forecast ridership and revenues must be sufficient such that the service will achieve a Revenue/Cost ratio of 25% for a 30-minute frequency within 12 months and 35% within 18 months.

E. OBJECTIVES for 2005: Strategies and objectives identified in the Transit and Special Transportation Study are addressed in some of the business plan objectives in this section.

1. Objective: Annual Planning Process

Respond to customer and changing community needs through a structured annual planning process

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
a) Service to the new area of West Park Extension (BPFR 2005)	Transit Manager Transit Operations Sup.	Aug/Sept 2005	Service application will be accepted and implemented

b) Expand service hours .5 hour earlier in the morning and .5 hour later at night (BPFR 2005)	Transit Manager Transit Operations Sup.	Aug/Sept 2005	Service application will be accepted and implemented
c) Continue discussions with Red Deer County regarding public transit services between jurisdictions	Social Planning Manager Transit Manager Social Planning Community Facilitator	2005	Discussions will take place possibly identifying key initiatives to address service to Gasoline Alley and other County communities

2. Objective: Operations and General System Supervision

Provide coordinated supervision of all transit system functional operations

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
a) Evaluate service changes implemented August 29, 2004	Transit Operations	Dec. 2004	Service evaluation completed with action steps identified to address any issues
b) Monitor schedule adherence; service reliability; service interruptions and respond to address	Transit Operations	August 2005	Monitoring and actions steps will be completed

3. Objective: Administration; Finance; Performance Management

Provide system administration including monitoring and reporting financial and operational performance

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
a) Monitor and evaluate Revenue to Cost; net operating cost per capita; service utilization performance	Transit Manager Transit Administration	Annual 2005	Target performance will be monitored and identified
b) Increase the average fare by \$.05 cents a ride	Transit Manager	2005	Average fare will be increased by \$.05
c) Approach the Province regarding direct funding for transportation for AISH recipients	Transit Social Planning Mayor & City Council	2005	Funding process in place to improve access to service and address the affordability of transit service for persons on AISH

4. Objective: Human Resource Management and Staffing Plan

Manage Human Resources responsibly and caringly providing appropriate training in all sections including the process of succession planning for future department needs

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
a) Recruit and train an additional administrative support staff member– 1 FTE (BPFR 2005)	Transit Management	February 2005	Administrative support staff increased by 1 FTE to respond to work loads, system growth, and to achieve additional identified objectives
b) Review transit administration structure and job functions in response to increasing work load and recommendations from the Study (BPFR)	Contracted Service	March 2005	Administrative staff structure; job functions and the most effective way to resource administration will be identified, including FTE requirement
c) Increase AM Supervisory Hours by 2.0 hours – employee on LTS able to supervise rather than be on paid sick leave (BPFR 2005)	Transit Management	2005 and ongoing	Employee working rather than on paid long term sick leave
d) Purchase software to manage scheduling of staff and equipment (BPFR 2005)	Transit Management	February 2005	Software will be purchased
e) Provide updated Ambassador Training for conventional and specialized transit operators	Transit Operations	April 2005	Training will be completed
f) Recruit and train additional transit operators for system growth	Transit Operations	July 2005	Transit Operators will be hired and trained
g) Provide appropriate safety clothing for transit road supervisors	Transit Operations	March 2005	Safety and protective vests will be purchased improving safety for supervising personnel

5. Objective: Manage Transit Infrastructure Plan

Maintain transit department facilities, fleet and equipment, and any other necessary infrastructure through structured Infrastructure Maintenance Plans

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
a) Purchase 4 Low Floor Accessible Buses to meet service and growth commitments	Transit Department Fleet	August 2005	Buses will be ordered and received by August 2005
b) Fleet growth fund schedules to be developed to plan for additional transit vehicles (BPFR 2005)	Transit Department Fleet	February 2005	Funding required for growth to be added to fleet rates
c) Adjust fleet rates to respond to the 2004 transit fleet deficit (BPFR 2005)	Transit Department Fleet	2005	Funding will be in place responding to increased maintenance requirement
d) Monitor fleet rates and respond to surplus and deficit situations	Transit Department Fleet	2005	Fleet rates and surplus/deficit will be monitored and reported
e) Work with Fleet to initiate and review alternative vehicle power systems such as Hybrid Electric Diesel Buses and alternative fuels	Transit Department Fleet	2005/2006	Innovation and new systems will be monitored and strategies will be developed for the purchase of vehicles with more environmentally friendly power sources
f) Construct sidewalks for the on-street Village Mall transit terminal area	Transit Facilities Sup. Engineering	August 2005	Sidewalks will be completed
g) Construct sidewalks at transit zones to improve accessibility in conjunction with Engineering through the Capital Sidewalk Project	Transit Engineering	2005	More transit zones will be accessible and customer safety and comfort will be improved
h) Facilitate negotiations with the provider of Contracted Shelters to increase on-street shelter numbers for up to 6 shelters per year for the next 10 years or identify necessary funding requirement	Transit Management	March 2005	More shelters will be on the street with improved customer satisfaction
i) Develop bus stop design standards (bring all current standards together for bus stop management)	Transit Management	March 2005	Standards for bus stop design will be established prior to development
j) Placement of Litter and Recycle containment units at transit stops	Contracted Service	April 2005	250 new bench/containment units will be placed at transit zones across the city (outside of the

			Downtown Commercial District)
k) Maintain facilities as required and identify funding requirement	Transit Facilities Sup.	2005	Necessary funding will be available and facilities will be maintained

6. Objective: Awareness and Education

Increase public awareness public transit service to encourage a greater use of public transit service increasing market penetration and modal transportation split

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
a) Further consider the overall marketing strategies identified in the 2003/2004 Transit and Special Transportation Study and develop a workable overall marketing plan	Transit Management	2005	Necessary funding identified and Marketing Plan developed
b) Consider the image and design of bus stop signage and posted information – consider consistent design and provide posted key route information	Transit Facilities Sup.	2005/2006	Bus stop image will be evaluated with costs and recommendations set for change where appropriate
c) Review the locations for the availability of transit Ride Guides and posted transit information and identify further action steps to improve the availability of transit information	Transit Facilities Sup.	2005	Ride Guide and posted transit information will be reviewed with further action identified
d) Consider bus card advertising to promote transit service and place ads in unused advertising space on buses and other advertising media where contracts allow this usage	Transit Facilities Sup.	March 2005	Bus card advertising will be developed and usage strategy will be developed for promoting public transit service
e) Targeted shelter advertising to attract automobile users to transit service	Transit Management	March 2005	Marketing plan and advertising posted on shelters

7. Objective: Integration of Conventional and Specialized Transit Service

Facilitate the appropriate delivery of transportation services for citizens of Red Deer who cannot use conventional transit with dignity because of a disability or physical need

Note: actions are also included in the Social Planning Business Plan

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
a) Coordinate the eligibility and re-certification process for existing and future special transit customers	Social Planning Community Facilitator Social Planning Manager Transit Manager	2005	The City of Red Deer has an effective and efficient client database and trip management program
b) Employ temporary contract staffing to manage the implementation process and eligibility process for specialized transit (BPFR Social Planning)	Transit Manager Social Planning Manager Social Planning Community Facilitator	2005	Temporary contract staffing in place to manage the implementation process and eligibility process
c) Evaluate the current contract and consider short term contract changes to address noted community concerns	Transit Manager Social Planning Manager	2005	Contract requirements will be clarified with some community concerns addressed
d) Support the transfer of Red Deer Action Group contract management and financial monitoring to Red Deer Transit	Social Planning Manager Transit Manager	2005	Red Deer Transit gains complete understanding of the contract parameters and financial operations of the Action Bus program and begins to monitor the contract
e) Purchase software to manage the client database and to trip scheduling (BPFR Transit)	Transit Manager Social Planning Manager	2005	Software will be in place and used to maximize trip scheduling and shared ride vehicle capacity where feasible
f) Facilitate community discussions among special transportation providers to identify potential opportunities for shared resources and programming	Social Planning Manager Social Planning Community Facilitator Transit Manager	Ongoing	Community organizations and individuals understand the scope and limitations of The City special transportation system and cooperatively support the movement of people with disabilities

g) Evaluate the real and perceived impacts of shared-ride, door-to-door service on those clients requiring enhanced services beyond the door of their destination	Social Planning Manager Social Planning Community Facilitator Transit Manager	Ongoing	Special transportation clients report complete success in arriving at their destination due to efficient and effective trip planning.
h) Provide support and information to the Transportation Advisory Board and Red Deer Transit with regard to issues arising from the disabled community	Social Planning Manager Social Planning Community Facilitator Transit Manager	Ongoing	Supplementary issues to the provision of a shared-ride, door-to-door special transportation system are appropriately resolved through ongoing discussion and communication with individuals and organizations in the disabled community.
i) Initiate the strategies highlighted in the 2003/2004 Transit and Special Transportation Study by moving toward integration of the Special Transportation system with the Transit System	Social Planning Manager Transit Manager Social Planning Community Facilitator	2006	Community will recognize improvements to special transportation services as an integrated service with conventional transit service
j) Facilitate the evolution of programs and services provided by the Red Deer Action Group to support issues of community accessibility and integration	Social Planning Community Facilitator	2006	The Red Deer Action Group is a strong and vibrant community organization serving the needs of disabled residents

F. 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 providing service to new areas of the city, until set standards are met, resulting in inequitable service to new areas of the overall community, at the earlier stages of occupancy or development.
- 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.
- The implications to net costs if the planning projection of 25% revenue recovery on the cost for additional transit service is not achieved.
- The effort and implications of meeting the intent and managing department functions within the guidelines of Occupational Health and Safety Standards.

**THE CITY OF RED DEER 2005 BUDGET
DEPARTMENT OPERATING BUDGET SUMMARY**

PROGRAM: Public Transit
DEPARTMENT: Transit
DIVISION: Community Services

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 Saturday 06:00am to 6:45pm

Fixed Route Evening Transit Service - Monday through Saturday 6:45pm to 11:00pm

Fixed Route Sunday/Holiday Transit Service 9:00am to 7:00pm.

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 with 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

2004 Council approved budget	\$3,496,817
Add: Personnel Provisions for Benefit Changes for 2004	\$49,405
Add: Personnel Provisions for Salary Settlements for 2004	\$108,917
Add: full year Net operating costs to provide growth transit service from 2004 year end	\$596,000
Add: 2.1% inflationary increase for Contracted Service; Materials and Supplies; Fleet	\$48,900
Add: Personnel Provisions for Salary Settlements for 2005	\$124,562
Less: Legislated GST Adjustment 2005	(\$11,778)
Less: Year End one time carry forward 2004	(\$66,172)
Less: Provincial Operating Grant - moved from General Revenue to Transit Business Unit	(\$596,943)
2005 Budget Guideline	<u>\$3,749,708</u>

	2003 BUDGET	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$2,804,098	\$3,318,335	\$4,081,942	23.0%
General & Contracted Services	332,197	379,408	321,199	-15.3%
Materials, Supplies & Utilities	125,598	84,200	90,200	7.1%
SUB-TOTAL	\$3,261,893	\$3,781,943	\$4,493,341	18.8%
Internal Charges & Transfers	1,873,195	2,122,811	2,504,747	18.0%
TOTAL EXPENDITURE	\$5,135,088	\$5,904,754	\$6,998,088	18.5%
REVENUE	(2,255,473)	(2,249,615)	(3,248,380)	44.4%
NET TAX LEVY	\$2,879,615	\$3,655,139	\$3,749,708	
Percent Change		26.9%	2.6%	
EQUIVALENT FULL TIME POSITIONS	50.0	57.0	76.0	33.3%

**THE CITY OF RED DEER 2005, 2006 AND 2007 BUDGETS
DEPARTMENT OPERATING BUDGET SUMMARY SUPPLEMENTARY**

PROGRAM: Public Transit
DEPARTMENT: Transit
DIVISION: Community Services

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

2007 - Transit service provided with consistent day; evening; Sunday/Holiday routes and	\$543,000
2007 - purchase 4 new replacement buses for buses that reached life expectancy (Total \$1,800,000) (25% of total cost represented)	\$450,000
	<u>\$993,001</u>

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Increased Staff Resource to meet key Department Business Objectives

Department Name & Reference #: Transit

Business Unit No.: 885

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$46,500 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$8,500
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for:

Additional staff resource to respond to necessary system data collection; statistical reporting; prepare key department reports; managing system awareness and education objectives; clerical support; and reception duties at the transit storage garage, helping the department to achieve key business functions. This need was identified and recommended in the 2003/2004 Transit and Special Transportation Study. Includes initial workstation setup cost.

- ii) Costs for this initiative are intended to address:
 - a. Growth - full year expense - \$50,000
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - i) Other \$ Explain:

C. Implications:

- ii) Legislative Requirements
- iii) Financial Risk/Payback
 - Productivity will increase and the public awareness strategies identified in the 2003/2004 Transit and Special Transportation Study can be addressed and advanced.
- iv) Organizational Risk/Payback
 - Extreme workload on current administrative staff should be addressed or alternatively some current business functions will need to be reduced.
 - Senior administration productivity is reduced while regularly doing frontline business functions
- v) Community Risk/Payback
 - Business function reductions will directly affect the consumer and community and could include longer response time to inquiries and reduced levels of public interaction; public information, creating customer and community dissatisfaction.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Transit System Staff/Contract Expense Adjustment
Department Name & Reference #: Transit
Business Unit No.: 885 & 888**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$74,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for:

After 6 months of operation some additional overhead costs have been recognized to adequately cover the cost of operating new route operations implemented in August.

Four (4) additional staff hours per day in the Dispatch Function to manage scheduling 18 additional staff and 5 additional buses; and janitorial expenses, which have increased with 5 additional buses to clean each operating day.

- ii) Costs for this initiative are intended to address:
 - a. Growth \$74,000
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications:

- i) Legislative Requirements
- ii) Financial Risk/Payback
 - Fleet interior cleaning should be provided to maintain image and marketability, current and future customer satisfaction
- iii) Organizational Risk/Payback
 - The Dispatch Function cannot be managed within current resources, alternatively placing unreasonable job expectations on staff members
 - Strategically we need to effectively plan and respond to system support cost or expenses to maintain adopted service levels
- iv) Community Risk/Payback
 - Access to clean public transit vehicles will enhance and encourage the use of public transit service
 - Service levels reduced to previous levels

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Extended Public Transit Service Hours
Department Name & Reference #: Transit
Business Unit No.: 886**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$95,000 (Net of \$32,000 revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$284,000 (Net of \$94,000 revenue)
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for:

Provide public transit service earlier and later based on recommendations from the 2003/2004 Transit and Special Transportation Study.

	Mon. to Fri. Start	Mon. to Fri. End	Saturday Start	Saturday End	Sun./Hol. Start	Sun./Hol. End
Current	6:15am	10:45pm	7:45am	10:45pm	9:15am	6:15pm
Proposed	5:45am	11:15pm	5:45am	11:15pm	9:15am	7:15pm

- ii) Costs for this initiative are intended to address:

- a. Growth \$
- b. Increased service - full year net expense - \$379,000 (Net of \$ 126,000 revenue)
- c. Legislative & new complexities \$
- d. CPI, extra cost contracts \$
- e. Other \$ Explain:

C. Implications:

- i) Legislative Requirements
- ii) Financial Risk/Payback
 - Applying transit service will encourage travel by public transit, penetrating market segments and increasing the transportation modal split from the private automobile to public transit
- iii) Organizational Risk/Payback
- iv) Community Risk/Payback
 - Access to employment and recreation for persons without access to the private automobile is limited without increased hours
 - The 2003/2004 Transit and Special Transportation Study concluded that service should be provided earlier and later to meet community demands as identified during public information sessions held during the 2003/2004 Transit and Special Transportation Study

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Transit Service to West Park Extension (Westlake)
Department Name & Reference #: Transit
Business Unit No.: 886

A. Funds Required¹:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$20,000 (Net of \$7,000 revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$41,000
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for:
Provide an introductory level peak hour transit service to the new extension of West Park.
- ii) Costs for this initiative are intended to address:
 - a. Growth - full year net expense - \$61,000
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications:

- i) Legislative Requirements
- ii) Financial Risk/Payback
 - Applying transit service will encourage travel by public transit, penetrating market segments and increasing the transportation modal split from the private automobile to public transit
 - Introductory services levels are projected to promote improved route cost recovery performance
- iii) Organizational Risk/Payback
 - Strategically and to meet our service standards we need to provide consistent transit service to all areas of the city
 - The 2003/2004 Transit and Special Transportation Study concluded that service should be provided to West Park Extension in 2005
- iv) Community Risk/Payback
 - Inequality of not providing base transit service for persons in West Park Extension
 - Introductory service will respond to student and peak work hour travel

¹ Please note that inflationary costs are built into the base budget provided to you.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Additional Transit Fleet - Reserve Fund
Department Name & Reference #: Transit
Business Unit No.: 886**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$135,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for:
Establish a reserve fund to respond to the need for additional transit vehicles over the next 10 years. The fleet utility has established reserve accounts for each department.
- ii) Costs for this initiative are intended to address:
 - a. Growth \$135,000
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications:

- i) Legislative Requirements
- ii) Financial Risk/Payback
 - Surprise expenditures for transit vehicles will be avoided
- iii) Organizational Risk/Payback
 - Effective method to plan for future growth, updated annually
 - Strategically we need to effectively plan for city growth and expansion of services
- iv) Community Risk/Payback
 - Balanced funding approach, to respond to growth, avoids spikes in cost to taxpayers
 - Meets new growth service commitment and community expectations for base services

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Transit Fleet Maintenance Expense
Department Name & Reference #: Transit
Business Unit No.: 886**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$28,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for:
Increase the internal transfer of funds to the fleet to respond to actual expenditures to maintain the transit fleet.
- ii) Costs for this initiative are intended to address:
 - a. Growth \$
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$28,000 Explain:
 - i) Maintenance costs have increased as a result of major motor and transmission work on older transit buses. The life expectancy of rebuilt motor and transmissions has not been achieved and the trend is expected to continue.

C. Implications:

- ii) Legislative Requirements
- iii) Financial Risk/Payback
 - Planning for expected costs up front will avoid yearend deficits
- iv) Organizational Risk/Payback
 - Effective planning avoids yearend deficits
 - Strategically we need to effectively plan for expected expenses to maintain current service levels
- v) Community Risk/Payback

CORPORATE SERVICES DIRECTORATE BUSINESS PLAN 2005 – 2007

A. Mission

To give innovative, strategic leadership to the four departments of responsibility resulting in high quality financial, assessment and taxation, municipal governance, and technology services being delivered to The City of Red Deer for the benefit of its citizens, City Council, and City departments.

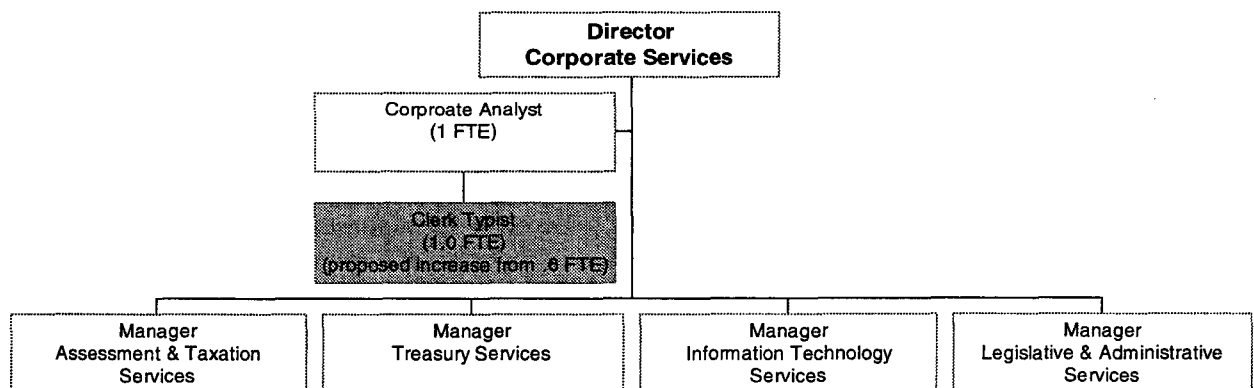
B. Mandate

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

Organizational Chart



FTE¹ Table

Year	2004	2005 (proposed)	2006 (proposed)	2007 (proposed)
# FTE's	2.6	3.0	3.0	3.0

¹ FTE – Full Time Equivalent staff

D. Overview**Looking Back on 2004:****i) Key Strategies, New Directions & Achievements**

- Corporate Services Management Team development through regular, outcome-focused Divisional Managers' meetings and one-on-one consultations; all managers completed Workplans in 2004 and are using these documents as tools for ongoing review and feedback with the Director.
- Assessment & Taxation Services 2004 budget approvals and process changes have enabled the Department to meet objectives and deadlines; Department is now fully staffed and engaged in staff training and development to increase assessment quality and accuracy.
- Legislative & Administrative Services 2004 budget approvals provided resources to follow through with records management short term objectives and long term planning
- Legislative & Administrative Services now has increased capacity for providing administrative support to the growing number of Council committees.
- Information Technology Services is carrying through with the GIS and Web strategies according to its strategic plan; began to explore a long term vision for "systems" at The City and related demands and complexities
- Treasury Services has undergone an extensive risk assessment and organizational review process in 2004, resulting in proposed financial management role clarity and responsibility assignment; issues related to the signing of the Representation Letter have been communicated to City Departments and plans are being made to clarify and assign responsibility to appropriately meet this audit requirement.
- Council and corporate policy templates and tools were developed to provide a more consistent approach to writing and maintaining policies.

ii) Challenges

- Understanding financial management issues, clarifying and responding to role and accountability gaps, and assessing the level of financial risk the organization is willing to accept. As The City has grown, the decentralized nature of financial management has caused uncertainty in some areas of control and reporting.
- Ensuring that corporate Services Department Heads have the skills, knowledge and abilities to effectively manage their departments, adequately plan for long-term issues and to continually lead their staff through the inevitable organizational changes. Management decision making is becoming increasingly complex in light of the multifaceted nature of corporate issues and responses and new legislation.
- Projecting into the future, and planning for the human and capital resource needs associated with corporate *systems*. Systems and their implementation can "eat up" substantial and often unavailable staff resources.
- Effectively coordinating and adequately resourcing corporate projects requiring integrated consultation, decision and implementation.
- Managing Directorate information flow and ensuring efficient access to documents as corporate records increase exponentially.
- Reducing the risks associated with inconsistent corporate contracts and agreements.

Looking Ahead to 2005 and Beyond:**i) Continuing Strategies**

- Preparing the financial reports and analysis required by SMT, Council and Council Audit Committee.
- Continuing with subsequent stages of the Treasury Services review and risk analysis, including financial management role clarity and financial control recommendations and implementation
- Building a stronger Corporate Services leadership team, operating effectively in an interdependent manner and collaboratively with other City Departments.
- Providing leadership that aligns service with resources available, supporting managers in setting priorities and getting the resources they require for being successful.
- Developing and implementing a number of corporate-wide risk reduction strategies and tools, including consistent policy writing, contract templates, franchise fees, and others as identified.

ii) New Initiatives

- Examining the current annual budget process, responding to management financial information needs and exploring options that address the financial governance needs of Council.
- Exploring and preparing a report on the anticipated corporate impact (timing, capital outlay, staff time for implementation and ongoing support) of *systems* decisions at The City over the next five years.
- Determining required strategies and actions to meet the minimum regulatory audit requirements and confidently sign the Letter of Representation to the Auditors annually.
- Implementing an efficient and effective document management process for Corporate Services.

E. Objectives for 2005:

Objective	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
1. Prepare and provide an accurate and complete financial package for Council to support the 2006 budget process.	<ul style="list-style-type: none"> • Corporate Services Director, Treasury S. Manager, Controller, Financial Analyst • Impacts Council 	December 2005	<ul style="list-style-type: none"> • Financial information is provided in a timely manner, is understood by, and meets the needs of Council.

Objective	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
2. Provide leadership to external expert ² who will explore and prepare a report that articulates the magnitude of resource issues associated with systems throughout The City.	<ul style="list-style-type: none"> • Corporate Services Director, Treasury S. Manager & Senior Corporate Accountant Business Support • IT Manager • Impacts key user Dept Managers 	December 2005	<ul style="list-style-type: none"> • A long term (5 years) "picture" of organizational impacts and resource needs required to support existing and new systems.
3. Provide leadership to the process of establishing a strong and effective system of financial controls and reporting throughout the corporation, while meeting the expectations of citizens, regulatory bodies, courts, and other stakeholders.	<ul style="list-style-type: none"> • Treasury Services Manager and senior staff • Impacts all City managers 	• March 2006	<ul style="list-style-type: none"> • A clear Treasury Services organizational structure, including roles and relationships, which effectively deals with financial issues in accordance with the MGA and regulatory requirements. • Confidently signing the Auditor's Letter of Representation for fiscal year 2005 and beyond
4. Enhance the leadership strengths of the Corporate Services Managers and their direct reports and increase the interdependence of the Corp. S. team.	<ul style="list-style-type: none"> • All Corporate Services Managers and their direct reports 	• ongoing	<ul style="list-style-type: none"> • Managers and their direct reports model effective leadership and interdependent decision making in Divisional, Corporate and Regional projects and processes
5. Improve the functionality of the Corporate Services Director in the area of records, (paper & electronic) management.	<ul style="list-style-type: none"> • CS Secretary³, CS Director & Corporate Analyst • Records Management Coordinator • ITS • Impacts Personnel Dept. 	June 2005	<ul style="list-style-type: none"> • A well maintained system that provides efficient & consistent retrieval of documents on a daily basis for the Corporate Services Director & Treasury Services Manager. (Contingent on approval for increased secretarial staff from .6 to 1.0 FTE)

² BPFR – Corporate Systems Long Term Impact Analysis

³ BPFR – increased secretarial position to 1 FTE

Objective	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
<p>6. Develop & implement a number of corporate-wide risk reduction strategies and tools, including:</p> <ul style="list-style-type: none"> consistent policy tools and templates consistent contract/agreement templates franchise fees policy and practices updated 	<ul style="list-style-type: none"> Corporate Analyst, CS Director, Department Heads & various steering committee members as appropriate Impacts all City managers 	<p>March 2005</p> <p>December 2005</p> <p>June 2005</p>	<ul style="list-style-type: none"> Clear policies, procedures & tools that provide guidance to the organization for consistent implementation & action and reduce litigation risk and costs

F. Risk Management Disclosure:

1. **Financial Management and Control:** The City's audit report for the 2003 fiscal year detailed a number of financial and control issues that require an immediate response. To address these issues, a review of Treasury Services was completed in late 2004. A report was presented by the consultant to the Audit Committee and the City's auditor. The report clarifies roles, authority and responsibilities along with the resources and organizational structure required to successfully manage and mitigate risks where possible. Additional staff and organizational and cultural changes are required. This review has resulted in a budget requirement for 2005. The department's ability to respond will depend upon Council's support of the request.
2. **Corporate Systems Management:** It is becoming apparent that systems are increasingly pervasive and complex, with resulting impacts on both financial and human resources throughout the organization. The City is increasingly at risk of major resource needs given the increasing complexity of systems, and the propensity for major software companies to merge with or takeover competitors, resulting in loss of service and increasing costs. A budget requirement has been submitted as part of the 2005 process, to identify methods to mitigate the increasing resource allocation requirement. This study will hopefully allow the City to understand the magnitude of the issue, and to prepare a corporate wide strategy dealing with implications and human resource needs for the longer-term future (5 years).
3. **Corporate Policy:** External Auditor's presentation to Council in 2004 noted that anticipated loss of staff by way of retirements and turnover creates risk in the corporation. Accurate documentation of policies and processes will help to mitigate this risk. The process of developing consistent policy tools and templates is well underway.
4. **Corporate Contracts:** Corporation operating at high risk because contract templates, processes, and procedures have not been consistently filtered through legal opinion and standardized throughout the organization. A corporate consultation process and strategy will be initiated early in 2005.

**THE CITY OF RED DEER 2005, 2006 AND 2007 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

Corporate Analyst: researches, analyzes & reports on corporate issues

Senior secretary* (.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 -

2004 Council Approved Budget	\$276,218
Add: 2004 Salary Adjustments	4,861
2003 Adjusted Budget	\$281,079
Add: CPI Adjustments	365
Less: GST change	-262
Less: BPFR - Contracted Services for Risk Assessment	-25,000
2005 Budget Guideline	\$256,182

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Major issues will primarily impact and be reflected in Departmental budgets. Contract resources will continue to be requested in Department Budgets in 2006 and 2007 to manage corporate projects such as risk analysis and mitigation. These will be specific projects supported by SMT.

Records and document management will continue to be a increasing challenge for the Division.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$180,871	\$233,906	\$238,775	2.1%
General & Contracted Services	8,815	40,312	15,420	-61.7%
Materials, Supplies & Utilities	3,509	2,000	2,000	0.0%
Other	0	0	0	0.0%
SUB-TOTAL	\$193,195	\$276,218	\$256,195	-7.2%
Internal Charges & Transfers	0	0	0	0.0%
TOTAL EXPENDITURE	\$193,195	\$276,218	\$256,195	-7.2%
REVENUE	0	0	0	0.0%
NET TAX LEVY	\$193,195	\$276,218	\$256,195	
Percent Change		43.0%	-7.2%	
EQUIVALENT FULL TIME POSITIONS	2.0	2.6	3.0	15.4%

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Corporate Systems Long Term Impact Analysis
Department Name: Corporate Services Division
Business Unit No.: 120**

A. Funds Required:

- i) One time ☒ or, Ongoing ☐
- ii) 2005 Net Budget Requirement \$25,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used to contract with an expert to undertake a process that will identify and analyze the long-term impact of "systems" on City human resources and operating budgets in the next 5 years.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$5,000
 - b. Increased service \$5,000
 - c. Legislative & new complexities \$15,000
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications:

- i) Financial Risk/Payback

The increasing complexity of systems, the number of stand-alone systems being requested by departments, and the mergers and acquisitions of software companies with a resulting change in product line and support, is creating a significant area of financial risk for The City.

This study will provide a clearer picture of the human resources and related costs that will be required to implement, upgrade and provide ongoing support and maintenance to City systems, and thus provide better information for making system decisions in the future.

ASSESSMENT AND TAXATION SERVICES DEPARTMENT BUSINESS PLAN 2005 – 2007

A. Mission

To perform the legislated duties assigned to us in an efficient and professional manner.

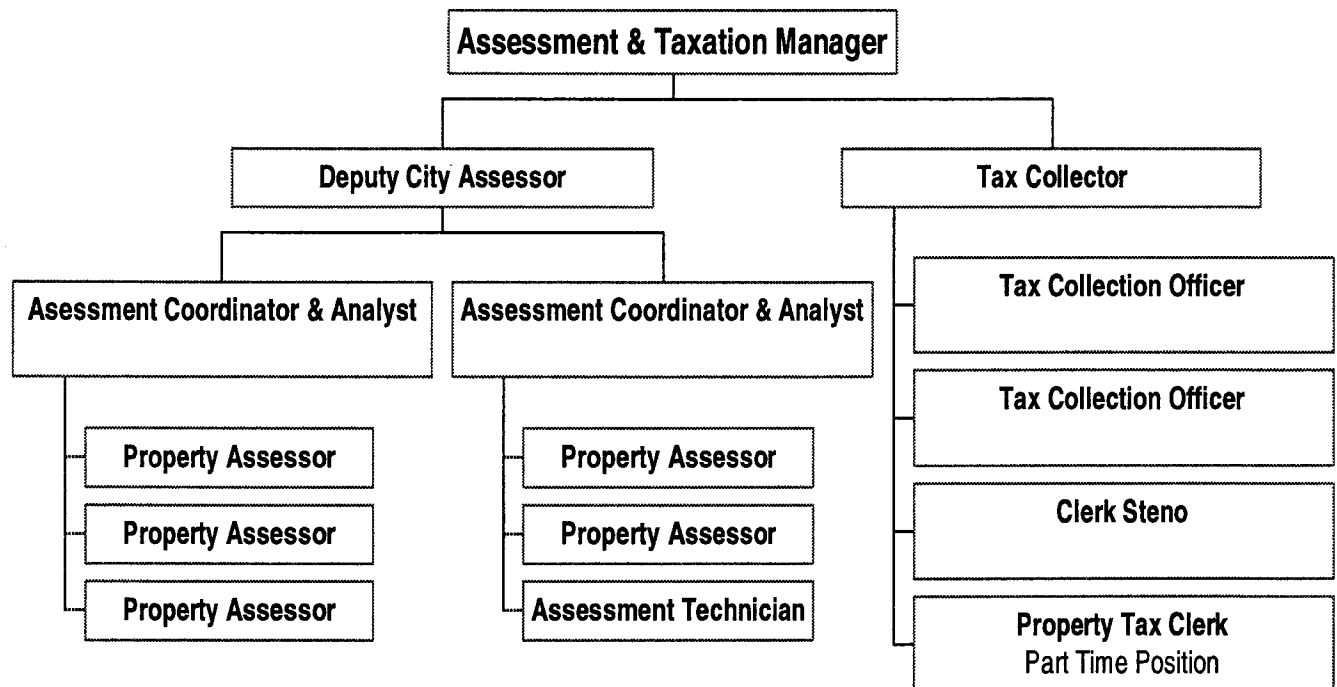
B. Mandate

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 in The City of Red Deer for property taxation purposes;
- Value properties in The City of Red Deer for business revitalization zone purposes;
- Collect property and business revitalization zone tax on behalf of The City and requisitioning authorities including Alberta Education, Public Library, and the Business Revitalization Zone; and
- Assign civic addresses to property within the City of Red Deer.

C. Organizational Structure

Organizational Chart



Note: This chart does not include summer student staff specifically hired to complete project work.

FTE¹ Table

Year	2004	2005	2006	2007
# FTE's	14.6	14.6	14.8	15.9

¹ FTE – Full Time Equivalent staff

D. Overview**Looking Back on 2004:****i) Key Strategies, New Directions & Achievements**

- Mailed the property assessment notices in February.
- Met all legislated assessment deadlines.
- First large to mid sized city to successfully load assessment data onto the provincial Assessment Shared Services Environment (ASSET) system.
- First municipality in Alberta to successfully load supplementary assessment data on the ASSET.
- Implemented a "Residential Request for Information" process.
- Retained existing staff.
- Current paper records and electronic files adhere to the new Corporate Records Management System.
- Worked with assessment software vendor to address programming issues that will significantly benefit The City of Red Deer.
- Improving the profile of the City of Red Deer by becoming more involved with Provincial/International organizations.
- Proceeded with staff development activities.
- Overtime reduced significantly.

ii) Challenges

- Finding the resources to research and implement required changes to our business processes while keeping up with the growth.
- Accommodating the provincially legislated requirements of the ASSET.
- Assessment system vendor is making considerable enhancements to the software which is delaying our plan to integrate with GIS and implementing the use hand held electronic devices.
- Staff development activities are proceeding slower than expected due to other pressing issues.

iii) Statistical Measures

	2003 actual	2004 (estimated to year end)
Tax Installment Payment	5,905	7,025
Property Accounts	27,541	29,180
Tax Certificates Issued	1,520	1,550
Tax Searches Issued	7,150	7,750
Mortgage Accounts	7,520	7,810

Looking Ahead to 2005 and Beyond:**i) Continuing Strategies**

- Continue with the “Residential Request for Information” process.
- Continue with investigating the use of multiple regression as a valuation tool.
- Complete role clarity, staff development and progression management for the Assessment Section. (Personnel Department assistance required.)
- Improve the image of The City of Red Deer by continuing to be involved with initiatives with other municipalities and provincial and national bodies.
- Proceed with integrating GIS with the assessment system immediately following the programming changes committed to by the vendor. (Information Technology Services assistance required.)
- Proceed with implementing hand held electronic devices immediately following the programming changes committed to by the vendor. (Information Technology Services assistance required.)

ii) New Initiatives

- Based on the results of the multiple regression valuation model, implement for the 2006 tax year.

D. Objectives for 2005:

Objective 1: Fully integrate the “Residential Request for Information” process into our business work plan.

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
i. Mail the “Residential Request for Information” to residential property owners.	Legislative and Administrative Services	Ongoing	Receive completed “Residential Request for Information” form.

Objective 2: Increase public awareness of the assessment and taxation process.

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
i. Make presentations to various groups within Red Deer over the next year on the assessment and taxation process.	Communications Department	Ongoing	Presentations include good quality dialogue from attendees and we receive positive feedback on presentation content.

Objective 3: Investigate and implement modern technology to improve the efficiencies and customer service levels within the Department.

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
i. Implement the use of hand held remote electronic devices to assist assessors in collecting property characteristic data.	Information Technology Services and Assessment Software Vendor	3 rd Q 2005 4 th Q 2005 2 nd Q 2006 3 rd Q 2006	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 an assessment technical resources to assist IT Services to implement GIS technology to increase the amount of property assessment information available to our ratepayers over the internet.	Information Technology Services and Assessment Software Vendor	4 th Q 2005 1 st Q 2006	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 resources to assist IT Services to implement GIS technology to provide the assessors with an additional property valuation tool.	Information Technology Services	3 rd Q 2004 4 th Q 2005	Completed in 2004. GIS used to assist the assessors with the valuation of property. GIS will assist the valuation process.
iv. Implement electronic land title transfer system.	Information Technology Services and Tax Software Vendor.	?	Tax software vendor stated program change was to occur by 3 rd Q 2003. Having difficulty getting commitment from vendor.

Objective 3 is the same as that presented as part of the 2004 business plan. Our assessment system provider has agreed to make some significant programming changes that will benefit The City of Red Deer significantly. These programming changes have a scheduled completion date of August 2005. Following the completion of these changes we can proceed with action items i, ii and iii.

Objective 4: Implement Assessment Shared Services Environment (ASSET) Compliance Requirements.

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
i. Additional reporting requirements is expected for the 2006 tax year.	Information Technology Services and Assessment Software Provider.	4 th Q 2005	Property assessment information loads to ASSET program successfully.

In 2004, ASSET impacted our operations significantly. Changes in 2005 and beyond are expected to occur; however, the impacts to our operations and resource requirements will likely diminish over the next 3 years.

Objective 5: Staff Development

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
i. Assist staff to advance in their career	Personnel Department	Ongoing	Staff improve their skills and are prepared for higher level positions that become available.

F. 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.
- iii. Significant number of potential Tax Section staff eligible to retire within the next 5 years.

**THE CITY OF RED DEER 2005 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 -

2004 Council Reallocated Budget	\$1,062,042
Carry Forward	(\$13,075)
Reduce One time Contract Expense	(\$15,000)
Add Salary Increase and Evaluations	\$25,052
Add CPI	\$3,369
Add Contracted Services	\$20,000
Less Contracted Services GST	(\$2,418)
Less Revenue Increase (Financial Institution Fee Increas	(\$43,659)
2005 Budget Guideline	\$1,036,311

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,066,482	\$990,187	\$1,015,180	2.5%
General & Contracted Services	129,544	165,522	159,321	-3.7%
Materials, Supplies & Utilities	33,711	22,833	21,910	-4.0%
Other	113	0	0	
SUB-TOTAL	\$1,229,850	\$1,178,542	\$1,196,411	1.5%
Internal Charges & Transfers	(68,201)	0	0	
TOTAL EXPENDITURE	\$1,161,649	\$1,178,542	\$1,196,411	1.5%
REVENUE	(124,863)	(116,500)	(160,100)	37.4%
NET TAX LEVY	\$1,036,786	\$1,062,042	\$1,036,311	-2.4%
Percent Change	18.9%	1.5%	1.5%	
EQUIVALENT FULL TIME POSITIONS	14.4	14.7	14.7	

**THE CITY OF RED DEER 2005 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Assessment Section

DEPARTMENT: 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 -

2004 Reallocated Council Approved Budget	\$901,817
Carry Forward	(\$13,075)
Reduce One time Contract Funding	(\$15,000)
Add CPI on Contracted Services and Materials (2.1%)	\$2,909
Less Contracted Services GST	(\$2,418)
Add Contracted Services	\$20,000
Add Salary Increase and Evaluations	\$17,448
Less Revenue Increase	(\$100)
2005 Budget Guideline	\$911,581

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$742,930	\$741,542	\$758,990	2.4%
General & Contracted Services	110,197	150,112	143,591	-4.3%
Materials, Supplies & Utilities	24,415	15,163	14,100	-7.0%
Other				
SUB-TOTAL	\$877,542	\$906,817	\$916,681	1.1%
Internal Charges & Transfers	(68,463)	0	0	
TOTAL EXPENDITURE	\$809,079	\$906,817	\$916,681	1.1%
REVENUE	(6,325)	(5,000)	(5,100)	2.0%
NET TAX LEVY	\$802,754	\$901,817	\$911,581	
Percent Change	22.0%	12.1%	1.1%	
EQUIVALENT FULL TIME POSITIONS	10.0	10.2	10.2	0.0%

**THE CITY OF RED DEER 2005 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Taxation Section

DEPARTMENT: 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 -

2004 Council Reallocated Approved Budget	\$160,225
Add 3% Salary Increase (CUPE)	\$7,545
Add Alberta CPI on Contracted Services (2.1%)	\$460
Less increase in revenue (Financial Institution Annual Fee Increase)	(\$43,500)
2005 Budget Guideline	\$124,730

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$323,552	\$248,645	\$256,190	3.0%
General & Contracted Services	19,347	15,410	15,730	2.1%
Materials, Supplies & Utilities	9,297	7,670	7,810	1.8%
Other	113	0	0	
SUB-TOTAL	\$352,309	\$271,725	\$279,730	2.9%
Internal Charges & Transfers	262	0	0	
TOTAL EXPENDITURE	\$352,571	\$271,725	\$279,730	2.9%
REVENUE	(118,538)	(111,500)	(155,000)	39.0%
NET TAX LEVY	\$234,033	\$160,225	\$124,730	
Percent Change	10.1%	-22.9%	2.9%	
EQUIVALENT FULL TIME POSITIONS	6.0	4.5	4.5	

Information Technology Services 2005-2007 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 the corporations electronic data;
- Provide network administration, troubleshooting, and performance management;
- Provide server administration and installation of all hardware and software;
- Provide for and maintain, information technology infrastructure growth & capacity.

Production Support Services

- Provide production support, helpdesk and training for 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, management of, 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 desktop applications (office software operating systems);
- Provide management and administration of City Hall's physical security system;

Applications/Development Services

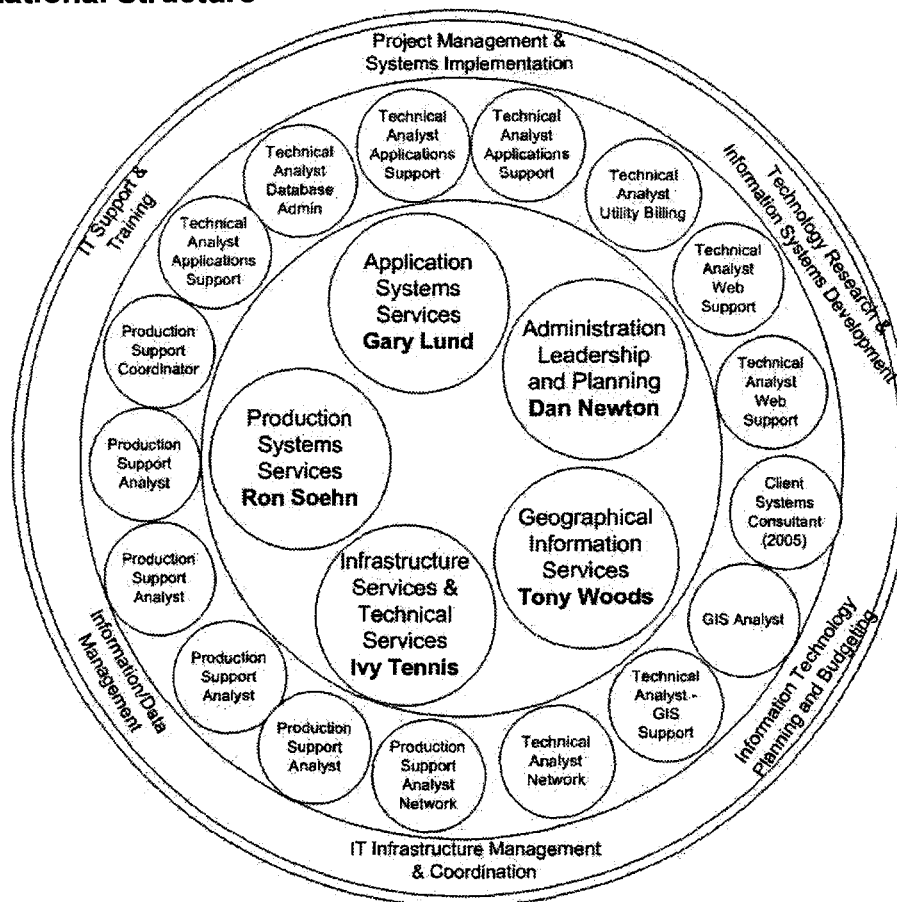
- Assist with the selection of all software applications used in The City;
- Assist business units in the development of a business case analysis for all application related information technology initiatives;

- 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 always 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	2003	2004	2005 (proposed)	2006 (proposed)	2007 (proposed)
FTE	19	21	21.5	22	22.5

D. Introduction**Looking Back on 2004:****I. Achievements in the areas of:****Administrative, Planning and Budgeting**

- Sold and purchased back of a portion of the RedNet fibre network;
- Expansion of RedNet for the David Thompson Health Region;
- IT Strategy updates;
- Urban CAP Support.

Infrastructure and Technical Services

- Ongoing RedNet Support;
- Upgraded Virtual Private Network Technology at 4 locations and implemented 1 new location (Parks Satellite Shop);
- Network Infrastructure Upgrades;
- Upgraded the network domain to Windows 2003 Servers;
- Upgraded and implemented the email system to Exchange 2003;
- Redesigned and reorganized the computer room for efficiency;
- Made ongoing Server security patches and updates;
- Supported and upgraded the Servers.

Production Systems

- Radio System – Replaced 89 portable radios; Developed and implemented a “talk group” redesign, Assessed the Radio Infrastructure;
- Upgraded the Voice Mail System;
- Implemented a new Email System – Exchange 2003;
- Provided Urban CAP;
- Provided IT Support to the Library;
- Annual Refresh Program (approx. 104 Workstations and 9 Printers replaced);
- 39 Additional workstations implemented and supported;
- Added Information Technology support for the Museum;
- Upgraded the hardware and software systems used by Citizen Action Bus.

Applications Systems

- “End of World Project” – A project to do the final conversions from the World ERP System to PeopleSoft’s EnterpriseOne version;
- CLASS Software Systems version upgrade for program registration and facilities booking systems;
- Implemented CLASS Software System’s Internet based program registration and facilities booking on the web (looknbook);
- Developed and implemented a Tool Crib tracking system for Public Works;
- Developed and implemented a Census reporting system for LAS;
- Started the implementation of a new corporate Point of Sale system;
- Implemented the Fire Department Management System Roster Module;
- Completed a pilot project to help automate Fire Inspections.

- Developed and implemented, with the Personnel Department, a Supervisor's Employee Management Information System for all Supervisors to view important information about their employees;
- Completed Intranet planning for delivery of staff information systems;
- Developed and implemented the Community Events Calendar;
- Completed the Web home page redesign and implementation;
- Completed the upgrade of the Content Management System software;
- Completed the contract management reporting system for the Social Planning department;
- Developed and supported the elections web based application;
- Developed and implemented a wires database for the Electric, Light and Power Department;
- Automated the filing of water test results for the Water Treatment Plant;
- Developed and implemented the mobile Building Inspections system for the Inspections and Licensing Department;

Geographical Information Systems

- Digital Orthophotography - completed and implemented high resolution black and white lower resolution colour aerial photography;
- Parcel Mapping – Completed the project to graphically create unique parcels and link to the tax roll;
- Developed and implemented a new Parcel Mapping work flow using the new GIS software and system;
- Assisted the Assessment and Tax Department to develop queries, reports, and thematic maps utilizing the new parcel mapping system;
- Integrated the Land Use information into the GIS Database;
- Designed and developed an Internet web based mapping application for land based information; areas of interest; election information; aerial photography; and transit route schedules. by address, areas of interest, and subdivision;
- Started the development of an Intranet Web-based GIS application for delivery of internal GIS applications.

II. Challenges

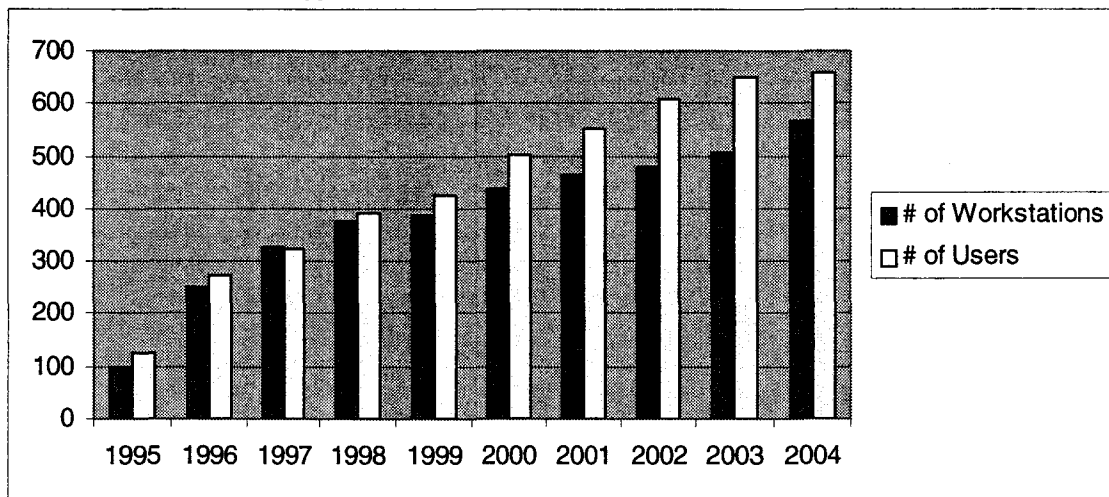
- Keeping resources allocated and momentum on existing strategic initiatives while working on new major projects and maintaining day-to-day work.
- The ongoing rapid pace of information technology change.
- Managing the continual pursuit of hardware and software upgrades.
- Ensuring we do not chase technology that has no real business value.
- Managing the massive and increasing amounts of data and records that are being stored electronically.
- The increased growth in the use of Internet and Internet Email.
- Increased network management as a result of increased spam email, viruses and security vulnerabilities.

III. Statistics/Performance Measures

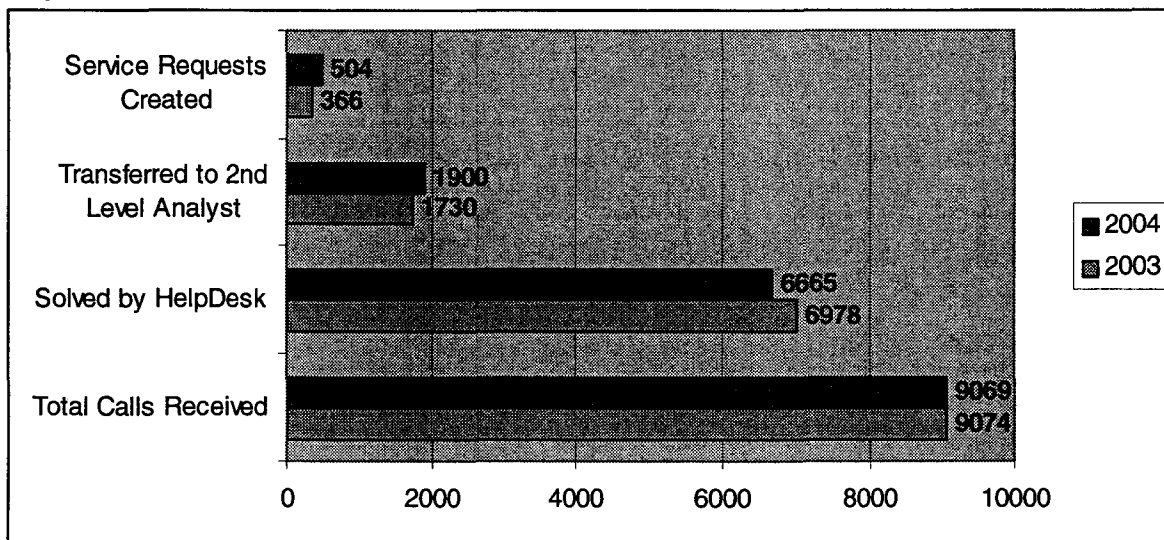
User Devices Supported

# Supported:	2004	Additions	Replaced	Retired	2005
Desktops	473	33	105	116	495
Laptops/Tablets	34	4	22	6	54
Total Computers	507	37	127	122	549
PDA's	44	7	2	2	51
Servers	37	2	7	7	39
Telephones	506	14			520
Radios	381	8	80	83	386

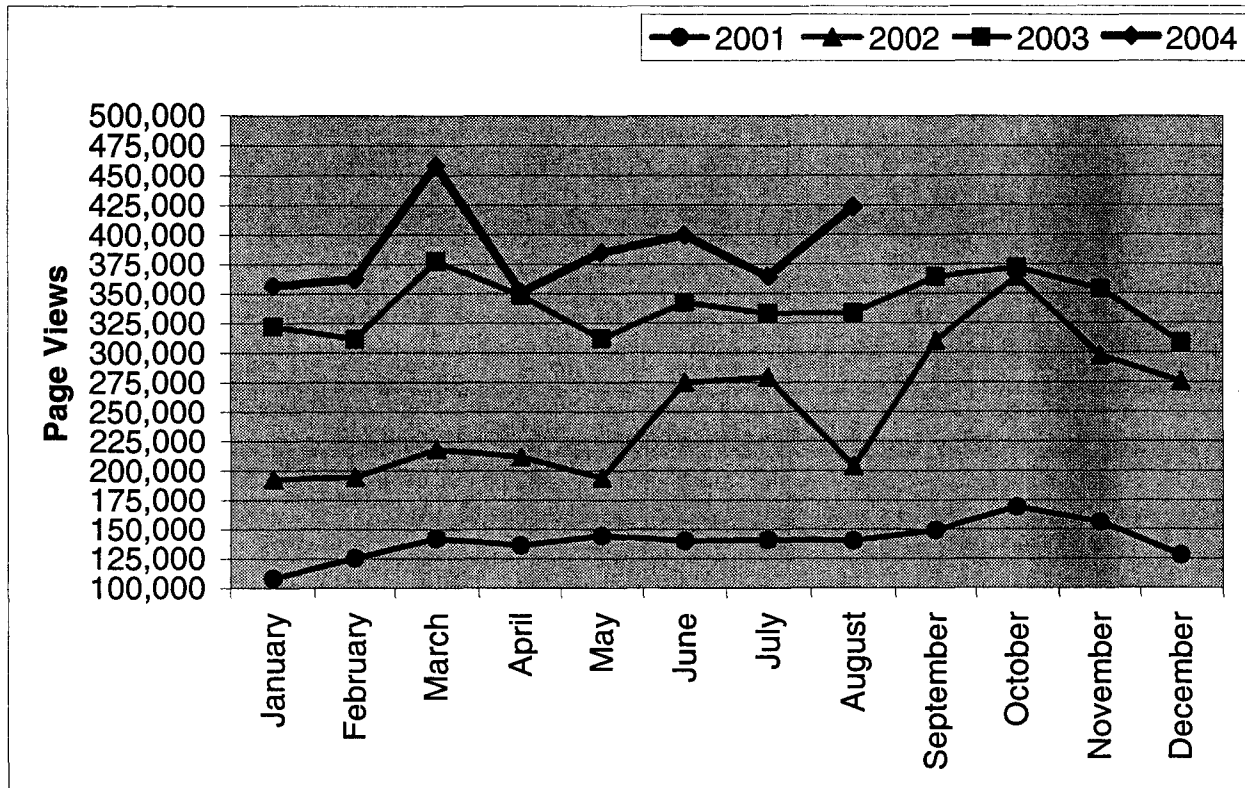
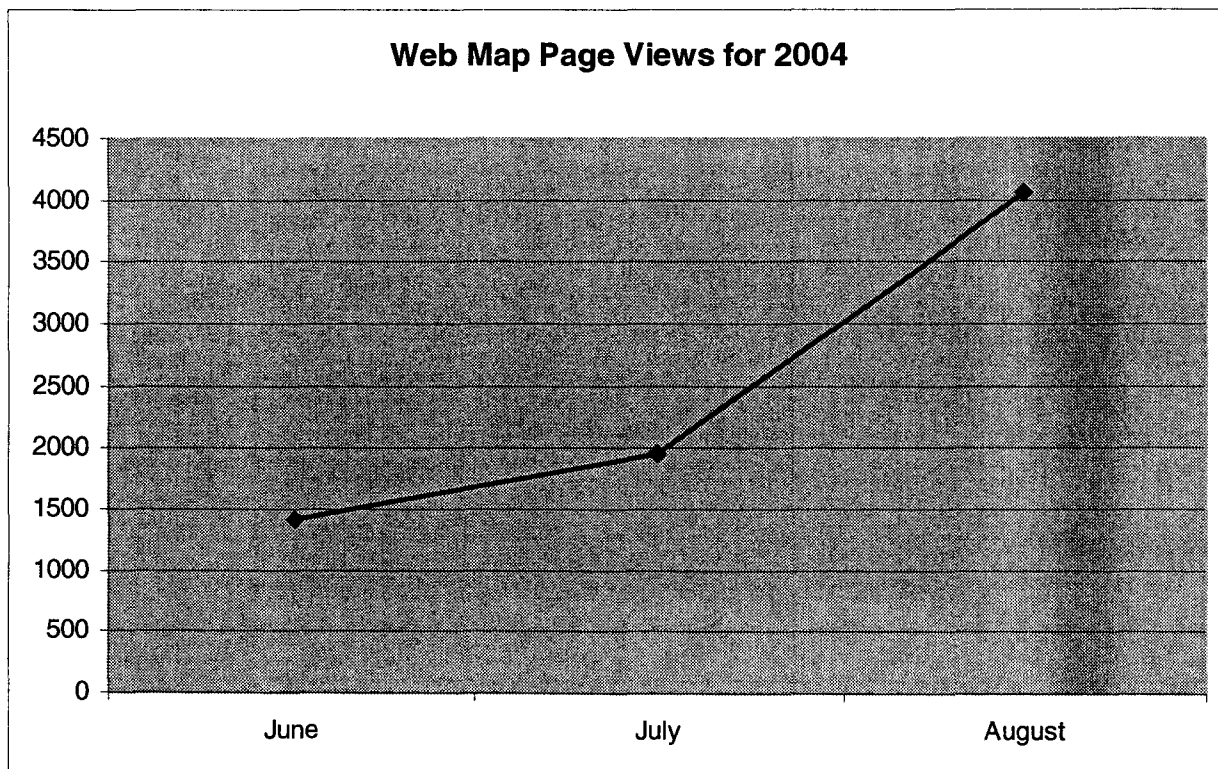
Information Technology Services – 10 Year Growth in Workstations and Users



HelpDesk Performance Statistics



Performance Measure	2004	2003
Solve Rate for Helpdesk	74%	77%
Percentage of Service Requests Completed	88%	94%

Internet Usage Statistics for RedDeer.ca**WebMap Usage Statistics (First 3 months of Operation)**

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, mostly from British Columbia, responded. Results of the survey have been compared to the City of Red Deer's IT department below:

Criteria	KPMG 2003 Survey Results	City of Red Deer 2003 Actual	City of Red Deer 2004 Budgeted
Average ITS Costs per # of Users Supported	\$4,283	\$3,995	\$4,235
Average ITS Costs per # of Workstations Supported	\$5,425	\$5,137	\$4,915
Number of ITS Users to 1 ITS Workforce	41	34.3	32.3

This comparison to other municipalities (mostly in British Columbia) indicate that we are very similar in size 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 to others.

Customer Satisfaction Survey

A web-based survey was used to gauge our customers (clients) satisfaction for 2004. The survey was sent to 143 clients that had used our services in 2004 and 91 clients responded to the survey. Summarized survey results follow:

2003 Survey Results

CATEGORY	POSITIVE %	NEUTRAL %	NEGATIVE %
General Support	93%	6%	1%
Business Knowledge	81%	16%	3%
IT Knowledge	98%	2%	0%
Customer Service	84%	13%	3%
Responsiveness	95%	2.5%	2.5%
Grand Total	89%	9%	2%

2004 Survey Results

CATEGORY	POSITIVE %	NEUTRAL %	NEGATIVE %
General Support	91%	5%	4%
Business Knowledge	74%	16%	10%
IT Knowledge	93%	7%	0%
Customer Service	81%	14%	5%
Responsiveness	91%	6%	3%
Grand Total	85%	10%	5%

Below are some client comments we received as part of the Survey:

- For the amount of work involved I am not only satisfied but also on occasion surprised at the amount able to be accomplished. I wish to give “a big thumbs up” to Tony and his gang on the web based information system. Our Transit maps and information works very well.
- Over the past year my requests for IT support and service have been met in a manner that fully met my expectations. Service and follow up was provided as needed in a timely manner.
- I actually think service has declined. It seems that everyone is more fragmented and working on too many projects to be able to effectively concentrate on specific projects.
- I think early in 2004 the support staff was stressed out. They appeared to be behind a bit but the service level was still very high. I also believe some of the many changes made in 2004 took a toll on the team. Great job working through it!
- While I don't see significant reduction in service quality, I don't see much improvement either.

Client Survey Conclusions

Ratings are still very good for 2004. However, this year shows a lower positive rating and a higher negative rating with neutral ratings remaining about the same. Weaknesses continue to be in the areas of Business Knowledge and Customer Service. As a result of the ratings, we need to increase our focus on “Customer Service”. By moving to a more distributed support model, we expect to obtain a better “Customer Service” rating in the future. We also expect to see improvements in our “Business Knowledge” rating as a result of the distributed support model.

Looking Ahead to 2005:**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 – Especially for Asset Management
- Web based delivery of services
- Wireless/Mobile Computing/Field Automation

iii) New Strategic Areas and Directions

- Training - Using information technology to enhance training
- Citizen Relationship Management Systems – corporate consolidation
- Best of Breed Systems – This strategy ensures that based on business unit requirements & a business case analysis best systems are implemented.

Data/Information/Records Management – Managing the City's information and records as a corporate resource.

E. Objectives for 2005:

Objective 1: To guide and provide resources towards the successful completion of new and ongoing information technology projects.

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
1) Web Strategy Projects a) Point of Sale and Electronic Service Delivery infrastructure implementation. b) Intranet development for Personnel Applications and other shared information and applications c) Implementation of additional Online applications for the Inspections and Licensing department	Primarily partner with Treasury and Recreation. Services will be provided from Personnel, IT, LAS Treasury & Communications Primary partner is Inspections & Licensing. Treasury also impacted	3 rd Qtr 2005 3 rd Qtr 2005 4 th Qtr 2005	➤ Infrastructure in place and Point of Sale system implemented. ➤ Intranet development started. ➤ Two online applications available for use from the Inspections and Licensing department
2) Asset Management Systems Implementation a) Establish Committee b) Specify and issue RFP c) Purchase software d) Implement system for PW. e) Implement system other areas.	This is a corporate project with initial emphasis on the Public Works department. Treasury will be integral to the implementation.	2 nd Qtr 2005 4 th Qtr 2005 1 st Qtr 2006 2 nd Qtr 2006 2007	➤ Establish Steering Committee and working team, specify requirements and develop RFP. Set direction for implementation. ➤ Implementation to begin in 2006.
3) GIS Strategic Initiatives a) Re-Planning for other high priority GIS initiatives. b) Integration of GIS with Infrastructure/Asset Management System. c) Internet delivery of Titles Mapping and assessment information. d) Deploy Parks mapping application. e) Single Line Street Network Project	Corporate initiative Joint project with IT, Treasury & PW. Joint project with IT, Assessment and Tax depts. IT and Parks department. Corporate initiative	1 st Qtr 2005 2 nd Qtr 2006 3 rd Qtr 2005 1 st Qtr 2005 2 nd Qtr 2005 2 nd Qtr 2005	➤ Prioritized Plan Complete ➤ Infrastructure Data entered into GIS system. GIS supervisor part of Asset Management project team. ➤ External Users have access to the titles mapping & assessment info through the WebMap application. ➤ Parks map deployed Users will have access to street and intersection locations.

Objective 1 Actions (continued)	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
4) Transit/Special Transportation Study – Specialized Transit scheduling and dispatch systems implementation	Transit and Social Planning departments.	3 rd Qtr 2005	➤ System implemented and operational
5) Field Automation Projects – Below are the projects planned for 2005: a) Implementation of the Emergency Services – Fire Inspections in the Field b) Assessment and Tax – Assessment Automation c) Patient Care System	Emergency Services and Assessment and Tax are the two target departments	2 nd Qtr 2005 4 th Qtr 2005 3 rd Qtr 2005	Systems are implemented and operational
6) Records Management	Legislative and Admin Services is the major partner	Ongoing	Support and implementation as planned

Implications of Objective 1:

Many of the projects and actions identified have been developed as corporate strategies to deliver improved services to Citizens. The justifications for other projects are based on a recommendation from other strategies or studies and/or a developed Business Case Analysis. Once projects are complete, there will be ongoing costs to support and maintain the systems and technology deployed.

Objective 2: To develop and maintain the Information Technology Master Plan for The City of Red Deer.

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
1) Begin to focus on the Public Works department and offer distributed IT support.	IT Services/Public Works	2 nd Qtr 2005	➤ IT Support Person working in Public Works on a regular basis with a particular focus on implementing an Asset Management System.
2) Review the Internet Usage Policy and develop other corporate IT Policies.	IT Services	2 nd Qtr 2005	➤ Part of Corporate Policy project. New IT policies developed for software and Internet usage. Others policies needed are identified.
3) Maintain and update the Information Technology Plan by: a) Communicating with other municipality's IT Departments and others in the IT 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 a) Search for technology upgrades that have quick paybacks.	IT Services	Ongoing	➤ Regular attendance to trade shows, conferences and training seminars for all IT Staff. ➤ Continued support towards the development of a Municipal Information Systems Association (MISA) in the Prairies (Alberta). ➤ Continued membership and support of the Canadian Information Processing Society. ➤ Business Case Analysis completed for all technology upgrades and implementations.
4) Make information technology an integral part of the business units planning processes.	Ongoing		➤ Business Units include IT in their annual business planning.
5) 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 or support.

Implications of Objective 2:

Actions identified under this Objective are typically ongoing and relate back to IT Strategies in general. An integral part of this is to ensure that business units include the information technology element when they do their planning. The Information Technology Services Department makes a strong effort to make this important link. External scanning and internal feedback are essential activities for continuous improvement and keeping in touch with the business use of technology.

Objective 3: Ensure that existing technologies are properly and cost-effectively supported, maintained and developed.

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
1) Annual IT Feedback Survey	IT Services	3 rd qtr 2005	➤ Receive a positive response to the Survey with at least an 85% average.
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.	IT Services	Ongoing	➤ Network downtime of less than 1%. ➤ To provide excellent network performance. Review IT Annual Survey for related complaints.
3) Update the Desktop Operating Systems to Windows XP – SP2	IT Services	4 th Qtr 2005	➤ All desktop/laptops and tablet PCs will be operating Windows XP and potentially Office 2003 productivity software.
4) Upgrade all Servers to Windows 2000 or better	IT Services	4 th Qtr 2005	➤ All City Servers will be operating Windows 2000 or better in the Windows 2003 domain.
5) Annual Refresh Program a) Upgrade at least 100 workstations under the technology refresh program. (the goal is to have no workstation or laptop that is over 5 years old). b) Upgrade printers as required (goal is a 7 year cycle) c) Upgrade Servers as required (goal is to have no server more than 6 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).	IT Services	Ongoing	➤ Workstations, Printers, Servers, Telephones, Radios and the Network will be maintained as identified.
6) Re-visit Print Strategy	IT Service/LAS	2 nd Qtr 2005	➤ Print Strategy Updated.

Implications of Objective 3:

By completing the actions under this objective, we will continue to maintain a proper information technology infrastructure and deliver excellent day-to-day client service and satisfaction. This in turn will allow our clients (the City Departments) to provide excellent service to citizens.

Objective 4: Research and develop a strategy & plan to provide secure wireless voice, data and video communications for field automation and other applications throughout the City of Red Deer.

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
1) Continue with the Radio System Upgrade/Replacement project.	IT Services	4 th Qtr 2005 Final completion by 2007	<ul style="list-style-type: none"> ➤ 60 Mobile Radios replaced. ➤ 30 Base Station Radios replaced. ➤ Infrastructure expanded for greater capacity.
2) Emergency Services Mobile Pilot project – Install and implement wireless laptop/tablet in Platoon Chief vehicle & Investigators Unit	Emergency Service/IT Services	3 rd Qtr 2005	<ul style="list-style-type: none"> ➤ Systems up and working
3) Laptops/Tablets for Public Works Foremen- access to GIS info.	Public Works	3 rd Qtr 2005	<ul style="list-style-type: none"> ➤ Systems up and working
4) Review Personal Digital Assistance and other portable devices for standards and use (including wireless connection).	IT Services	4 th Qtr 2005	<ul style="list-style-type: none"> ➤ Standards developed.
5) Pilot a wireless network at City Hall.	IT Services	2 nd Qtr 2005	<ul style="list-style-type: none"> ➤ City Hall has secure wireless capabilities.
6) Develop a wireless communications plan. Must include technology for voice, data and video communications.	IT Services	3 rd Qtr 2005	<ul style="list-style-type: none"> ➤ Plan developed.

Implications of Objective 4:

This objective requires continuation of the Radio System upgrade/replacement project. Once complete we will need to establish an operational model that will ensure that the radio system is properly maintained and upgraded as needed. There is also a need to research and pilot project wireless technologies as the need for mobile computing and being connected anywhere/anytime has increased. The research and development in this area, along with pilot projects, will assist us in developing a more detailed plan to provide future wireless data communications and infrastructure. Wherever possible and feasible, existing public wireless networks will be used.

F. Risk Management Disclosure:

The following risks have been identified:

1. RedNet Operation – As SuperNet is rolled out to all of the schools, hospitals and libraries throughout the City of Red Deer, there is a possibility that it may be more cost effective for the RedNet partners to obtain their network services from SuperNet. This will probably result in the downsizing of the RedNet shared network.
2. Software Industry Changes – Mergers and acquisitions are taking place at an unprecedented rate. For example, SSA Global Software purchased our Personnel/Payroll System software vendor, Infinium Software. We

have already noticed a slightly lower level of service from this new vendor and there is talk about significant changes in maintenance and support fees. Another example is with our Enterprise Resource Planning software vendor, JDEdwards. PeopleSoft purchased JDEdwards in 2003. In October of 2004, Oracle Software made a take-over bid for PeopleSoft and industry experts are expecting this acquisition to happen. Changes in ownership of our software vendors can have a huge affect on support and maintenance of our software. Although the new vendors usually provide an upgrade path, the upgrades can be very costly. Another example is with Diamond Software, our utility billing software vendor. Diamond was recently sold to Star Municipalities Technologies. What was once a local vendor now has their head office in Ontario. The most recent example is where the US company "The Active Network, Inc" purchased Class Software Solutions in October 2004. Class is a Canadian company that provides us the software for program registration and a facility booking. The impact of this acquisition is still unknown.

3. The importance of proactively identifying ongoing costs of supporting and maintaining systems and technology – As new technologies and systems are implemented, we must ensure that all ongoing costs are identified up front. In some cases this is a difficult task, especially given the volatility of the software industry. Proper business case analysis is a must for all new technology projects.
4. Ensuring uptime and availability of technology becomes increasingly important, as most of the City's systems have become business critical. Some areas of technology based risk includes:
 - i. There is a need to develop disaster recovery and business continuity for systems and technology;
 - ii. We need to regularly test our processes and procedures for data backup and recovery.
 - iii. Computer viruses and data security threats coming from the Internet. We need to monitor, block and test our logical security on a regular basis.
 - iv. We need to ensure our network and data integrity is maintained by minimizing our hardware and software vulnerabilities through regular security updates and patches.
 - v. There is an increased need to provide technology based physical security systems. When these systems are based on technology, their uptime becomes very critical.

**THE CITY OF RED DEER 2005 BUDGETS
DEPARTMENT OPERATING BUDGET SUMMARY**

DEPARTMENT: Information Technology Services

DIVISION: Corporate Services

DESCRIPTION OF PROGRAM - Business Unit - 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 coordinated and in many cases delivered by I.T. Services. The Information Technology department also provides coordination and management of hardware and software vendors. Our key strategies are:

- 1) To improve the quality & accessibility of enterprise information to staff & 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 and external IT customers

CHANGES IN BUDGET -

2004 Reallocated Council Approved Budget	\$	2,786,692
Add: Personnel Provision - Salary Settlements & Position Evaluations	\$	74,443
Add: Increase in Network Hardware Maintenance Costs	\$	10,000
Add: Increase in Software Maintenance Costs	\$	15,000
Add: Increase in Personnel Costs to support PC Docs, Radio, Security	\$	19,066
Less: Reduced Budgeted Overtime	\$	(8,382)
Less: Increased Revenue from RedNet	\$	(6,000)
Less: Elimination of 2003 Carry Forwards	\$	(51,402)
Less: Elimination of GIS Analyst 1 time budget for furniture/workstation	\$	(5,000)
Less: Net of other minor changes	\$	(678)
2005 Budget Guideline	\$	<u>2,833,739</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,309,321	\$1,577,141	\$1,661,695	5.4%
General & Contracted Services	841,852	959,208	901,979	-6.0%
Materials, Supplies & Utilities	15,379	530,244	516,000	-2.7%
Other	22,668	22,630	22,587	-0.2%
SUB-TOTAL	\$2,189,220	\$3,089,223	\$3,102,261	0.4%
Internal Charges & Transfers	467,740	(192,000)	(192,000)	0.0%
TOTAL EXPENDITURE	\$2,656,960	\$2,897,223	\$2,910,261	0.5%
REVENUE	(76,022)	(110,531)	(76,522)	-30.8%
NET TAX LEVY	\$2,580,938	\$2,786,692	\$2,833,739	
Percent Change		8.0%	1.7%	
EQUIVALENT FULL TIME POSITIONS	19.0	21.0	21.5	2.4%

**THE CITY OF RED DEER 2005 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Administration

DEPARTMENT: Information Technology Services

DIVISION: Corporate Services Division

DESCRIPTION OF PROGRAM - Business Unit - 130 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 -

Personnel Provision for Position Evaluation
Other minor changes

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$107,355	\$109,023	\$116,738	7.1%
General & Contracted Services	6,544	15,600	12,379	-20.6%
Materials, Supplies & Utilities	2,665	3,500	4,000	14.3%
Other				0.0%
SUB-TOTAL	\$116,564	\$128,123	\$133,117	3.9%
Internal Charges & Transfers	(6,839)			0.0%
TOTAL EXPENDITURE	\$109,725	\$128,123	\$133,117	3.9%
REVENUE	(25,483)	(25,000)	(25,000)	0.0%
NET TAX LEVY	\$84,242	\$103,123	\$108,117	
Percent Change		22.4%	4.8%	
EQUIVALENT FULL TIME POSITIONS		1.0	1.0	0.0%

**THE CITY OF RED DEER 2005 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Production

DEPARTMENT: Information Technology Services

DIVISION: Corporate Services Divisio

DESCRIPTION OF PROGRAM - Business Unit - 131 Production Support

The **Production Support 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 -

Personnel Provisions for Salary Settlements and minor changes in overtime

Reduction in support & maintenance costs - some reduced and some moved to Business Unit 131

RedNet charge moved from expense to transfer

Other Minor Changes

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Ongoing support & administration of the City's 800mhz Radio System.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Increased support and maintenance costs with the implementation of Mobile/Portable Computing through the use of wired & new wireless IT infrastructures

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$590,798	\$631,427	\$640,159	1.4%
General & Contracted Services	518,974	603,757	517,600	-14.3%
Materials, Supplies & Utilities	12,714	11,000	11,500	4.5%
Other	22,668	22,630	22,587	-0.2%
SUB-TOTAL	\$1,145,154	\$1,268,814	\$1,191,846	-6.1%
Internal Charges & Transfers	34,046	(80,000)	(40,000)	-50.0%
TOTAL EXPENDITURE	\$1,179,200	\$1,188,814	\$1,151,846	-3.1%
REVENUE	(39)	(31)	(22)	-29.0%
NET TAX LEVY	\$1,179,161	\$1,188,783	\$1,151,824	
Percent Change		0.8%	-3.1%	
EQUIVALENT FULL TIME POSITIONS		9.0	9.0	0.0%

**THE CITY OF RED DEER 2005 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Applications Development

DEPARTMENT: Information Technology Services

DIVISION: Corporate Services Divisic

DESCRIPTION OF PROGRAM - Business Unit - 133 - Applications Development

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 -

Reduction in personnel costs as a result of a Technical Analyst moving to Business Unit 135 - GIS

Personnel provisions for Salary Settlements some reduction in budgeted overtime

Part time position added to suport PC Docs implementation

Other minor changes

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Implementation of new web applications will result in increased maintenance & support costs.

Implementation of an infrastructure/asset mgmt system will require increased IT maintenance & support.

Resulting from the transporation study, any new Transit Systems implemented will require maintenance & support.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$541,502	\$727,428	\$683,162	-6.1%
General & Contracted Services	180,683	218,000	259,000	18.8%
Materials, Supplies & Utilities	0	0	0	0.0%
Other	0	0	0	0.0%
SUB-TOTAL	\$722,185	\$945,428	\$942,162	-0.3%
Internal Charges & Transfers	(52,542)	(172,000)	(172,000)	0.0%
TOTAL EXPENDITURE	\$669,643	\$773,428	\$770,162	-0.4%
REVENUE				0.0%
NET TAX LEVY	\$669,643	\$773,428	\$770,162	
Percent Change		15.5%	-0.4%	
EQUIVALENT FULL TIME POSITIONS		9.0	8.5	-5.6%

**THE CITY OF RED DEER 2005 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Infrastructure

DEPARTMENT: Information Technology Services

DIVISION: Corporate Services Divisio

DESCRIPTION OF PROGRAM - Business Unit - 134 - Infrastructure

This Business Unit provides funding for the technology refresh program for all information technology. This includes operating system software and productivity software for both desktops and servers. It also includes hardware such as printers, workstations, network equipment, servers (including the AS400), and the phone system.

CHANGES IN BUDGET -

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel				0.0%
General & Contracted Services				0.0%
Materials, Supplies & Utilities	0	515,244	500,000	-3.0%
Other				0.0%
SUB-TOTAL	\$0	\$515,244	\$500,000	-3.0%
Internal Charges & Transfers	501,269	35,000	35,000	0.0%
TOTAL EXPENDITURE	\$501,269	\$550,244	\$535,000	-2.8%
REVENUE				0.0%
NET TAX LEVY	\$501,269	\$550,244	\$535,000	
Percent Change		9.8%	-2.8%	
EQUIVALENT FULL TIME POSITIONS		0.0	0.0	0.0%

**THE CITY OF RED DEER 2005 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Geographical Information Systems
DEPARTMENT: Information Technology Services
DIVISION: Corporate Services Division

DESCRIPTION OF PROGRAM - Business Unit - 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 -

Increase in Personnel Costs - Technical Analyst from business unit 131 - Applications Development
 Increase in Personnel Costs - Full Year Funding for the GIS Analyst approved in 2004
 Increase in Software Maintenance as a result of the Implementation of the Corporate GIS

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

The City has implemented and will continue to implement new GIS applications.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$69,666	\$109,263	\$221,636	102.8%
General & Contracted Services	17,246	61,851	47,000	-24.0%
Materials, Supplies & Utilities	0	0	0	0.0%
Other				0.0%
SUB-TOTAL	\$86,912	\$171,114	\$268,636	57.0%
Internal Charges & Transfers				0.0%
TOTAL EXPENDITURE	\$86,912	\$171,114	\$268,636	57.0%
REVENUE				0.0%
NET TAX LEVY	\$86,912	\$171,114	\$268,636	
Percent Change		96.9%	57.0%	
EQUIVALENT FULL TIME POSITIONS		2.0	3.0	50.0%

**THE CITY OF RED DEER 2005 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: RedNet Operations

DEPARTMENT: Information Technology Services

DIVISION: Corporate Services Divisic

DESCRIPTION OF PROGRAM - Business Unit - 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 -

Increase in revenue and corresponding increase in costs

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel				0.0%
General & Contracted Services	118,405	60,000	66,500	10.0%
Materials, Supplies & Utilities	0	500	500	0.0%
Other				0.0%
SUB-TOTAL	\$118,405	\$60,500	\$66,500	9.9%
Internal Charges & Transfers	(8,193)	25,000	(15,000)	-160.0%
TOTAL EXPENDITURE	\$110,212	\$85,500	\$51,500	-39.8%
REVENUE	(50,500)	(85,500)	(51,500)	-39.8%
NET TAX LEVY	\$59,712	\$0	\$0	
Percent Change		-100.0%	0.0%	
EQUIVALENT FULL TIME POSITIONS		0.0	0.0	0.0%

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: New Workstations Ongoing Support, Maintenance and Replacement

Department Name & Reference #: Information Technology

Business Unit No.: 134

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$28,290 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for ongoing support, maintenance and replacement of new workstations that were added or upgraded from desktops to laptops in 2004. This is based on the increase of 33 desktops and 4 laptops and the upgrade of 20 desktops to 20 laptops. Calculation is as follows:

Description	Quantity	Annual Cost	Extended
New Desktop support maintenance and replacement	33	\$570	\$18,810
New Laptop support, maintenance and replacement	4	\$870	\$3,480
Replaced desktop with laptop	20	\$300	\$6,000
Total			\$28,290

- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$28,290
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
 -
- ii) Financial Risk/Payback
 -
- iii) Organizational Risk/Payback
 -
- iv) Community Risk/Payback
 -

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: City Hall Security System Update
Department Name & Reference #: Information Technology
Business Unit No.: 134**

A. Funds Required:

- i) One time ☒ or, Ongoing ☐
- ii) 2005 Net Budget Requirement \$150,000 one time
- iii) 2006 Budget (Incremental costs from 2005)
- iv) 2007 Budget (Incremental costs from 2006)

B. BPFR Description:

- i) Update City Hall security in accordance with the 2004 security study.
- ii) Costs for this initiative are intended to address:
 - a. Growth
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$150,000 Explain: The security study identified a number of weaknesses with the City Hall security practices. A number of instances of theft and safety issues related to personnel have occurred in the past year.

C. Implications:

- i) Legislative Requirements
- ii) Financial Risk/Payback
Protection of City Hall assets
- iii) Organizational Risk/Payback
Personal safety of staff
- iv) Community Risk/Payback

**LEGISLATIVE & ADMINISTRATIVE SERVICES DEPARTMENT
BUSINESS PLAN 2005 – 2007**

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

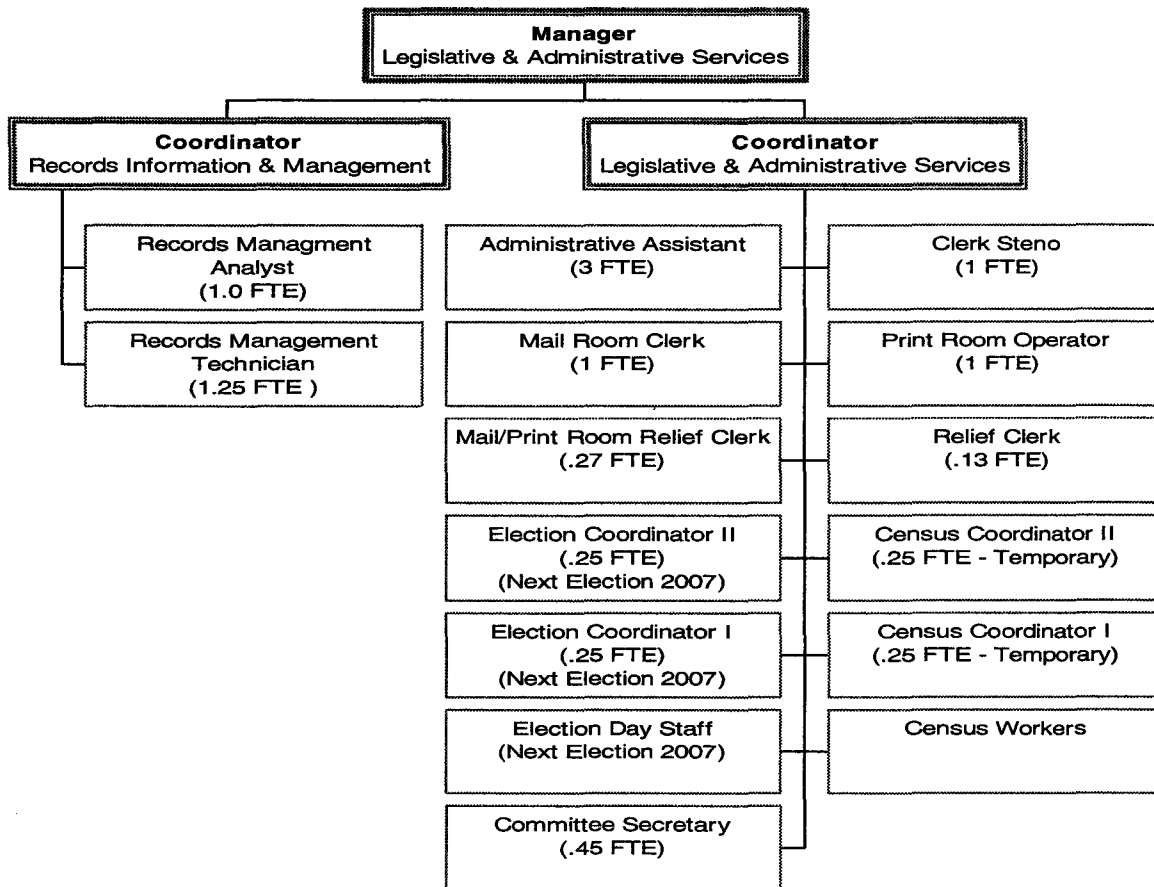
- Manage procedures and process, including agendas; record and communicate decisions; and, provide media/public relations services, for Council.
- Record and review decisions of Committees of Council; act as liaison to the Assessment Review, Subdivision & Development Appeal Board, Drinking Establishments Bylaw Appeal Committee; 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.

B. Organizational Structure

Organizational Chart



FTE¹ Table

Year	2000	2001	2002	2003	2004	2005	2006	2007
FTE	9.9	10.4*	9.9	9.9	13.10*	12.60	12.60	13.10*

- Election Year

¹ FTE – Full Time Equivalent staff

C. Overview**Looking Back on 2004:****i) Key Strategies, New Directions & Achievements**

- Effectively carried out the legislated mandate to conduct the municipal and school board elections.
- Records management business unit is now implementing and supporting the corporate records management program and support staff hired. Seven business units operating within the corporate electronic file management software program.
- Hired a part time Committee Secretary to augment the increased volume of committee administrative support work.
- Conducted a basic census in 2004 and saw a 4.45% increase in population.
- Project Plan established for the corporate roll out electronic file management software. Seven business units operational in 2004.
- Department review of individual roles and responsibilities.
- Corporate recycling program implemented in 2003 continues to eliminate paper and cardboard from entering the landfill. As at August 2004, the program recycled 12.1 tons of paper and cardboard.

ii) Challenges

- 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.
- Emergency Services Master Plan - Our role in the Plan as Communications Media Officer involves the whole department. Finding adequate time to support and keep the plan up to date is difficult given higher workload volume and complex processes.
- Election – As The City continues to grow additional time has been required to deal with issues arising from elections. More hours are required to meet legislative requirements and to respond to emergent issues.
- Space – With the approved staffing increases for 2004, three additional workstations were situated into the front office. One of the side effects is an increase in the noise level within our public area making it difficult to carry out interaction with our customers.
- Broadcasting of Council Meetings – A lack of volunteers has required cable TV to reduce the number of cameras used for broadcasting Council meetings to one. Members of the public have expressed concern regarding this reduced coverage.

Looking Ahead to 2005 and Beyond:**i) Continuing Strategies**

- Conduct a basic census for 2005.

ii) New Initiatives

- Move more of our services to an electronic format, such as Council Agendas and Bylaw updates.

D. Objectives for 2005:

Objective 1: Implement and support the corporate records management program⁽²⁾.

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
i. Supervise and support record clerks within the various departments.	▪ Records Information Administrator	4 th Q 2005	▪ Departments paper records classified to corporate requirements.
ii. Purchase software & plan for on-going software support, through partnership with IT Services.	▪ Records Analyst ▪ Records Clerk ▪ Impacts all departments ▪ ITS Manager	1 st Q 2005	▪ Requested IT resources approved to support initiative.
iii. Roll out electronic records system to business units on a phased-in schedule – year two of a three year plan.		4 th Q 2006	▪ 75% of City business units operating by December 31, 2005.
iv. Index all electronic documents not within the Records Management System		Phased in to completion in 4 th Q 2006	▪ 60% of records in business units operating within records management system by Dec. 31, 2005

⁽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.*

v. Create a corporate records disaster recovery program.		4 th Q 2005	<ul style="list-style-type: none"> ▪ In the event that records are destroyed in a disaster, records can be easily retrieved or restored to keep the City operational.
vi. Develop copyright and FOIP awareness program for the Corporation.		4 th Q 2005	<ul style="list-style-type: none"> ▪ Departments aware and fully understand the implications

Objective 2: Review employee work plans to:

- a. determine impact of the new committee secretary position.
- b. determine training requirements to reduce exposure to risk

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
i. Review	<ul style="list-style-type: none"> ▪ Manager, LAS ▪ Deputy City Clerk 	1 ^{2nd} Q 2005	<ul style="list-style-type: none"> ▪ Reduction in administrative assistant staff overtime and freeing of staff time to carry out more complex tasks and projects.
ii. Increase training for staff in their respective areas.		4 th Q 2005	<ul style="list-style-type: none"> ▪ Exposure to risk is reduced with well trained staff.

⁽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.* Strategy 3.4.4 *Regularly assess and adjust as needed, our roles and workloads, as the city grows and service demands change.*

Objective 3: Review and report corporate policy and procedural inconsistencies with legislative requirements and propose appropriate course of corrective action to reduce exposure to potential risk.

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
i. Review/study existing corporate policy and procedures.	<ul style="list-style-type: none"> ▪ Manager, LAS ▪ Corporate Analyst, Corporate Services 	1 st Q 2005	<ul style="list-style-type: none"> ▪ New equipment and technology installed and functioning at increased capacity and efficiency relative to old equipment.
ii. Establish the scope of the research which includes as first priorities City contracts and the delegation of authority.		2 nd Q 2005	
iii. Determine what is needed and what is at risk.		3 rd Q 2005	
iv. Determine resources required to implement the recommendations of the report.			
v. Increase training for staff in their respective areas.			

Objective 4: Purchase and replace department equipment to increase the efficiency of the department and maintain service levels to meet growth demands⁽⁴⁾.

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
i. Upgrade postage machine to comply with Canada Post requirements	<ul style="list-style-type: none"> ▪ Manager, LAS ▪ Deputy City Clerk 	1 st Q 2005	<ul style="list-style-type: none"> ▪ New equipment and technology installed and functioning at increased capacity and efficiency relative to old equipment.

ii. Replace end-of-life print/mail room equipment.		Phase 2 nd – 4 th Q 2005	
iii. Purchase department equipment related to Records Management and to fulfilling the role of Media Officer for Disaster Services.		Ongoing	
iv. Upgrade Committee Rooms/Council Chambers to meet business and presentation needs.		Ongoing	
v. Purchase and update audio/visual equipment		Ongoing	

Objective 5: Begin the investigation of increasing the options for voting for the 2007 Municipal Election.

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
i. Participate and investigate voting alternatives, such as mail-in voting based on council's resolution and the commitment from the Province, in their letter dated February 23, 2004, to set up a group of municipal stakeholders to explore alternative voting options.	<ul style="list-style-type: none"> ▪ Manager, LAS ▪ Deputy City Clerk 	4 th Q 2006	<ul style="list-style-type: none"> ▪ Effectively carry out the legislated mandate to conduct the 2007 municipal and school board elections. ▪ Increased voter turn out with the implementation of new voting options.

ii. Assess the impact of alternative voting provisions and determine how they will be effectively introduced into The City's election process and at what cost..		4 th Q 2006	
--	--	------------------------	--

E. Risk Management Disclosure:

- At risk of not being able to function or resume at least some business if City records are damaged by disaster. (Refer to Objective 1)

Action Required: Implement corporate records disaster recovery plan.

- At risk of having City policy that is inconsistent with Provincial legislation.

Action Required: Analyze what actions and resources are required to address this issue. (Refer to Objective 3)

THE CITY OF RED DEER 2005 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 annual to reflect growth and ensure access to per capita funding. A basic census is planned for 2005.

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 entered into an agreement with the Public and Catholic School Boards to conduct their trustee elections. The next municipal election will be held in 2007.

Records Management - Provide direction and assistance to all City departments in the area of records management, Freedom of Information and Protection of Privacy Legislation and copyright. Provides for the safe keeping and retention of essential City records.

CHANGES IN BUDGET -

2004 Council Approved Budget	1,198,692
Add: Salary Settlements (2004)	29,185
Positional Evaluation (Information & Records Administrator)	6,440
2004 Reallocated Council Approved Budget	1,234,317
Add: PC DOCS Roll Out Support	1,000
CPI Increase 2.1% (Contract Services/Materials & Supplies)	6,049
Salary Settlements	12,238
Committee Secretary Hour Adjustment (15 to 17 hours)	2,147
Exempt Step Changes	8,195
Transfer of 59 General Accounts to BU 180 [Courier (10,059)	165,523
Postage (105,168), Advertising (48,284), Subscriptions (2,012)]	
Advertising Recovery	-35,000
Increase in Election Contract Services	5,238
Transfer PC DOCS Support to ITS	-11,000
Records Management Positions - Full Year Funding	37,399
Less: Year End Carry Forwards	-26,090
Election Transfer to Reserves	-15,980
2004 One Time Funding	-58,846
GST Legislation Change	-4,385
2005 Budget Guideline	1,320,805

**THE CITY OF RED DEER 2005 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

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$748,110	\$925,379	\$1,005,979	8.7%
General & Contracted Services	230,991	368,920	370,118	0.3%
Materials, Supplies & Utilities	83,620	94,430	112,645	19.3%
Other	0	0	0	
SUB-TOTAL	\$1,062,721	\$1,388,729	\$1,488,742	7.2%
Internal Charges & Transfers	11,176	(29,110)	(52,062)	78.8%
TOTAL EXPENDITURE	\$1,073,897	\$1,359,619	\$1,436,680	5.7%
REVENUE	(120,043)	(125,302)	(115,875)	-7.5%
NET TAX LEVY	\$953,854	\$1,234,317	\$1,320,805	
Percent Change		29.4%	7.0%	
EQUIVALENT FULL TIME POSITIONS		13.2	12.7	-3.8%

**THE CITY OF RED DEER 2005 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 2005.

Election - Conduct a municipal election for the City of Red Deer every three (3) 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. The next municipal election will be held in October 2007.

Records Management - Provide direction and assistance to all City departments in the area of records management, Freedom of Information and Protection of Privacy legislation and copyright. Provides for the safe keeping and retention of essential City records.

CHANGES IN BUDGET -

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$546,668	\$700,909	\$777,283	10.9%
General & Contracted Services	158,025	293,383	293,145	-0.1%
Materials, Supplies & Utilities	68,039	89,642	110,957	23.8%
Other	0	0	0	
SUB-TOTAL	\$772,732	\$1,083,934	\$1,181,385	9.0%
Internal Charges & Transfers	11,083	(29,110)	(52,062)	78.8%
TOTAL EXPENDITURE	\$783,815	\$1,054,824	\$1,129,323	7.1%
REVENUE	(120,043)	(125,302)	(115,875)	-7.5%
NET TAX LEVY	\$663,772	\$929,522	\$1,013,448	
Percent Change		40.0%	9.0%	
EQUIVALENT FULL TIME POSITIONS		13.2	12.7	-3.8%

**THE CITY OF RED DEER 2005 BUDGETS
SECTION OPERATING BUDGET SUMMARY**

PROGRAM: Section Summary - CNL

DEPARTMENT: Legislative & Administrative Services

DIVISION: Corporate Services

DESCRIPTION OF PROGRAM - Business Unit - 150

Council & Elected Officials - To consider and promote the welfare and interest 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

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$201,442	\$224,470	\$228,696	1.9%
General & Contracted Services	72,967	75,537	76,973	1.9%
Materials, Supplies & Utilities	15,581	4,788	1,688	-64.7%
Other	94	0	0	
SUB-TOTAL	\$290,084	\$304,795	\$307,357	0.8%
Internal Charges & Transfers				
TOTAL EXPENDITURE	\$290,084	\$304,795	\$307,357	0.8%
REVENUE				
NET TAX LEVY	\$290,084	\$304,795	\$307,357	
Percent Change		5.1%	0.8%	
EQUIVALENT FULL TIME POSITIONS				

**THE CITY OF RED DEER 2005 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Review & Appeal Boards (ARB & SDAB)
DEPARTMENT: Legislative & Administrative Services
DIVISION: Corporate Services

DESCRIPTION OF PROGRAM - Business Unit - 126

The Assessment Review Board, in accordance with the Municipal Government Act, hears and makes decisions on business and property assessment complaints.

The Subdivisions & Development Appeal Board, in accordance with the Municipal Government Act, hears and makes decisions on subdivision and development appeals.

CHANGES IN BUDGET -

Until the 2005 budget, Business Unit 126 included only the operating expenses for the Assessment Review Board. Subdivision and Development Appeal Board expenses were lumped into the various corporate general accounts. Both of these legislated appeal boards are not lumped into one business unit.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$2,644	\$2,288	\$763	-66.7%
General & Contracted Services	100		4,086	
Materials, Supplies & Utilities				
Other				
SUB-TOTAL	\$2,744	\$2,288	\$4,849	111.9%
Internal Charges & Transfers				
TOTAL EXPENDITURE	\$2,744	\$2,288	\$4,849	111.9%
REVENUE			(1,050)	
NET TAX LEVY	\$2,744	\$2,288	\$3,799	
Percent Change		-16.6%	66.0%	
EQUIVALENT FULL TIME POSITIONS				

**THE CITY OF RED DEER 2005 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 -

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$200,417	\$224,470	\$228,696	1.9%
General & Contracted Services	73,543	75,537	76,973	1.9%
Materials, Supplies & Utilities	15,581	4,788	1,688	-64.7%
Other	94	0		
SUB-TOTAL	\$289,635	\$304,795	\$307,357	0.8%
Internal Charges & Transfers				
TOTAL EXPENDITURE	\$289,635	\$304,795	\$307,357	0.8%
REVENUE				
NET TAX LEVY	\$289,635	\$304,795	\$307,357	
Percent Change		5.2%	0.8%	
EQUIVALENT FULL TIME POSITIONS				

**THE CITY OF RED DEER 2005 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Legislative & Administrative Services
DEPARTMENT: Legislative & Administrative Services
DIVISION: Corporate Services

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 -

The following corporate general accounts in Business Unit 59 were transferred to Business Unit 180:
 Postage, Advertising, Subscriptions and Courier Services

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$449,054	\$500,285	\$514,549	2.9%
General & Contracted Services	84,713	96,347	258,469	168.3%
Materials, Supplies & Utilities	55,428	58,677	96,894	65.1%
Other		0		
SUB-TOTAL	\$589,195	\$655,309	\$869,912	32.7%
Internal Charges & Transfers	11,072	2,150	(42,227)	
TOTAL EXPENDITURE	\$600,267	\$657,459	\$827,685	25.9%
REVENUE	(111,543)	(60,000)	(114,800)	
NET TAX LEVY	\$488,724	\$597,459	\$712,885	
Percent Change		22.2%	19.3%	
EQUIVALENT FULL TIME POSITIONS		8.9	8.9	

**THE CITY OF RED DEER 2005 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Census

DEPARTMENT: Legislative & Administrative Services

DIVISION: Corporate Services

DESCRIPTION OF PROGRAM - Business Unit - 181

Plans and conducts an annual 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. The last comprehensive census was conducted in 2003. A basic census will be conducted in 2005.

CHANGES IN BUDGET -

A ruling from Canada Customs & Revenue Agency determined that census workers are employees under a contract of service and their employment with the City is insurable under the Employment Insurance Act and pensionable under the Canada Pension Plan. In 2004, payment for census workers was transferred from contract services to personnel.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$24,096	\$27,785	\$77,422	178.6%
General & Contracted Services	62,338	50,974	2,235	-95.6%
Materials, Supplies & Utilities	550		400	
Other	0	0	0	
SUB-TOTAL	\$86,984	\$78,759	\$80,057	1.6%
Internal Charges & Transfers	760	800	400	
TOTAL EXPENDITURE	\$87,744	\$79,559	\$80,457	1.1%
REVENUE	(8,500)	0	0	
NET TAX LEVY	\$79,244	\$79,559	\$80,457	
Percent Change		0.4%	1.1%	
EQUIVALENT FULL TIME POSITIONS		0.5	0.5	

**THE CITY OF RED DEER 2005 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. The next municipal election will be held in October, 2007.

CHANGES IN BUDGET -

The next municipal election will be conducted in 2007.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$0	\$25,797	\$0	-100.0%
General & Contracted Services	807	129,551	8,000	-93.8%
Materials, Supplies & Utilities	36	17,500	0	-100.0%
Other		0	0	
SUB-TOTAL	\$843	\$172,848	\$8,000	-95.4%
Internal Charges & Transfers	16,132	(30,060)	0	
TOTAL EXPENDITURE	\$16,975	\$142,788	\$8,000	-94.4%
REVENUE	0	(65,302)	0	
NET TAX LEVY	\$16,975	\$77,486	\$8,000	
Percent Change		356.5%	-89.7%	
EQUIVALENT FULL TIME POSITIONS		0.5	0.0	

**THE CITY OF RED DEER 2005 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, Freedom of Information and Protection of Privacy Legislation and copyright.

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 -

In 2004 the positions of Records Analyst and Records Technician were established.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$70,874	\$144,754	\$184,549	27.5%
General & Contracted Services	10,067	16,511	20,355	23.3%
Materials, Supplies & Utilities	12,024	13,465	13,663	1.5%
Other	0	0	0	
SUB-TOTAL	\$92,965	\$174,730	\$218,567	25.1%
Internal Charges & Transfers	(16,881)	(2,000)	(10,235)	
TOTAL EXPENDITURE	\$76,084	\$172,730	\$208,332	20.6%
REVENUE	0	0	(25)	
NET TAX LEVY	\$76,084	\$172,730	\$208,307	
Percent Change		127.0%	20.6%	
EQUIVALENT FULL TIME POSITIONS		3.25	3.25	

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Audit Committee Training

Department Name & Reference #: Legislative & Administrative Services

Business Unit No.: 150

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement: \$ 10,000 (Net of \$ 0 revenue)
- iii) 2006 Operating Budget:
- iv) 2007 Operating Budget:

B. BPFR Description:

- i) The funds will be used to provide members of the audit committee with training to fulfill their role in providing a close link between council and its auditors.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ 10,000

Explain: Council approved The Audit Committee in 2004. The purpose of an audit committee is to ensure that appropriate internal controls are in place and provide direction to the auditors with respect to the audit plan.

To complete the mandate of the Committee, members will be required to understand the audit process, read financial statements, be aware of the reporting standards recommended by the Canadian Institute of Chartered Accountants and recognize internal controls to reduce risk.

C. Implications (include only those that apply):

- i) Legislative Requirements
 - The Municipal Government Act requires that each municipality must annually submit to the Minister its financial information return and financial statements and the auditor's report on the financial statements. The Act further requires that the auditor for the municipality report to council on the annual financial statements and financial information return of the municipality.
- ii) Financial Risk/Payback
 - In May 2003 the City's External Auditor advised that recent corporate failures and increasing demand for better financial reporting have resulted in an increased focus on organizations to establish audit committees to help oversee the financial reporting process.
- iii) Organizational Risk/Payback
- iv) Community Risk/Payback

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Census - Cover projected population growth expenses
for data collection.**

Department Name & Reference #: Census

Business Unit No.: 181

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$10,013 (Net of \$ 0 revenue)
- iii) 2006 Budget (Incremental costs from 2005): \$ 1,500 (projected growth 2.5%)
- iv) 2007 Budget (Incremental costs from 2006): \$ 1,200 (projected growth 2.0%)

B. BPFR Description:

- i) The funds will be used to cover increased costs paid to census workers in 2004 for the collection of census data and projected increased costs to conduct a basic municipal census in 2005.
 - The 2004 budget was based on the Parkland Community Planning Services projected population increase of 2.6%. Actual population increase was 4.45% resulting in a budget over expenditure of \$8,207.
 - A projected population increase of 3% is proposed for 2005. A 3% population growth for 2005 will result in an additional expenditure of approximately \$1,806.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$ 10,013
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
 - Section 57 of the Municipal Government Act states: "A council 'may' conduct a census."
- ii) Financial Risk/Payback
 - Not funding a municipal census for 2005 would see the Transportation Grant reduced from the maximum funding available by approximately \$136,600. Other grant revenues based on per capita, such as FCSS, would also not be maximized.

iii) Organizational Risk/Payback

- Conducting an annual census assists City departments with forecasting future development and programming needs to accommodate continued population growth

iv) Community Risk/Payback

- The data collected during a census is also used by the School Boards, local businesses and potential developers for their future forecasts and planning.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Records Management Department Technical Support
Department Name & Reference #: Legislative & Administrative Services
Business Unit No.: 183**

A. Funds Required:

- i) One time ☒ or, Ongoing ☐
- ii) 2005 Net Budget Requirement: \$ 75,000 (Net of \$ 0 revenue)
- iii) 2006 Operating Budget:
- iv) 2007 Operating Budget:

B. BPFR Description:

- i) The purpose is to take a corporate approach to ensure The City's paper records comply with Records Management Guidelines and Procedures using qualified resources to complete back-file classification and disposition.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other: \$75,000
 - Explain: Due to limited resources, departments have not been able to bring paper records into compliance with records guidelines and procedures.

C. Implications (include only those that apply):

- i) Legislative Requirements
 - Section 207(b) of the *Municipal Government Act* states "The chief administrative officer ensures that the policies and programs of the municipality are implemented."
 - Section 208(1) of the *Municipal Government Act* states "The chief administrative officer must ensure that the bylaws and minutes of council meetings and all other records and documents of the municipality are kept safe."
 - Sections 11(1) and 11(2) of the *Freedom of Information & Protection of Privacy Act* states that we must have an open and accountable government, which provides Right of Access while protecting individual privacy. "The head of a public body must make every reasonable effort to respond to a request not later than 30 days after receiving it . . . failure of the head to respond to a request within the 30-day period or any extended period is to be treated as a decision to refuse access to the record."

ii) Financial Risk/Payback

- Poor space utilization results in extra storage costs to The City. Providing back-file classification will free up valuable working space.
- The inability to produce required records results in the potential for legal liability, unless it has been disposed according to disposition standards.
- With back-files classified, the time used for search and retrieval will be significantly less, allowing staff to be more productive within their roles.

iii) Organizational Risk/Payback

- Unsafe working conditions including exposure to mice, mold, and non-standard hazardous equipment does not comply with the current City Hall Health and Safety Manual or Hazard Assessment Elimination and Control Policy and Guidelines adopted by the Super Safe Operating Committee.
- Improper back-file storage results in the deterioration of record material.
- Lack of department organization of back-files decreases staff productivity.
- Improper classification by untrained resources results in irretrievable documents.
- Irretrievable documents produce poor internal and external customer service delivery.
- Properly securing corporate records reduces the risk of unauthorized use, access, and disclosure of information, which could potentially result in a damaged City reputation.

iv) Community Risk/Payback

- Improper release of confidential information could be harmful to an individual or external corporation.

TREASURY SERVICES DEPARTMENT BUSINESS PLAN 2005 – 2007

A. Mission

To work towards achieving the highest standards of integrity, accountability and efficiency of business processes, systems and financial information.

B. Mandate

Responsible for providing leadership, expertise and financial management standards while working in partnership with other City Departments, in the following functional areas:

Treasury & Budgeting

- Long term banking & insurance agreements negotiation and management
- Corporate budget management & financial forecasting
- Franchise fee setting, rate analysis & model development
- Corporate financial risk assessment & management
- Revenue & cash planning
- Analysis and management of fixed assets, debt, reserves, loans and loan guarantees, etc.

Financial Systems & Methods

- Business process analysis & change
- Financial systems strategy development, selection and management
- *Oracle/PeopleSoft/JDE* system ownership and management of integrated systems
- Financial software planning, life cycle management and training
- Financial Systems security and disaster planning and data integrity
- Continually improving existing management systems. Work with ITS and other Departments on the implementation of new systems/modules.

Financial Accounting & Reporting

- Planning, integrating & managing all financial accounting functions (Purchasing, Utilities, Accounts Payable, Accounts Receivable, Cash Collections)
- Set standards for external reporting & preparation for external audit
- Manage year end & month end processes
- Commodity tax & Statistics Canada compliance & reporting
- Effectively managing the processing of transactions in accounts payable, accounts receivable, utility billing, purchasing, general accounting etc.

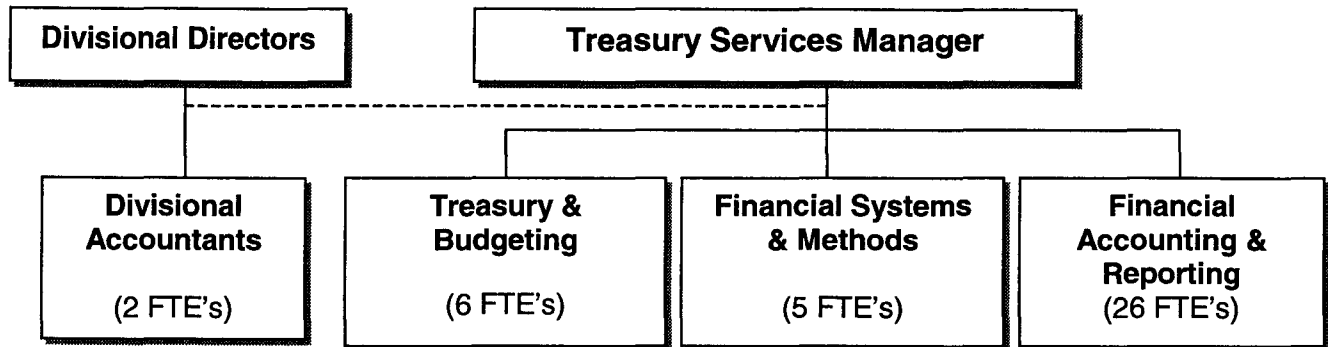
Decentralized Accounting & Reporting - Providing leadership, advice & guidance to divisional accounting staff by:

- Establishing, implementing and interpreting corporate financial policy and procedures
- Interpreting legislation and demands of accounting regulators.
- Ensuring internal controls are established, documented and regularly tested
- Working with divisional controllers to establish and improve business processes
- Create & interpret specialized financial reports
- Identify accounting resource gaps & needs

Above all, Treasury Services mandate is to ensure reliable, quality information is available to help effectively manage the many businesses and services the City is involved in.

Organizational Structure (Functional)

Treasury Services – Proposed for 2005



D. Overview

Looking Back on 2004:

i) Key Strategies, New Directions & Achievements

- **Treasury Services Review** – Senior Treasury staff, in conjunction with an external resource, initiated and completed a major review of Treasury Services functions, roles and authority, consulting with auditors and other departments to identify issues, and developed a proposal for organization and staffing requirements to mitigate the issues
- **Utility Billing** – Utility billing completed the transition from ATCO Singlepoint to in-house utility billing, collection and customer support system
- **Electronic Invoicing** – Accounts receivable completed the task of eliminating manual preparation of invoices, resulting in much less duplication of work
- **Cash Systems** - Improved customer service by expanding the use of credit cards as a payment option
- **Oracle/Peoplesoft/JDE** – Worked with I.T. services on a substantial system upgrade and reporting initiative
- **External Franchise Fees**– Worked with Engineering and an external expert to resolve the issue of franchise fees from non-City utilities (cable, gas, etc.)
- **Review of Support Costs, Franchise Fees, Dividends, Depreciation, Reserves, etc.**, – Completed first phase of work with an external expert to research the issue of franchise fees from City utilities (EL&P, Water, Wastewater, Solid Waste) and business enterprises (Subdivision, Parking).
- **Collicutt Centre Fixed Asset / Planned Maintenance** - System implementation including a major change to the chart of accounts.
- **Discretionary Investment Managers** – Seventeen responses were received to our request for proposal, two have been selected and work continues on finalizing contracts.
- **Materiel Management** – Completed the separation of the Materiel Management section from Purchasing, and finalized the transfer of the section to Public Works.
- **Borrowing** – Implemented process and completed first phase of borrowing for the water and wastewater treatment plant upgrades.
- **Switchboard** – Changed obsolete switchboard equipment to A/C/D type system providing better customer service with a recorded message, gather statistics unique specialized hardware connections.

- **Records Management** – Worked with Legislative and Administrative Services to clean up a significant portion of our backlog of manual records.
- **Task Groups** - Participated in a number of groups including Building Security, Violence in the Workplace, GIS, Intranet, Ethics, Strategic Plan, West Yards relocation & environmental study, ground ambulance, radio replacement, etc.
- **GST** – Analyzed and implemented the process and system changes necessary as a result of changes to GST for municipalities

ii) Challenges

- The roles and resources assigned to Treasury Services have not kept pace with the City's growth and financial management needs.
- Transaction processing and urgent issues continue to demand resources that should be invested in control and review, policy development, business process assessment and design, and other projects.
- Legislative and regulatory compliance was increasingly difficult to monitor in a growing decentralized accounting environment
- Increasingly, complex financial and related systems require more staff time than is available to properly plan, assess, implement and maintain
- Despite significant Treasury and Personnel staff time and energy, we continue to find it difficult to attract well qualified staff and it is difficult to find the time required to effectively train, develop and support those who are new to the Treasury Services department.

Looking Ahead to 2005 and Beyond:

i) Continuing Strategies

- Monitor and adjust Treasury Services' structure, individual roles and workloads, to meet our mandate within the resources made available. For the past few years this has meant that resources have been unavailable to effectively assist other departments, to fully meet accounting standards, or to participate fully in financial projects and in system implementations and upgrades.
- Continue to use external resources to undertake projects and initiatives that contribute to Treasury Services goals and reduce financial risk. This will be necessary for a number of years until new professional staff can be recruited and gain an understanding of the financial issues unique to the municipal setting.
- Consult with Council and other departments to understand financial information and reporting needs, and continually assess Treasury Services role.
- Develop clear job descriptions and communicate competencies required, when recruiting and supporting the development of Treasury Services staff
- Continue to work with other departments to raise the level of awareness surrounding financial control and reporting issues.

ii) New Initiatives

- Focus on building a stronger Treasury Services professional team and guide the Department to a position where we are better able to plan and think strategically instead of having to focus on day-to-day demands.
- Work more closely in partnership with other City Departments to ensure adequate controls and sound fiduciary management throughout the organization.
- Our goal is to move from managing the expectations of our business partners to meeting and ultimately exceeding those expectations
- Undertake each of the Objectives as noted in E. below.

E. Objectives for 2005:**Objective 1: Treasury Review Implementation and Staffing**

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
<i>Work with Treasury staff, other City depts. and external auditors to implement, the recommended changes to Treasury Services role and function, within the resources approved by Council.</i>	<ul style="list-style-type: none"> • All Treasury Staff • Personnel • Senior Management • Department Managers & accounting staff 	<ul style="list-style-type: none"> • Implementation – December 2006 • Ongoing monitoring and adjusting as required 	<ul style="list-style-type: none"> • Staff receive clear & timely information about changes • Qualified staff are recruited and developed into new roles in a timely manner • The Treasury change process is managed respectfully, ensuring it meets the City's needs.

Objective 2: Incomplete 2004 initiatives

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
<i>Complete initiatives started in 2004, including:</i> <ul style="list-style-type: none"> ♦ <i>Internal Franchise Fees, Depreciation, Dividends and other policies</i> ♦ <i>Obsolete Stock Policy</i> ♦ <i>Insurance and Risk Issues (e.g. ALARIE)</i> 	<ul style="list-style-type: none"> • Public Works • Inspections and Licensing • Land & Economic Development • E.L.& P. • AUMA, Banks, etc. 	<ul style="list-style-type: none"> • December 2005 	<ul style="list-style-type: none"> • Related policies & procedures approved & communicated • Internal Franchise and other policies incorporated into 2006 business planning and budgeting process

Objective 3: Policy Development and Documentation

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
<i>Development of a number of policies and procedures including purchasing policies & procedures</i>	<ul style="list-style-type: none"> • Senior Buyer, purchasing staff & other Treasury staff. • City Depts. 	<ul style="list-style-type: none"> • Finalize and implement Purchasing Policy by Dec. 2005 	<ul style="list-style-type: none"> • Implementation, including information and training sessions

Objective 4: Utility Billing Staffing

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
<i>Increase permanent utilities staff capacity to carry out manual processes necessary to manage deficiencies in the utility software, and to handle increasing utility transaction volumes.</i>	<ul style="list-style-type: none"> Treasury Services – Financial Accounting & Reporting Personnel Dept. 	<ul style="list-style-type: none"> April 2005 	<ul style="list-style-type: none"> Additional staff hired and fully oriented

Objective 5: Records Management

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
<i>Work in partnership with Legislative and Administrative Services to rectify the backlog of paper filing problems and prepare for implementation of electronic records management conversion.</i>	<ul style="list-style-type: none"> Treasury Services Manager and senior staff Leg. & Admin. Services – Records staff Corporate Services Senior Secretary 	<ul style="list-style-type: none"> December 2006 	<ul style="list-style-type: none"> System is fully operational Documents are easily & consistently filed & retrieved Files are managed to meeting legislative & regulatory requirements Individual staff files are reduced and consolidated into central filing system.

Objective 6: Building Appraisals

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
<i>Hire an appraiser to update the value of the City's buildings and facilities (200+) for the purposes of Infrastructure Finance (Depreciation) Planning and Insurance Valuation</i>	<ul style="list-style-type: none"> All Departments Treasury Services Risk Management staff 	<ul style="list-style-type: none"> December 2006, depending on one time funding approval 	<ul style="list-style-type: none"> Updated appraisal completed.

F. Risk Management Disclosure – Very little has changed in this area since last years' business plan.

- Fixed Assets – A more strategic approach to Fixed Assets is required, not just for accounting information, but for infrastructure maintenance and insurance planning as well. Our existing systems and business processes need to be evaluated and a comprehensive corporate solution chosen. We are limited in our ability to meet this information need with existing resources.
- 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.
- Staffing – We are finding it increasingly difficult to recruit staff at the more senior levels, reducing our ability to make progress on some important issues. This is impairing our ability to provide the service and oversight we feel is necessary. Once talented people are hired, there is a significant investment in training and mentoring required.
- 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 2005 BUDGETS
DEPARTMENT OPERATING BUDGET SUMMARY**

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
- Grant Claims Oversight
- Insurance Claims Handling
- Insurance Analysis, Property Listings & Procurement
- Financial and management reporting
- Banking & investment services
- Utility Billing

CHANGES IN BUDGET -

2004 Council Approved Budget	\$ 1,706,104
Personnel Allocations	28,535
CPI & GST Changes	1,776
One Time Funding Reversal	-79,184
Increase in Contracted Services Costs	19,566
Increase in Insurance Costs	10,211
Increase in Credit Cards Costs	5,000
Increase in Uncollectible Write Offs	32,960
Increase in Recovery of Standby Pay	-10,000
Increase in Transfer from Utility Billing	-59,046
Increase in Other Costs	18,774
Redistribution of Funds within Departments	734,426
	<u>\$ 2,409,122</u>

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,525,951	\$2,071,237	\$2,106,905	1.7%
General & Contracted Services	1,123,766	621,275	1,168,092	88.0%
Materials, Supplies & Utilities	59,990	42,785	46,550	8.8%
Other	139,606	65,300	227,275	248.0%
SUB-TOTAL	\$2,849,313	\$2,800,597	\$3,548,822	26.7%
Internal Charges & Transfers	(1,147,380)	(957,382)	(1,134,700)	18.5%
TOTAL EXPENDITURE	\$1,701,933	\$1,843,215	\$2,414,122	31.0%
REVENUE	(22,485)	(55,572)	(5,000)	-91.0%
NET TAX LEVY	\$1,679,448	\$1,787,643	\$2,409,122	
Percent Change		6.4%	34.8%	
EQUIVALENT FULL TIME POSITIONS	24.4	33.6	33.6	0.0%

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Treasury Review Organizational Change
Department Name & Reference #: Treasury Services
Business Unit No.: various**

A. Funds Required:

One time ☒ and Ongoing ☒ Total \$ \$1,048,000

	Tax Supported	Utility Supported	Total
2005 Budget Request – 6 New Positions			
One-time (Transition Assistance, Equipment)	\$ 97,000	11,000	108,000
On-Going (60% - Hiring May 2005)	\$ 296,400	95,200	391,600
Total 2005 Budget Requirement	\$ 393,400	\$106,200	\$ 499,600

2006 Budget Request – 4 New Positions plus final 40% of 2005 positions.

One-time (Transition Assistance, Equipment)	\$ 72,000	0	72,000
On-Going (40% for 2005 Positions)	\$ 159,000	50,200	209,200
On-Going (60% - Hiring May 2006)	\$ 127,000	40,100	167,100
Total 2006 Budget Requirement	\$ 358,000	\$ 90,300	\$ 448,300

2007 Budget Request – Complete 2006

On-Going (40% for 2006 Positions)	80,600	19,500	100,100
Total 2007 Budget Requirement	\$ 80,600	\$ 19,500	\$ 100,100

Total 2005 to 2007 One Time	169,000	11,000	180,000
Total 2005 to 2007 On-Going	663,000	205,000	868,000
Grand Total	\$ 832,000	\$ 216,000	1,048,000

Note: Allocations between years are affected by incremental costs for existing positions, and on-going support costs that do not occur evenly throughout the year.

B. BPFR Description:

i) The funds will be used to:

- Implement organizational changes to the Treasury Services Department, based on the *Treasury Restructuring Review Findings and Recommendations*. (From the consultant, November 2004).
- Improve Treasury's ability to work in partnership with other City Departments to ensure sound fiduciary management throughout the organization.

Proposed Treasury Services Role and Staff Changes**Full Time Staffing Impact**

	2005	2006
Community Services – Divisional Controller	+1	
Development Services – Divisional Controller	+1	
Treasury Services	+4	+4
Total	+6	+4

- ii) Costs for this initiative are intended to address the consultant's findings set out in the November 2004 report *Treasury Restructuring Review Findings and Recommendations*. Estimates are:
- a. Growth (+30% in 10 Yrs. '94 Pop. 59,826 '04 Pop. 75,923) \$400,000
 - b. Increased Service Demands (Budgets, Systems, Fixed Assets) \$ 548,000
 - c. Legislative & new complexities (See Next Page) \$100,000

C. Implications:

- i) Legislative Requirements
- To respond to increased complexity in Public Service Board Accounting Board standards (PSAB) and Generally Accepted Accounting Principles (GAAP) and in changes to Municipal Government Act (MGA) requirements
 - Ensure improved audit compliance. Audit has become more stringent as a result of some large business failures.
 - Additional legislation includes GST, FOIPP, Safety Codes, etc.
- ii) Financial Risk/Payback
- To provide an increased focus on setting, documenting and monitoring internal controls necessary to a more complex and growing organization (e.g. cash handling)
 - Increase Departmental support and reporting functions, including more frequent and detailed transaction and variance review to ensure compliance and accuracy, and an increased capacity to analyze the financial impact of current and potential initiatives (e.g. ambulance funding changes)
 - Increased attention to corporate budgeting including long term financial forecasting, more detailed analysis of capital budgets, and operating impacts of capital projects.
 - Increased focus on investing and cash forecasting, with the goal of improving investment returns.
 - Improved revenue analysis and projection, to ensure reasonable cost recovery.
 - Implementation of a system to improve management of fixed assets, to strengthen infrastructure planning and analysis, and to better forecast and plan for asset replacement and refurbishment, and improve infrastructure reserve management.
 - Ability to document and/or develop and monitor corporate policies to provide a strong framework for financial processes and evaluation.
- iii) Organizational Risk/Payback
- Increased opportunity for Departments to get finance, accounting, applications and business systems support they need.
 - Increased Treasury Services capacity and availability to ensure suitable selection and implementation of financial systems, and to ensure smooth system upgrades.
 - More effective succession management for all accounting roles in the organization.
- iv) Community Risk/Payback
- More effectively inform citizens of our financial plans and decisions in a clear and timely manner.
 - Improved fiduciary responsibility expected by citizens (e.g. ensure City assets are protected from loss, improved long term forecasting, etc.)

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Treasury Contracted Support
Department Name & Reference #: Treasury Services
Business Unit No.: 140**

A. Funds Required:

- i) One time ☒ or, Ongoing ☐
- ii) 2005 Net Budget Requirement \$ 80,000
- iii) 2006 Budget (Incremental costs from 2005) \$ 0
- iv) 2007 Budget (Incremental costs from 2006) \$ 0

B. BPFR Description:

- i) The funds will be used to hire experts to assist Treasury with the following:
 - i. Comprehensive Internal Control Review
 - ii. Update Building Appraisals
 - iii. Policy & Procedure Backlog
 - iv. Finalize Internal Franchise/Dividend Policy
 - v. Insurance Review (Coverage & Deductibles)
- ii) Costs for this initiative are intended to address:
 - a. Growth \$ 40,000
 - b. Legislative & new complexities \$ 40,000

C. Implications (include only those that apply):

- i) Legislative Requirements
 - The stringency of the audit has increased as a result of some well-publicized accounting irregularities and the implementation of Bill C-45. In addition, changes to Generally Accepted Accounting Principles and changes made by the Public Sector Accounting Board mean that, without assistance, we run the risk of not meeting our legislative mandate, which would result in a qualified audit opinion and, very likely, additional demands from Alberta Municipal Affairs.
- ii) Financial Risk/Payback
 - Initiatives that should be done include a comprehensive review and documentation of internal controls to help protect against loss of City revenue and property. Another is to bring our building appraisals up to date, to ensure they are insured properly and to facilitate infrastructure planning and financing.
- iii) Organizational Risk/Payback
 - We also need assistance dealing with the backlog of outdated and non-existent policy and procedure so other City departments are aware of risks and their role.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Fleet Costs – Materiel Management
Department Name & Reference #: Treasury Services
Business Unit No.: 142**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$10,500
- iii) 2006 Budget (Incremental costs from 2005) \$ 0
- iv) 2007 Budget (Incremental costs from 2006) \$ 0

B. BPFR Description:

- i) The funds will be used to pay for the increase in Fleet Costs greater than inflation. The Materiel Management area uses four pieces of fleet equipment, one 1993 half-ton truck (unit 331) and three forklifts (units 217, 5792, 556 ranging in age from 1982 to 2001). In the past two years, total fleet expenses for these four pieces of equipment have been approximately \$30,000 (approximately \$15,000 per year) but the fleet has recovered only \$28,000 leaving a two-year deficit in the fleet of \$2,000.

Materiel Management have been informed that the annual cost of these four pieces of equipment will increase 70% from approximately \$15,000 per year to 25,500.

- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Other \$ 10,500 Explain: The Public Works Manager will explain.

C. Implications (include only those that apply):

- i) Financial Risk/Payback
 - If the increase is not approved, one of the forklifts will have to be deleted, creating inefficiencies in handling materiel.
- ii) Organizational Risk/Payback
 - One less forklift will create safety issues

DEVELOPMENT SERVICES DIVISION BUSINESS PLAN 2005 – 2007

A. Mission

Our mission is to:

- ✓ provide friendly and effective service to all developers in the City, whether they may be large national organizations, local businesses, or the individual citizen.
- ✓ maintain an infrastructure system that encourages and sustains economic growth and community value.
- ✓ provide inspection and protective services that ensure the safety of our citizens.

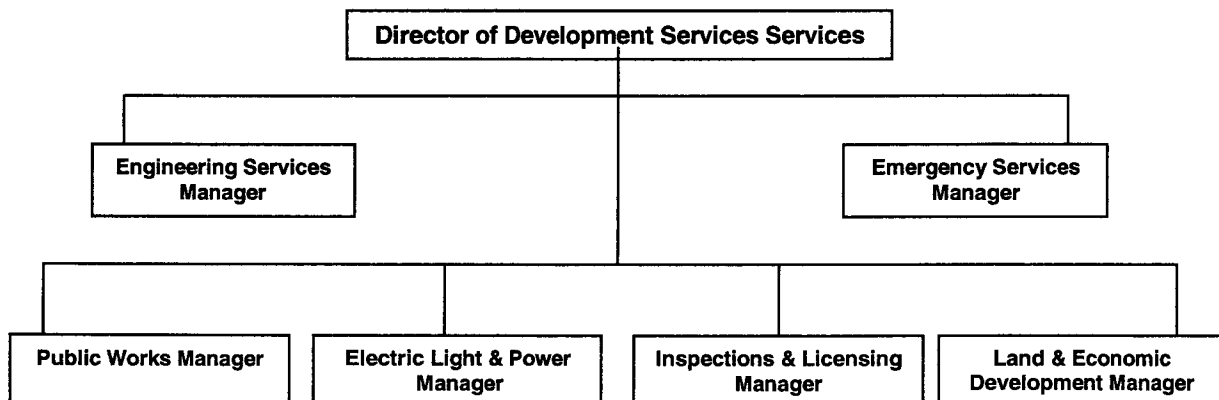
B. Mandate

The mandate of the Division is as diverse as the division itself and it includes:

- ✓ Ensure that the Three Year Business Plans of the Directorate and the six departments, and the long term planning instruments generated by the Division are aligned with, and support The City's Strategic Plan.
- ✓ Provide policy and administrative guidance to the six departments in the Division.
- ✓ Create and maintain an environment in the Division that encourages and facilitates sustainable development in The City of Red Deer.
- ✓ Operate the Division as an organization committed to communication and cooperation both internally and externally.
- ✓ Ensure that Council receives the information, advice and recommendations on all issues under the purview of this Division.
- ✓ As a member of the Senior Management Team, the Director will work collaboratively with other members to achieve corporate objectives.
- ✓ Participate in the collective bargaining process, as required, with CUPE, IAFF, and IBEW.

C. Organizational Structure

Organizational Chart



FTE¹ Table

DEPT/# FTE's	2003	2004	2005	2006
Directorate	4	1	1	1
E. L. & P.	38	38.1	40.1	41.1
Emergency Services	110	126.55	134.75	140.75
Engineering	26.6	31.9	32.9	32.9
Inspections & Licensing	21	24.5	26	27
Land & Economic Development	5	5.5	6	6
Public Works	143.2	149	155	155

D. Overview

Looking Back on 2004:

i) Key Strategies, New Directions & Achievements

2004 was another in a lengthening series of very busy years. I would like to preface my comments by thanking all the staff in the Development Services Division. Their dedication and tireless energy was very evident in all the initiatives and issues we were involved in throughout the year.

In 2004, there were seven issues that I would like to highlight and that I was involved in throughout the year. I think each could fall under the heading of "Key Strategies", "New Directions", or "Achievements", so I will not try and categorize them.

1. West Yards Relocation/ Riverlands Area Redevelopment

These are two distinct projects, but are inextricably connected. The Riverlands project requires the relocation of the West Yards for it to really progress in a real fashion. There have been some very attractive projects in the area that acknowledge the future potential for Riverlands, but the relocation of the yards will provide a significant land mass available for redevelopment. In 2004, we commissioned a consultant to prepare preliminary concepts for the relocated yards at the new site, which is in the Riverside Heavy Industrial area immediately east of Olymel, and adjacent to Three Mile Bend. The project involves the potential relocation of Public Works, including the Civic Garage, Transit, Purchasing, Recreation and Parks (maintenance component), and EL & P from their current locations. As this document is being prepared, we are still in the formative phases of the project. Later in 2004, and by the time of budget preparation there will be more information available. We are also, as a part of this initiative having an evaluation of the present West Yards, EL & P, Recreation, and Parks sites to determine the potential revenue to be derived from disposition or redevelopment of these lands.

¹ FTE – Full Time Equivalent staff

2. Industrial Land Development/ Future Annexation Process

The City and Parkland Community Planning have been involved in a series of studies stretching back to 2002 to determine where the city's next industrial development should take place. At the time of writing this document, we are in the final stages of completing an update to our 2000 Growth Study. This document will be presented to the Inter-municipal Affairs Committee, and from there it is hoped that we can launch a formal annexation process for the area chosen. As of July 2004 we were out of serviced industrial land west of the CPR in Edgar Industrial Park. There are some privately held parcels still undeveloped and also some lands available in Riverside Heavy. I consider this project to be one of the most critical issues facing Council and Administration over the next couple years. A viable industrial land inventory is essential to continued sustainable growth in the city. I will remain closely involved in this project.

3. Regional Servicing

Provision of municipal (city) servicing to counties and towns in the central Alberta region is becoming an increasingly significant element of our business. In 2004 we signed an agreement with the North Red Deer River Water Services Commission for the provision of treated water to the municipalities of Blackfalds, Lacombe, and Ponoka, and portions of the counties of Lacombe and Ponoka. This line will also serve some of the First Nation's area north of Lacombe. It is anticipated that construction of the supply line will commence in the fall of 2004. In 2004 we also signed an agreement with Red Deer County for the provision of water in the Gasoline Alley area. This water will supplement the supply already provided through a county system. We will likely continue to provide solid waste site service, subject to Council direction, to portions of the County and the towns of Sylvan Lake and Penhold.

4. Emergency Services Station 5 (North)

In the 2004 budget Council provided direction and funding to proceed to the detailed design phase of what would be the city's fifth Emergency Services station. A site has been designated in Johnstone Park at the intersection of Taylor and Jordan Parkway. Our goal will be to have the detailed design completed and cost estimates developed for Council review for the 2005 budget. If Council approves the project, we would be in a position to proceed to tender very quickly. It will be a challenge to keep the cost of this project in line with preliminary numbers provided in previous years because of the rapidly escalating cost of building materials such as steel and lumber, and because contractors are fully committed in our strong economy.

5. City Hall/ RCMP Office Space Assessment

Through 2003 and 2004 some very preliminary work has been carried out to determine future space requirements for the RCMP and for City Hall workers. The issue is a very complex one as there are a numbers of options that could be considered and each has some effect on other issues or initiatives. The RCMP are, in 2004, assessing the merits of placing some staff in a satellite station, combined with the present Emergency Services Station 2 on 67th Street. Given the complexity of the work, I believe that more detailed investigation should be carried out in 2005.

6. Inspections and Licensing Department

In 2004 Greg Scott left his position as Manager of Inspections and Licensing to assume his new role as Recreation, Parks, and Culture Manager. After a thorough search and interview process, the position of Manager, Inspections and Licensing was offered to Paul Meyette. Paul accepted the offer and started with The City on June 7, 2004. Paul has approached his new position with incredible energy and dedication. I believe he has won the respect of the staff, and is moving the department forward. I am excited and pleased to have Paul as part of the Development Services team, and look forward to working with him.

7. Ambulance Service Provision

In 2004, the Province declared that as of April 2005 the Province would be responsible for the provision of ambulance service and that this would be delivered through the various health regions. The City and David Thompson Health Region have discussed this issue in detail, and in September we submitted information to DTHR, in response to their written inquiry, that provides a description of the level of service they could expect if Red Deer provided this service, and the associated costs.

ii) Challenges

As I am sure Council can appreciate, given the activity described in the preceding section, there were a number of challenges through 2004. Certainly there were certain specific situational challenges that arose during each of these initiatives, but I consider those to be an inevitable part of any issue. The one challenge that I believe was prevalent and common to all the different issues I was involved in was the scarcity of human resources to deal with many of the issues. Council will see in this budget, requests from several of my departments for additional staff.

Looking Ahead to 2005 and Beyond:**i) Continuing Strategies****1. Industrial Land Development/ Future Annexation Process**

I will remain closely involved in this initiative through 2005. I believe this project is critically important to the future of Red Deer. The front-end investment in land acquisition and servicing will be very significant. We will continue to investigate potential opportunities for partnering with Red Deer County as we pursue our goals.

2. West Yards Relocation/ Riverlands Redevelopment

This is an incredibly exciting project(s), and will change the face of the city considerably. I will remain involved through 2005 and will be reporting to Council at the appropriate times. The interrelationship/ interdependencies between these projects and others such as The Promenade, and specific cultural initiatives, will necessitate close communication between Multiple Departments, Agencies, and Council. A BPFR will be presented to Council for funds to begin development of an implementation process for the Riverlands Redevelopment Plan. A major component of that plan will be development of a strategy for the vacated West yards site. The timing of the West Yards relocation will effect the timing of this work.

3. Emergency Services Station 5 (North)

I believe strongly that this project should proceed in 2005. Council direction to augment ES staff by 5 employees per year over the past several years has had a significant beneficial effect on our service delivery because with the added depth of resources, our ability to respond to multiple, or extreme situations has increased. To address the issue of travel time more completely, I believe we need the new station in the north. The additional resources we have been hiring will be able to move into that new facility.

ii) New Initiatives**1. Public Works Organizational Review**

Council approved funds in 2004 for a review of the Public Works Department. The goal in this exercise was to consider the present organization, identify strengths and challenges, and present recommendations for structural revision of the department. This work will be completed in 2004. Council will be briefed on any changes arising from the review.

2. City Hall/ RCMP Office Space Assessment

In the 2005 budget I will be placing before Council a Business Plan Funding Request (BPFR) for \$80,000 to fund a more in-depth review of options to address this issue. This work will provide a high level range of expected costs for these options as well as describing the impact of each option to the effected departments. It is anticipated that this process will be lengthy. Addressing the needs of the City Hall space requirements and RCMP issues will be a complicated analysis as it may well effect, or be affected by, other current initiatives or operations. This project will have a very significant public process attached to it.

**3. Emergency Services/RCMP Joint facility–
Emergency Services Station 2**

In 2004, we investigated the possibility of relocating some RCMP personnel to the Emergency Services station on 67th Street. This site appears to be big enough to accommodate an enlarged footprint and parking lot. We will continue working with Community Services and the RCMP, and will report back to Council with recommendations relating to this initiative.

4. Red Deer County/ City of Red Deer Solid Waste Facility

City Council granted Red Deer County permission to continue hauling waste from the entire county to the City solid waste facility until December 31, 2005. We will work with the county during this period to explore opportunities to work together on this issue.

E. Objectives for 2005**Objective 1 Annex Land for Industrial Development**

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
<p>After receiving the appropriate approvals in 2004, continue annexation process for industrial land.</p> <p>Complete design and commence construction of services to new area.</p>	<p>Director of Development Services/ Engineering Services, Land and Economic Development, PCPS/ All other departments, and Red Deer County</p>	<p>Before the MGB by second quarter of 2005</p>	<p>Successful annexation process by end of 2005.</p> <p>Construction of services to new area commenced in 2005.</p> <p>Area Structure Plan for area completed 1st quarter of 2005.</p>

Objective 2 Guide West Yards Relocation project

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
<p>Present to Council preliminary design concepts and cost forecasts for relocated West yards. Receive direction from Council.</p>	<p>Director of Development Services/ Public Works, Recreation, Parks and Culture, EL & P, Transit, Treasury Services</p>	<p>Report to Council 2004. Budget submission for 2005</p>	<p>Council has sufficient information to provide direction to Administration by 1st quarter 2005.</p> <p>Subject to Council direction, consultant commissioned and design process commenced.</p>

Objective 3 Investigate options for City Hall/ RCMP Space issues

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
<p>Subject to Council direction, assess alternatives for City Hall/ RCMP space requirements.</p>	<p>Director of Development Services/ All other City Hall departments, RCMP</p>	<p>4th quarter - 2004</p>	<p>Report to Council</p>

Objective 4 Complete Station 5 (Emergency Services)

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
Subject to Council approval, tender and award north Emergency Services station.	Fire Chief/ Director of Development Services	4th Quarter	Successful completion of project

F. Risk Management Disclosure:

The departments in the division will list in more detail the significant risks they are, or will be dealing with now and into the future. I would like to stress two significant risks I see.

The first relates to the issue of Industrial Land development. As I have indicated, we are virtually out of serviced Light Industrial (I1) land, and have only very limited Heavy Industrial (I2) lands. I believe that even if all goes well in a future annexation for new Industrial Land, it will probably be mid to late 2006 until we have the land ready to market. This means that we could be “not open for business” through 2005 and most of 2006. I am working with our Land and Economic Development Manager to minimize or avoid totally our absence from the market. As Council is aware, we did purchase lands in Riverside Heavy by Three Mile Bend. Approximately one-half of this land will be taken for the West yards relocation, but we hope there will be 25-30 acres left to market. We are continuing to investigate other avenues that may provide us with some land inventory over this period. I will likely have more current information at the time of budget presentation.

The second risk that must be carefully managed is one I have addressed before - human resources. Red Deer continues to grow at a significant rate. We are growing in population, growing in size (annexation), and we are growing most in the complexity of issues we are dealing with. I believe that while we are not in a crisis situation as it relates to staff, it is becoming serious. I believe that we will need to attract some skilled people to The City over the next several years to fill some obvious gaps that are beginning to surface. The Public Work's organizational review indicated this in its work. Other departments, while not having the benefit of the same formal review, are lacking depth and front-line capacity. It has always been my goal to make maximum use of consultants, contractors and term employees, to minimize permanent staff growth. We will continue along that path, but new staff are urgently required in some areas. The risks of not dealing with this issue are:

- Decreased levels of service
- Increased potential for errors
- Staff burnout
- Increased safety issues
- Employee absenteeism (illness)

**THE CITY OF RED DEER 2005 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 -

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$271,652	\$139,563	\$139,563	0.0%
General & Contracted Services	7,911	9,150	9,150	0.0%
Materials, Supplies & Utilities	14	700	600	-14.3%
Other				0.0%
SUB-TOTAL	\$279,577	\$149,413	\$149,313	-0.1%
Internal Charges & Transfers				#DIV/0!
TOTAL EXPENDITURE	\$279,577	\$149,413	\$149,313	-0.1%
REVENUE				#DIV/0!
NET TAX LEVY	\$279,577	\$149,413	\$149,313	
Percent Change		-46.6%	-0.1%	
EQUIVALENT FULL TIME POSITIONS	4.0	1.0	1.0	0.0%

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Relocation of a City Hall Department
Department Name & Reference #: Development Services Directorate
Business Unit No.:

A. Funds Required:

- i) One time ☒ \$100,000 and, Ongoing ☒ \$90,000
- ii) 2005 Net Budget Requirement \$190,000
- iii) 2006 Budget (Incremental costs from 2005) \$ 30,000
- iv) 2007 Budget (Incremental costs from 2006) \$ 0

B. BPFR Description:

- i) The funds will be used for: Physically moving one department, currently in City Hall, to temporary leased office space. Sufficient space is not available in City Hall to accommodate expansion and growth required by several departments. This additional space is required until expanded City Hall facilities are complete.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$220,000

C. Implications (include only those that apply):

- i) Organizational Risk/Payback
 - Without the additional space, departments would be unable to expand staffing as required, or additional staff would be unsuitably stationed. This would have a negative impact on the ability of departments to achieve business plan objectives as set out.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: City Hall Space Requirements
Department Name & Reference #: Development Services Directorate
Business Unit No.: 200**

A. Funds Required:

- i) One time ☒ or, Ongoing ☐
- ii) 2005 Net Budget Requirement \$80,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for: **City Hall Space Requirements:**
- ii) We would commission a consultant to advance the necessary investigation of options, preliminary design work (concept only), and some high level costing and financial analysis of the options. The project is a complex one, as there are a number of options to be considered from new construction to leasing, decisions will likely effect parking issues, and open space issues.
- iii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$80,000
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications (include only those that apply):

- i) Financial Risk/Payback
 - City Hall is effectively at capacity for staff, equipment, and information management accommodation. Over the next several years, it is highly likely that additional staffing and ancillary space will be required. Determining the best solution to these issues will minimize the cost, both capital and operating.
- ii) Organizational Risk/Payback
 - Their working environment significantly affects the effectiveness and morale of staff, and the ease and comfort of our citizens There has been significant research done on the effects office climate has on an organizations productivity and health. As space available to carry out your duties becomes constrained or inappropriate, staff's ability to deal with their daily responsibilities diminishes.
- iii) Community Risk/Payback
 - The community visits City Hall on a daily basis. Inadequate, or crowded, substandard facilities results in a less pleasant interaction with our staff.

EL&P DEPARTMENT BUSINESS PLAN 2005 – 2007

A. Mission

“To deliver customer friendly electric distribution products and services
at competitive prices in a safe, reliable and
environmentally responsible manner.”

B. Mandate

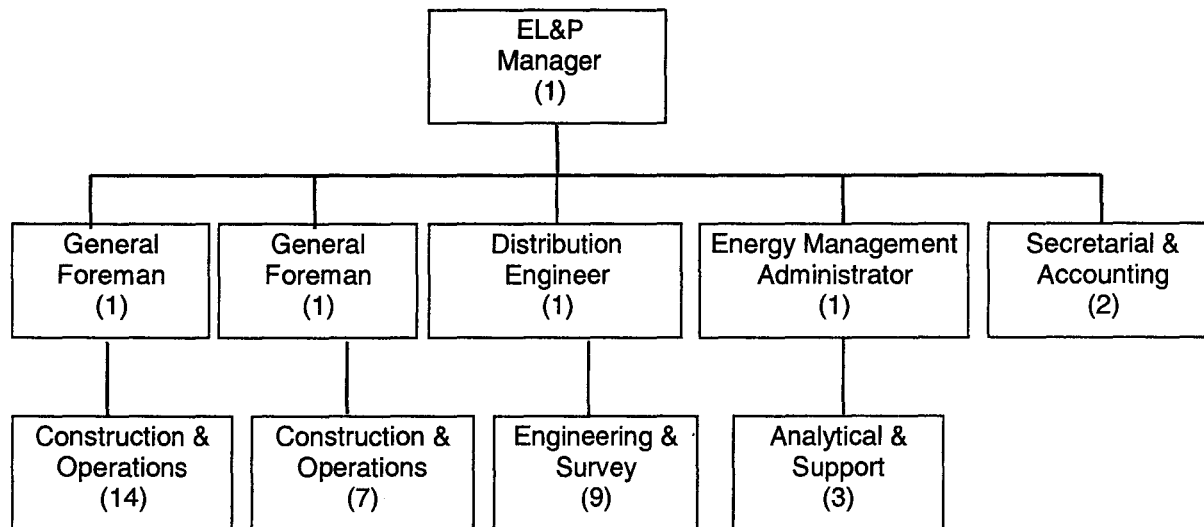
- Manage the planning, design, construction, operation and maintenance of the electric distribution and street lighting systems including material and staff resources.
- Manage the design, construction, operation and maintenance of the “on-street” components of the traffic control system including material 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 required AEUB applications and pertinent interventions, in a financially prudent manner.
- Manage the legislated requirement to provide electricity supply for the “Regulated Default Supply” 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 legislated 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 Default Supply 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.

C. Organizational Structure

Organizational Chart

The Department had 38 full time permanent positions in 2004. This 2005 Plan proposes a complement of 40 full time permanent positions by adding two field staff members to address the extended effects of some worker injuries and succession planning as detailed further in this Plan. This staffing level will enable the Department to meet the level of demand placed on it on

an annualized basis. However, in the event of a severe storm which produces catastrophic results, this staffing level will require a number of days, not hours, to completely restore service.



FTE¹ Table

Year	2004	2005	2006	2007
# FTE's	38.1	40.1	41.1	41.1

D. Overview

Looking Back on 2004:

i) Key Strategies, New Directions & Achievements

The year 2004 saw the continuation of a high demand for new customer services, expansion of existing customer services, and the associated requirement for system expansion. The team effort and dedication of the staff made it possible to meet customer timing expectations with very few exceptions.

Major maintenance work was completed by an outside contractor on all six of the large transformers which tie the City distribution system to the provincial grid. Other maintenance work was completed on priority basis and the system continues to be well maintained with adequate capacity to serve the expanding needs.

Considerable effort was spent on fine-tuning the processes and systems related to meter reading and meter data management. In late 2003 the outside service partner

¹ FTE – Full Time Equivalent staff

who provides these services was changed. The new systems are far superior to those replaced.

Work was completed on the new remote meter interrogation system which was installed in late 2003. As well, the installation of interval meters continued and by the end of 2004 it is expected that 50 – 60 sites will be capable of being automatically and remotely interrogated on a daily basis to obtain 15-minute energy consumption data.

The provincial government introduced new Occupational Health and Safety regulations in early 2004. All field staff was properly trained in the changes to electric utility work practices by an outside consultant and the new standards for fire resistant work clothing have been met.

In the ongoing effort to maintain qualified staff in view of impending retirements and to maximize the productivity of the field staff through cross-training, a qualified outside consultant developed and presented a substation training program tailored to our system to a few journeyman linemen in 2004.

In mid 2004 a contract was completed to provide for Retailer requested disconnection/reconnection of services for non-payment. This work volume is very volatile and the contract not only provided cost savings but also addressed staffing problems by releasing some highly qualified staff for work better aligned to their qualifications.

ii) Challenges

The department faced some challenges during 2004 which made it somewhat difficult to accomplish objectives. The very tight human resource market in the Alberta electric utility industry resulted in a vacant professional staff position until October. It is expected that considerable training will be required to make the new member fully productive within the electric utility environment. The recruitment process in this instance took about two years and the tight market situation is expected to continue for a number of years.

The extended effects of some field worker injuries became rather evident during the year as it was frequently difficult to maintain an adequate daily staff complement. Several attempts to hire apprentice linemen on a temporary basis were successful and an adequate staffing level was maintained. The 2005 Business Plan addresses this obvious and growing need.

The only constant in the evolving deregulation of the provincial electricity industry was “change”. The relatively stable business environment anticipated in the 2004 Plan did not materialize. New provincial policies such as the Transmission Policy were being developed, the newly created Alberta Electric System Operator (AESO) rapidly began advocating change to existing systems and processes, and one of our major business partners fell under the regulation of the Alberta Energy and Utilities Board (AEUB). All of these items required adjustments to be made and introduced considerable uncertainty into the department’s business environment.

Looking Ahead to 2005 and Beyond:

A note of caution is appropriate before outlining Continuing Strategies and New Initiatives. Great care should be exercised in every decision to ensure that the regulatory oversight of the City's distribution system remains with City Council. The Enmax (City of Calgary) and Epcor (City of Edmonton) distribution systems became regulated by the Alberta Energy and Utilities Board (AEUB) on January 1, 2004 and Red Deer's distribution system was spared from a similar fate only at the very last moment. However, there is very strong pressure by other utilities and customer groups to have the Red Deer distribution system regulated by the AEUB. Such a change would introduce greatly increased regulatory costs, loss of autonomy over a system owned by the City and higher costs to the end user. What on the surface and under the current regulatory system may appear to be very simple and in every one's best interests, might well eliminate or severely reduce the City's arguments in opposing regulation by the AEUB.

i) Continuing Strategies

As in the past several years, the department will be faced with new and revised provincial acts and regulations as electricity deregulation continues to evolve in Alberta. The department must be compliant with any new or revised regulations even though the implementation dates and associated costs may be very onerous. To accomplish this, the department must continue with its past strategy of being very involved in the industry processes with the provincial Department of Energy and other industry stakeholders (some not so friendly), maintaining the flexibility to change course on very short notice, and providing a prudent level of funding to cover any cost risks associated with uncertainty.

Unforeseen risks, issues or contingencies not adequately addressed within this Plan and Budget can very likely be covered by the department's forecast 2005 budget surplus, the department's anticipated 2004 surplus or the Electric Utility Reserve Fund. The continuation of this strategy will maintain the financial integrity of the electric utility while also providing a fair return to the City which recognizes historical return levels.

Staff training to meet future needs and changing work place regulations will need to continue to ensure that the department remains capable, productive and successful.

High priority will continue to be placed on infrastructure maintenance to preserve the investment in the asset base and to maintain an appropriate level of service.

In meeting the challenges of 2005, the department will continue to build on its current strengths and past successes which include partnerships with outside parties where advantageous.

ii) New Initiatives

An overall average Distribution Tariff rate reduction of 5.4% effective May 1, 2005 is proposed within this Plan and Budget. The 2005 forecast cost of this reduction is \$700,000 for the effective 8 months; the annualized cost is \$1M. This reduction is considered to be appropriate and prudent as total operating and capital

costs have been managed to increase by no more than the growth in forecasted revenue. As well, the cost of risks such as uncertainty in provincial policy, the continuing evolution of deregulation and energy volume forecasts have been considered and prudently addressed in this Plan and Budget. Some of the other Alberta utilities will be removing temporary rate riders in 2005 and the proposed reduction will enable the City's rates to remain very competitive. The proposed rate change is different for each customer category as a result of the continuing effort to balance the revenue and cost in each customer category to within $\pm 5\%$. This range is the normally accepted regulatory guideline within the industry. The last change in the Distribution Tariff was an overall average reduction of 7.5% effective May 1, 2003. The proposed reduction and resulting "revenue/cost" ratios follow:

<u>Rate Category</u>	<u>Reduction</u>	<u>Resulting Revenue/Cost</u>
E 61 Residential	4.4%	99.2%
E 63 Small General Service (Energy)	10.4%	103.6%
E 64 General Service (Demand)	5.4%	100.5%
E 78 Large General Service	2.9%	98.3%
E 81 Street Light Service	5.4%	94.8%
E 82 Traffic Light Service	5.4%	94.9%
Overall Average	5.4%	

Under the provincial Electric Utility Act and pursuant regulations, the Alberta Electric System Operator (AESO) is responsible for provincial load settlement. The AESO has indicated its intent to create one provincial load settlement system operated by them. To the extent possible, the department will continue its collaboration with the other Wire Owners to press for full disclosure and evidence of the economic benefit of such a change. The Budget contains forecast expenditures for the anticipated AESO changes which include the changes to the department's internal systems as well as to the systems of our contracted service partner.

The City's transmission assets will become regulated by the AEUB on January 1, 2006. Until the end of 2005 these assets were regulated by the Alberta Department of Energy through a very simple, efficient and low cost process. In order to recover the cost of owning and operating these transmission assets commencing in 2006, the City must make application to the AEUB for approval of this cost which, for the year 2005, is \$1.8M. The Budget provides for the increased complexity, increased staff time and the needed legal and other professional assistance in 2005. It is intended to file the 2006 application with the AEUB at the beginning of Q2 of 2005. This will be the City's first application of this nature to the AEUB.

The City agreements with an outside party to supply the energy component of the Regulated Default Supply (RDS) for residential and small commercial customers expire at the end of 2005. In late 2003 the provincial government intervened in the newly created competitive market and the existing energy pricing structure of the RDS was extended by 30 months for the small commercial customers and by 6 months for the residential customers. The introduction of market pricing for RDS customers has, thus, been delayed from the end of 2005 to mid 2006. There has been no indication of what to expect regarding the energy pricing structure beyond that date which makes it very difficult to plan, cost, and implement the continuation of the RDS. Ideally, 12 to 18 months is realistically required to put a new contract in

place and the current contract provides for a possible renewal process to commence in mid 2004. Tied into the RDS is the Customer Valuation Payment to the City which, under the existing contract, provides revenue of \$1.19M annually. The department will continue pressing the provincial Department of Energy for a quick decision on the future of the RDS. Once a decision is made, the department will need to place a high priority on complying with that decision. Regardless of what the decision is or when it is made, continuation of RDS in some fashion for an additional six months will need to be made under current legislation. The level of, or even the continuation of, the \$1.19M annual revenue stream is likewise a great unknown at this time.

The AEUB is directing the development of a Distribution Tariff Billing Code which will be integrated with billing changes in the RDS regulation and the initiatives proposed by the AESO. This will be a massive change to the existing Wire Owner load settlement and Retailer billing systems. The Wire Owners, including Red Deer, will be given much larger responsibility for information that appears on the customer's bill. The major change is that billing will move from a "calendar month" basis to a "meter read cycle" basis. This will require billing systems to produce bills on a daily basis as opposed to the current monthly basis. The Budget contains forecast costs for the anticipated changes to systems of the contracted service partner.

Enmax Power provides a number of major services to the department including System Load Settlement and Meter Data Management. Enmax Power became regulated by the AEUB effective January 1, 2004. In a recent decision regarding the Enmax Distribution Tariff, the AEUB directed Enmax to set its rates for services it provides to outside parties, such as Red Deer, on the basis of fully allocated costs. The current cost structure was based on incremental costs only which do not include the embedded costs related to such items as computer systems, computer hardware, staffing, etc. The Budget includes the forecasted cost increase resulting from the AEUB decision.

A new Transmission Policy will likely be implemented in 2005. This policy could have some major cost impact on the department and the customer as transmission grid costs will be allocated to users on a different basis. The Budget provides for some transmission price adjustment in 2005.

To meet staffing requirements in view of the extended effects of some worker injuries and impending retirements, not only must new staff be hired, but also, they must be trained while there is still knowledgeable staff available to do that training. This Plan and Budget provides for two additional field staff either at the apprentice or journeyman level. The cost of the additional staff will be partially offset by eliminating the need to hire a similar number of temporary staff during the six month construction season. This plan will meet the objectives of having a future complement of qualified staff and having increased assurance of an adequate daily staffing level. Training and succession planning is a legitimate cost in any successful organization and this Plan accomplishes both at a minimal cost. It should be noted that the cost is accounted for in the Operating and Capital work programs.

The Budget includes a "Business Plan Funding Requirement" (BPFR) for the operation of the Street & Traffic Lights. The Base Budget accounts for inflation only – it does not make allowance for growth which has occurred. If additional street and

traffic lights are going to be installed each year, an annual increase in maintenance and energy costs is not only logical but also necessary if the existing level of service is to be maintained. One of the Guiding Principles in the City's current Strategic Plan states, "We will protect our community assets and respect and use our resources wisely". This principle cannot be met without considering growth and without approval of the requested BPFR.

E. Objectives for 2005:

Objective 1

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
Transmission Cost Application to AEUB	<ul style="list-style-type: none"> Affects only EL&P Approx \$1.8M revenue forecast for 2006 requires AEUB approval Will require outside assistance Currently requires separate accounting system by EL&P outside of JD Edwards system 	<ul style="list-style-type: none"> Dec 31/05 Depends upon AEUB schedule 	<ul style="list-style-type: none"> AEUB approval by Dec 31/05 AEUB approval close to what was applied for Few negative comments on filing by AEUB

Objective 2

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
Replace Agreements Expiring Dec 31/05 <ol style="list-style-type: none"> 1. Regulated Default Supply (RDS) – for energy only 2. Customer Valuation Payment (related to 1 above) 3. Municipal Electricity Load 4. Wire Services 	<ul style="list-style-type: none"> Provincial policy governing RDS not known beyond June 30/06 (only 6 months beyond expiry date) City responsible for RDS energy supply by legislation \$1.19M Customer Valuation Payment is dependent upon RDS Agreement - may change greatly and possibly affect EL&P return to the City Municipal Load Agreement is independent of the other Agreements - should reduce cost to all Departments operating facilities Strategy must be developed to reflect provincial policy – could include a combination of RFP (market test) or renewal 	<ul style="list-style-type: none"> Dec 1/05 for all 	<ul style="list-style-type: none"> New Agreements effective Jan1/06

Objective 3

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
Staff Training and Succession Planning	<ul style="list-style-type: none"> Hire 2 additional technical field staff Increase staff productivity through internal training and cross-training Training/mentoring key staff members Safety training included Internal to EL&P only 	<ul style="list-style-type: none"> Nov 31/05 	<ul style="list-style-type: none"> 2 permanent staff added Completion of training of some staff

F. Performance Measure:

Quality Descriptor	Performance Measure	2002 Actual	2002 Industry	2003 Actual	2003 Industry	2004 6 Month	2005 Target
Number of Interruptions (SAIFI)	Avg. number of interruptions per total number of customers served per year	0.58	1.94	0.29	1.81	1.05	0.80
Duration of Interruptions (SAIDI)	a) Avg. duration of the interruptions per total number of customers served per year	0.58	2.04	0.54	1.83	1.74	1.00
(CAIDI)	b) Avg. duration of the interruptions experienced by the customers affected per year	1.00	1.05	1.88	1.01	1.66	1.00
Reliability of Service	The availability of service in the year.	0.999934	0.999767	0.999938	0.999791	0.999801	0.999800

The department's performance compares very favorably with the Canadian urban benchmark in the first two and the last Quality Descriptors. The department does not have staff working on a 24-hour basis as do some other utilities. Rather, staff is "called-out" on a voluntary basis to respond to outages. The only way the third Quality Descriptor can be improved is to have staff working on a 24-hour basis. This is not recommended due to the relatively small number of outages which would not produce a benefit commensurate with the increased cost.

G. 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 due to weather and the general rate of growth in the community. About 25% of the EL&P revenue is spent on the purchase of transmission service which is subject to the same volumetric risk and which will, therefore, tend to offset the overall risk exposure to some degree. Forecast volumes are based on growth rates which are considered to be very achievable.

The single largest non-discretionary expenditure is the procurement of transmission service. The cost of this service is regulated by the AEUB and there is often considerable delay in obtaining a decision. This creates a situation where the final approval may also include significant adjustments, either positive or negative, for a past period. This can result in a significant risk that actual expenditures may not be covered by forecast revenue. A very nominal price increase for transmission service 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 transmission component of the Distribution Tariff.

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. The Budget includes a forecast of costs for changes which are considered likely to occur in late 2004 or throughout 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 can arrive at a notably different outcome. The addition of a staff member in late 2004 and the assistance of excellent outside professionals with knowledge of our operation should enable the large volume of information required by the regulator and the interveners to be well prepared and presented. This is expected to considerably mitigate the risk of a large reduction in requested revenue resulting from poor or incomplete information being provided.

It is anticipated that continuing pressure will be placed on the provincial government by other utilities and industry stakeholders to have the City's distribution system placed under AEUB regulation. If this occurs, the historic levels of financial return to the City will be drastically eroded. Every precaution must be taken when making decisions regarding the operation of the electric utility to safeguard against such an outcome.

The uncertainty created by the provincial government respecting the future of the Regulated Default Supply results in a risk regarding the continuation and level of the associated Customer Valuation revenue. The elimination or severe reduction of this revenue, currently \$1.19M annually, will significantly strain or even eliminate the ability of the utility to maintain historic financial return levels to the City while maintaining competitive rates.

THE CITY OF RED DEER 2005 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:

2004 Council Approved Budget (at Budget Guideline)	1,555,054
Add: 2004 Carry Forward from 2003	3,766
Add: Rounding adjustment	(54)
2004 Adjusted Council Approved Budget	<u>1,558,766</u>
Add: CPI Adjustment	5,201
Add: 2004 Carry Forward from 2003	(3,766)
Add: Rounding adjustment	(1)
2004 Budget Guideline	<u>1,560,200</u>

Electric Utility portion of Budget balances to \$0 in 2005 as it did in 2004

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)

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$2,165,330	\$2,478,604	\$2,310,400	-6.8%
General & Contracted Services	1,218,012	2,087,902	2,715,100	30.0%
Materials, Supplies & Utilities	5,553,192	7,462,019	7,429,200	-0.4%
Other	16,676	2,427,000	2,469,000	1.7%
SUB-TOTAL	\$8,953,210	\$14,455,525	\$14,923,700	3.2%
Internal Charges & Transfers	15,707,257	\$9,188,041	8,697,100	-5.3%
TOTAL EXPENDITURE	\$24,660,467	\$23,643,566	\$23,620,800	-0.1%
REVENUE	(23,179,627)	(22,084,800)	(22,060,600)	-0.1%
NET TAX LEVY	\$1,480,840	\$1,558,766	\$1,560,200	
Percent Change		5.3%	0.1%	
EQUIVALENT FULL TIME POSITIONS	37.1	38.1	40.1	5.2%

**THE CITY OF RED DEER 2005 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 load.

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 2005 Budget balances to \$0 as did the Council Approved 2004 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 is the expiry year for the current \$1.19M Customer Valuation Payment Agreement. A new agreement and payment is dependent upon finalization of provincial government Regulated Default Supply policy. Current transfer of \$7M to the City may need to be reduced by this amount in 2006 and beyond.

Regulation of Red Deer transmission assets by the AEUB starting in 2006 will increase EL&P costs.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,928,640	\$2,191,604	\$2,060,000	-6.0%
General & Contracted Services	1,191,543	2,073,002	2,707,600	30.6%
Materials, Supplies & Utilities	4,371,488	6,269,453	6,184,400	-1.4%
Other	16,676	2,427,000	2,469,000	1.7%
SUB-TOTAL	\$7,508,347	\$12,961,059	\$13,421,000	3.5%
Internal Charges & Transfers	15,671,281	9,123,741	8,639,600	-5.3%
TOTAL EXPENDITURE	\$23,179,628	\$22,084,800	\$22,060,600	-0.1%
REVENUE	(23,179,628)	(22,084,800)	(22,060,600)	-0.1%
NET TAX LEVY	\$0	\$0	\$0	
Percent Change		0.0%	0.0%	
EQUIVALENT FULL TIME POSITIONS	37.1	38.1	40.1	5.2%

**THE CITY OF RED DEER 2005 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, to the operating specifications of the Engineering Department, in a safe, reliable and efficient manner 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 -

2004 Council Approved Budget (at Budget Guideline)	1,555,054
Add: 2004 Carry Forward from 2003	3,766
Add: Rounding adjustment	(54)
2004 Adjusted Council Approved Budget	<u>1,558,766</u>
Add: CPI Adjustment	5,201
Add: 2004 Carry Forward from 2003	(3,766)
Add: Rounding adjustment	(1)
2005 Budget Guideline	<u>1,560,200</u>

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 4% annually. The Base Budget reflects only inflationary cost pressures which is only about half of the realistically anticipated cost increase and future requests for funding increases should be expected if growth is not included in the Base Budget.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$236,690	\$287,000	\$250,400	-12.8%
General & Contracted Services	26,469	14,900	7,500	-49.7%
Materials, Supplies & Utilities	1,181,704	1,192,566	1,244,800	4.4%
Other	0	0	0	0.0%
SUB-TOTAL	\$1,444,863	\$1,494,466	\$1,502,700	0.6%
Internal Charges & Transfers	35,976	64,300	57,500	-10.6%
TOTAL EXPENDITURE	\$1,480,839	\$1,558,766	\$1,560,200	0.1%
REVENUE	0	0	0	0.0%
NET TAX LEVY	\$1,480,839	\$1,558,766	\$1,560,200	
Percent Change		5.3%	0.1%	
EQUIVALENT FULL TIME POSITIONS	0.0	0.0	0.0	0.0%

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Street & Traffic Light Growth Costs
Department Name & Reference #: EL&P
Business Unit No.: 250, 251, 252

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$67,000 (Net of \$0 revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$ 70,100
- iv) 2007 Budget (Incremental costs from 2006) \$ 73,300

B. BPFR Description:

- i) The funds will be used for:
 - a. Increased electricity consumption and demand results from the 4% annual increase in the number of street and traffic lights. This is not reflected in the CPI adjustment in the Base Budget and results in an increased cost in Business Unit 250 of \$46,200 in 2005.
 - b. Increased municipal taxation of street lights results from the 4% annual increase in the number of street lights. This is not reflected in the CPI adjustment in the Base Budget and results in an increased cost in Business Unit 251 of \$5,800 (net of CPI increase) in 2005.
 - c. Increased funding in Business Units 251(Street Light Maint.) and 252 (Traffic Light Maint.) to properly maintain an asset base which increases 4% annually. The 2005 additional cost (net of CPI increase) in Business Unit 251 is \$1,500 and in Business Unit 252 is \$13,500 for a total increase of \$15,000.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$67,000 as detailed above
 - b. Increased service \$0 (no increase in service level)
 - c. Legislative & new complexities \$0
 - d. CPI, extra cost contracts \$0
 - e. Other \$0 Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
 - Must comply with taxation requirements of the municipality
- ii) Financial Risk/Payback
 - Some maintenance, such as painting, extends the life of the asset, thus, reducing the capital requirement.
- iii) Organizational Risk/Payback
 - Improper maintenance of traffic lights can result in sizeable lawsuits against the City.

Section 4

- The City's Strategic Plan contains the Guiding Principle of Preservation which states, "We will preserve our community assets and respect and use our resources wisely."

iv) Community Risk/Payback

- The greatest number of service calls received by EL&P relates to street lights and traffic lights. The public generally link good street lighting with their personal and property security.
- This BPFR responds to the increased volume of Street & Traffic Lights.

January 19, 2001

DT Tariff Comparison
and
Proposed 2005 Red Deer DT Rate Reduction

The graphs in the following pages show a comparison of Red Deer's Distribution Tariff (DT) with those of other municipalities in Alberta.

Also shown in the graphs is the proposed rate reduction to Red Deer's 2005 DT Tariff and the new rankings of the reduced rates.

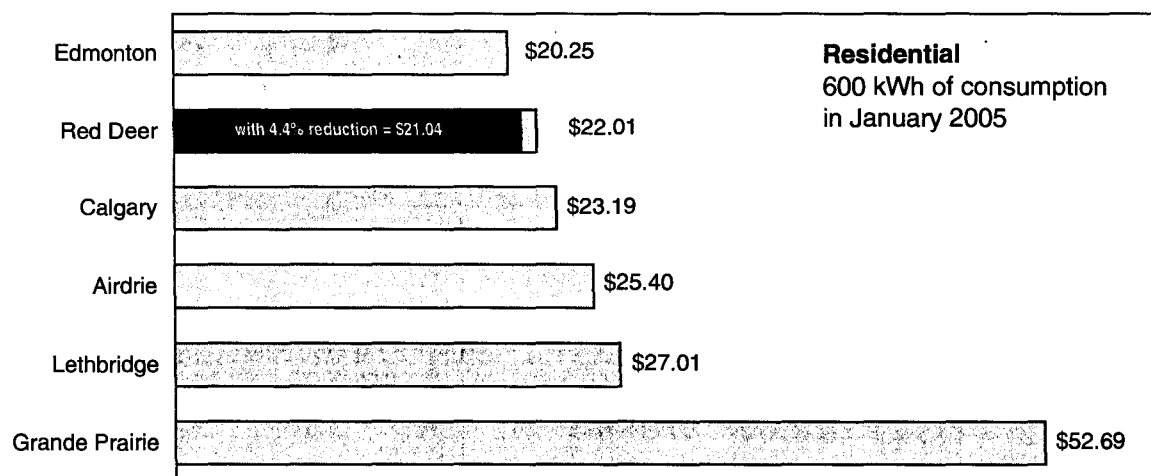
This study is based on the most current rate information published by the utilities. Riders pending EUB approval are not included in the analysis. Alberta utilities have had more deferral accounts in their tariffs since deregulation and as such, rate riders have been commonplace in recent years.

Electric Light & Power

COMPARISON OF DISTRIBUTION TARIFF RESIDENTIAL

For a Residential customer consuming 600 kWh in January 2005...

Municipality	Distribution Tariff Charge (\$)					
	Fixed	Variable	SubTotal	MCAF	Riders	TOTAL
Edmonton	10.80	6.98	17.77	2.47		20.25
Red Deer	12.07	7.38	19.45	2.56		22.01
Calgary	8.53	9.04	17.57	6.01	(0.38)	23.19
Airdrie	12.45	12.22	24.67	0.72		25.40
Lethbridge	13.72	6.90	20.62	6.39		27.01
Grande Prairie	21.06	27.72	48.78	4.93	(1.01)	52.69



Note:

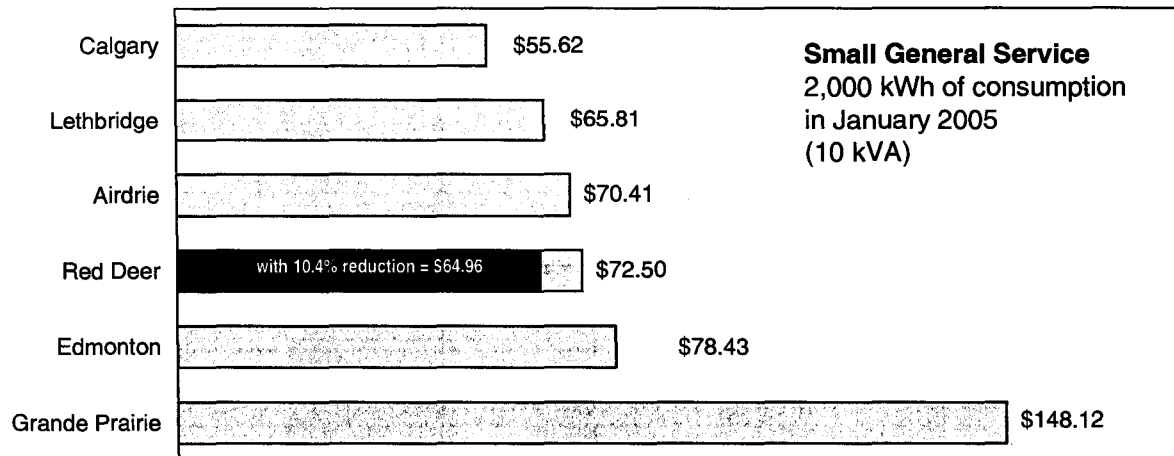
1. Grande Prairie (ATCO) as per Interim Tariff effective January 1, 2005
2. Airdrie (Fortis) as per Interim Tariff effective January 1, 2005
3. Edmonton (EPCOR) as per Final Tariff approved by EUB effective November 1, 2004
4. Edmonton (EPCOR) Tariff subject to Pool price adjustment
5. Calgary (Enmax) as per Interim Tariff effective November 1, 2004
6. Riders pending EUB approval are not included

COMPARISON OF DISTRIBUTION TARIFF

SMALL GENERAL SERVICE

For a Small General Service customer (10 kVA) consuming 2,000 kWh in January 2005...

Municipality	Distribution Tariff Charge (\$)					
	Fixed	Variable	SubTotal	MCAF	Riders	TOTAL
Calgary	12.80	27.45	40.25	18.00	(2.63)	55.62
Lethbridge	13.24	37.00	50.24	15.57		65.81
Airdrie	49.48	18.92	68.40	2.01		70.41
Red Deer	15.24	49.40	64.64	7.86		72.50
Edmonton	12.49	57.69	70.19	8.24		78.43
Grande Prairie	80.34	56.58	136.92	13.83	(2.62)	148.12



Note:

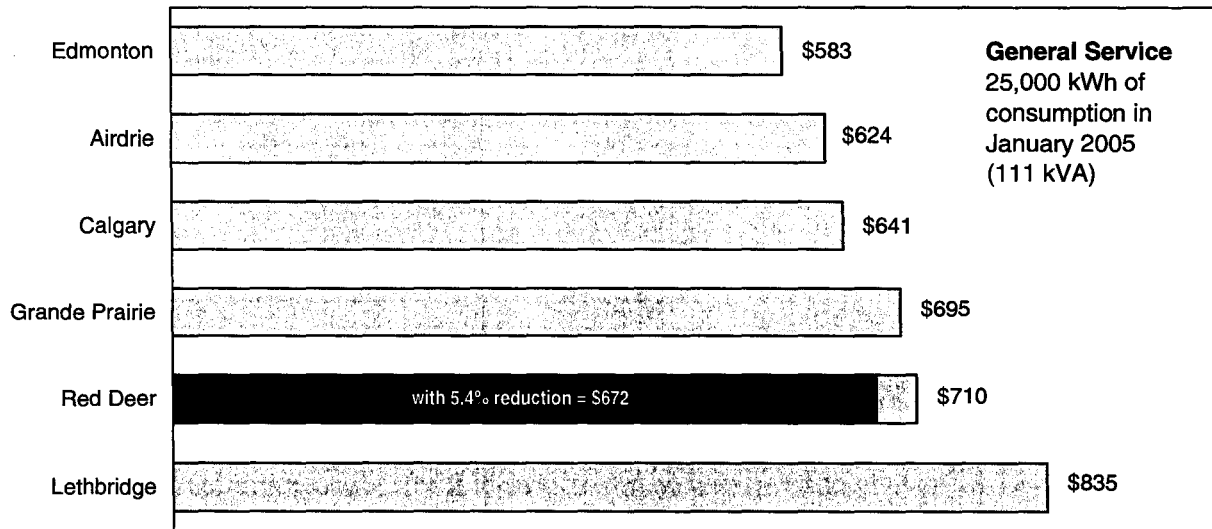
1. Grande Prairie (ATCO) as per Interim Tariff effective January 1, 2005
2. Airdrie (Fortis) as per Interim Tariff effective January 1, 2005
3. Edmonton (EPCOR) as per Final Tariff approved by EUB effective November 1, 2004
4. Edmonton (EPCOR) Tariff subject to Pool price adjustment
5. Calgary (Enmax) as per Interim Tariff effective November 1, 2004
6. Riders pending EUB approval are not included

COMPARISON OF DISTRIBUTION TARIFF

GENERAL SERVICE

For a General Service customer (111 kVA) consuming 25,000 kWh in January 2005...

Municipality	Distribution Tariff Charge (\$)					
	Demand	Variable	SubTotal	MCAF	Riders	TOTAL
Edmonton	339.11	141.19	480.30	103.00		583.30
Airdrie	511.07	95.27	606.34	17.82		624.16
Calgary	341.51	175.20	516.71	226.53	(102.24)	641.00
Grande Prairie	635.75	95.00	730.75	73.81	(109.25)	695.31
Red Deer	488.28	150.00	638.28	71.76		710.04
Lethbridge	408.10	229.00	637.10	197.50		834.60



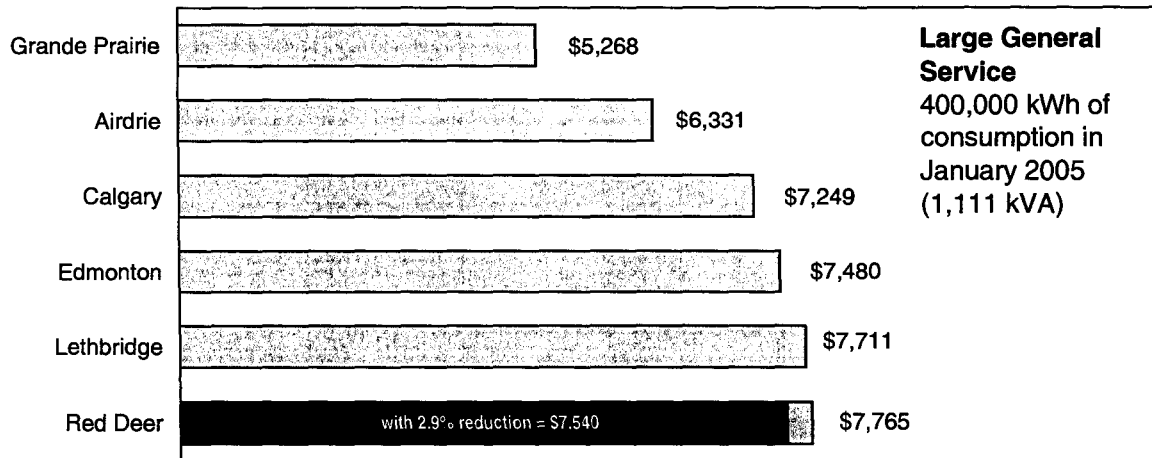
Note:

1. Grande Prairie (ATCO) as per Interim Tariff effective January 1, 2005
2. Airdrie (Fortis) as per Interim Tariff effective January 1, 2005
3. Edmonton (EPCOR) as per Final Tariff approved by EUB effective November 1, 2004
4. Edmonton (EPCOR) Tariff subject to Pool price adjustment
5. Calgary (Enmax) as per Interim Tariff effective November 1, 2004
6. Riders pending EUB approval are not included

COMPARISON OF DISTRIBUTION TARIFF LARGE GENERAL SERVICE / INDUSTRIAL

For a Large General Service customer (1,111 kVA) consuming 400,000 kWh in January 2005...

Municipality	Distribution Tariff Charge (\$)					
	Demand	Variable	SubTotal	MCAF	Riders	TOTAL
Grande Prairie	4,852.45	1,520.00	6,372.45	643.62	(1,748.00)	5,268.07
Airdrie	4,625.90	1,524.30	6,150.19	180.80		6,330.99
Calgary	2,270.12	2,959.60	5,229.72	3,286.97	(1,267.99)	7,248.71
Edmonton	2,815.46	3,016.80	5,832.26	1,648.00		7,480.26
Lethbridge	4,346.45	1,540.00	5,886.45	1,824.80		7,711.26
Red Deer	4,584.10	2,440.00	7,024.10	740.90		7,765.00



Note:

1. Grande Prairie (ATCO) as per Interim Tariff effective January 1, 2005
2. Airdrie (Fortis) as per Interim Tariff effective January 1, 2005
3. Edmonton (EPCOR) as per Final Tariff approved by EUB effective November 1, 2004
4. Edmonton (EPCOR) Tariff subject to Pool price adjustment
5. Calgary (Enmax) as per Interim Tariff effective November 1, 2004
6. Riders pending EUB approval are not included

EMERGENCY SERVICES DEPARTMENT BUSINESS PLAN 2005 – 2007

A. 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.

B. 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.

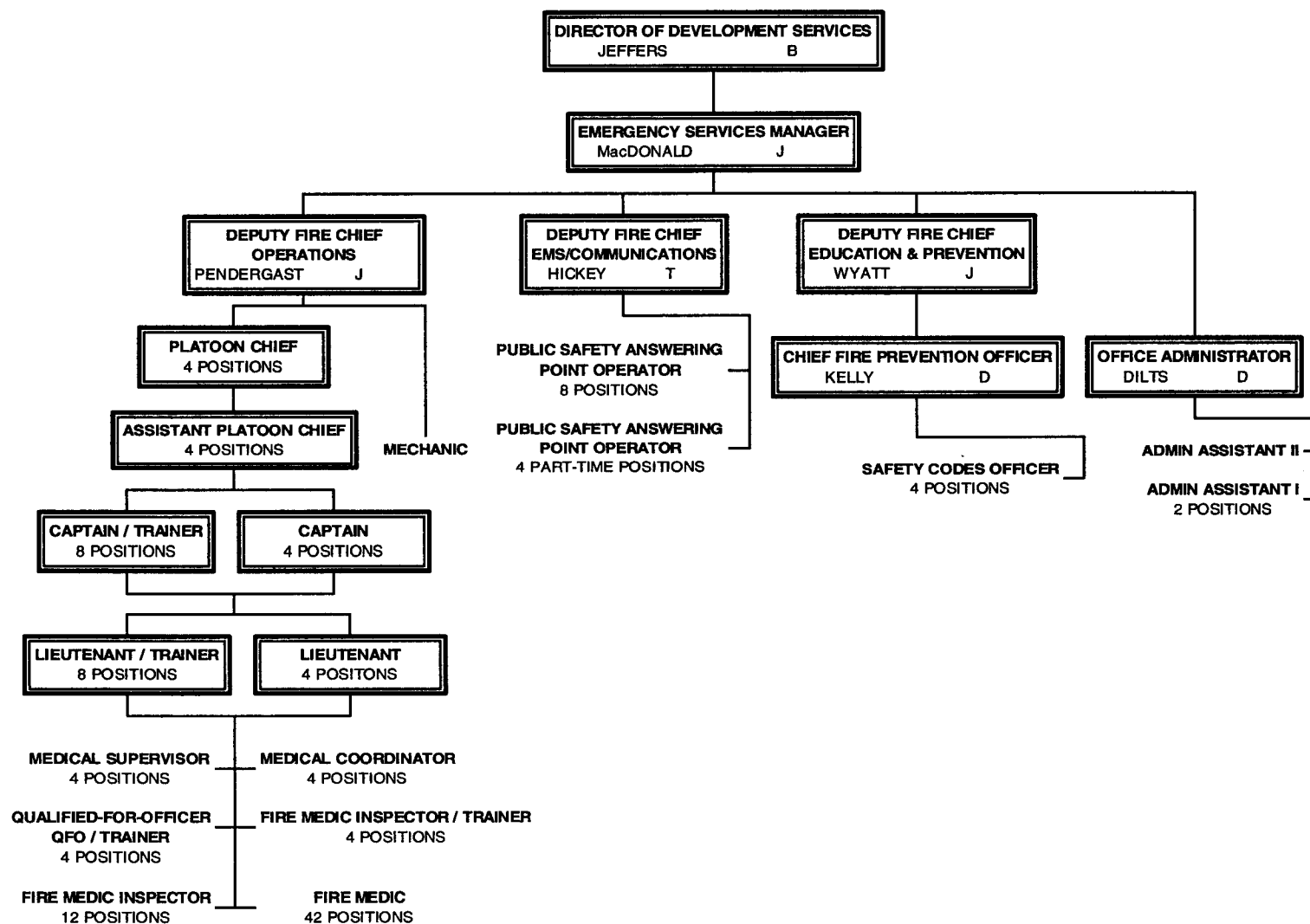
- Emergency response to fire, rescue and medical requests for assistance
- Fire suppression and rescue in fire situations
- Advanced and Basic Life Support Ambulance service
- Motor vehicle extrication
- Fire prevention, public education and code enforcement
- First response to hazardous material incidents
- 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

C. Organizational Structure

RED DEER EMERGENCY SERVICES	POSITIONS
DEPARTMENT MANAGEMENT	4
1 Fire Chief / Manager, 3 Deputy Chiefs	
TOTAL MANAGEMENT PERSONNEL	4
FIRE SUPPRESSION/EMS BRANCH (Fully Integrated Fire, Emergency Medical Services, Rescue, HazMat)	
PLATOON SUPERVISORS - 4 Platoon Chiefs	4
STATION SUPERVISORS – 4 Assistant Platoon Chiefs, 12 Captains	16
SPECIALTY EQUIPMENT SUPERVISORS (Rescue Truck, Aerial, HazMat, Tanker, Rescue Boat, Brush Truck) 12 Lieutenants, 4 Qualified for Officers	16
EMS SUPERVISORS – 4 Medical Supervisors, 4 Medical Coordinators	8
FIRE-MEDICS	58
TOTAL SUPPRESSION / EMS / RESCUE PERSONNEL	102
FIRE PREVENTION BRANCH (Public Education, Fire Inspections, Fire Investigations, Fire and Injury Prevention)	
FIRE PREVENTION BRANCH SUPERVISOR – 1 Chief Fire Prevention Officer	1
4 Fire Prevention Officers	4
TOTAL FIRE PREVENTION OFFICERS	5
COMMUNICATIONS BRANCH (911 Call Answer, Emergency Fire and EMS Dispatch)	
4 Lead Operators	4
4 Emergency Dispatchers	4
4 Part Time Emergency Dispatchers (approx. .6 each)	4
TOTAL COMMUNICATIONS BRANCH PERSONNEL	12
MECHANICAL BRANCH	
1 Emergency Apparatus Technician	1
TOTAL MECHANICAL BRANCH PERSONNEL	1
OFFICE SUPPORT STAFF	
1 Office Administrator, 2 Administrative Assistants, 1 Receptionist	4
TOTAL OFFICE SUPPORT STAFF	4
TOTAL RDES STAFF	127

2004/08/30

**THE CITY OF RED DEER
DEVELOPMENT SERVICES DIVISION
EMERGENCY SERVICES DEPARTMENT**



D. OVERVIEW

Our focus in 2004 was to:

- Add additional human resources to ensure we will be able to successfully accomplish our fire, rescue, and ambulance missions. Continue to implement the recommendations of the Dillon Study as approved by City Council – hire 5 fire-medics annually, design a north station, and continue to progress towards meeting our planning guideline travel time objectives.
- Provide training and education to our staff to meet the ever-changing demands encountered in our roles as Emergency Service providers, as well as improve performance in our traditional roles.
- Merge the Emergency Services' fleet with the City fleet and acquire the appropriate vehicles and equipment to accomplish our missions.
- Emphasize prevention and education initiatives to reduce the fire and injury problem in Red Deer.
- Improve the Department's overall health and fitness level by introducing our Wellness/Fitness program.

Looking Back on 2004

i) **Key Strategies, New Directions and Achievements**

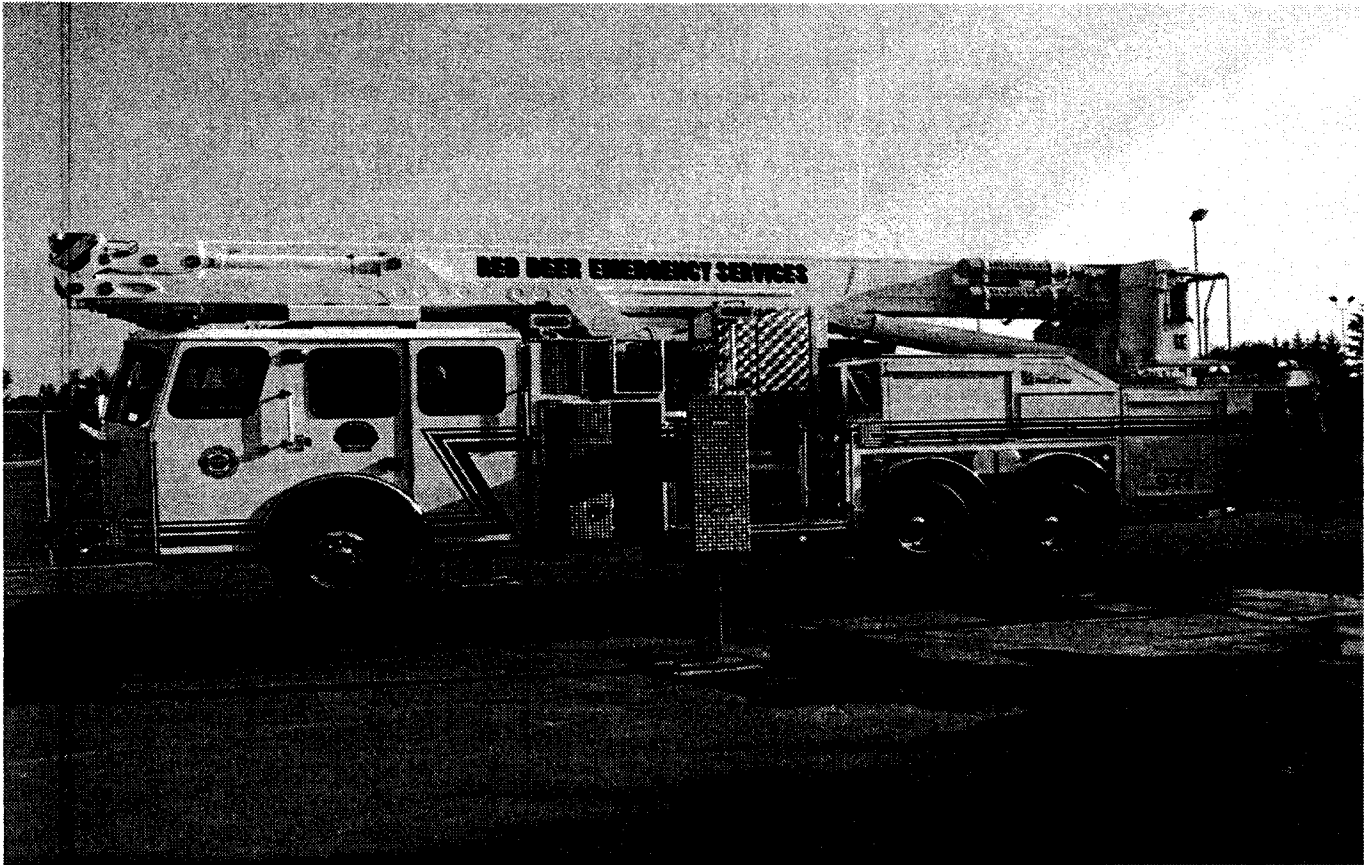
With respect to our first goal, five Firemedics were hired in July and placed on active duty after two months of training. Because their hiring was delayed until mid-year (to fund the replacement of our breathing apparatus), the true operational impact won't be seen until the end of 2004 and into 2005. Altogether, this means fifteen of the twenty-five Firemedics recommended by the Dillon Study have been hired. They have had a positive impact to date, both in improving our travel times, and improving our depth of response.

Additionally, they will be better trained and more experienced when the new station is operational, slated for the fall of 2005. The design phase of this station is underway, with Group 2 Architects being selected to lead the project. The new station will allow us to meet our travel time targets to the areas in the north that we simply cannot meet at this time.

Our ongoing education and training goals were met this year. Operational benefits are being seen on emergency scenes, and the HazMat Technician training approved by City Council in 2002 has proven to be invaluable. Officers with this training have successfully handled numerous hazardous materials calls, resulting in better, safer outcomes. We will continue to train our members to this level in the future.

The Department's vehicles were integrated into the City Fleet system, thanks in large part to the efforts of Jeff Miller and his staff. We only budgeted for the financial transfer of units, however, and have submitted a BPRF this year to compensate the Fleet for their provision of administrative services and growth. The issue of vehicle maintenance is being reviewed, and recommendations are forthcoming.

One of our aerials was replaced by a state-of-the-art Bronto from E-One and Phoenix (Red Deer firms). Its wide array of technical capabilities will serve Red Deer well for decades to come.



As well, a new ambulance was purchased, and we are in the process of replacing an Engine, a Tanker, and a Brush Truck. New, and much improved rescue equipment was also added (e.g. Jaws of Life), that has significantly improved our motor vehicle extrication capabilities.

Our fourth goal of introducing Risk Watch into the schools in Red Deer and Central Alberta was successful beyond our wildest dreams. Initially believing only 20 classrooms might be interested in piloting the project, we are now gearing up for over 200 classrooms for the 2004-05 school year. This fire and injury prevention initiative (and many others) is the result of dedicating one Fire Prevention Officer (Wes Van Bavel) primarily to Public Education, as approved by Council in 2003.

Our goal of implementing a Wellness Fitness program has progressed steadily throughout the year. The efforts of City Health Nurse Debra Neary, Department Physician Dr. Kathy Atchison, and Fitness Coordinators Ray Keith and Sheldon Christensen have been instrumental in launching this program. A partnership with the Kevin Sirois Centre was

also formed. Initial medical testing uncovered above average cholesterol levels and we will be following up to attempt to improve in this area as well. Additional medical conditions were also detected in the medical testing phase and we will be following up with appropriate treatment. We expect to be fully engaged in all components of the program in 2005.

The Communications Branch was renovated to provide for a self-enclosed facility should the need ever arise. This was prompted by discussions with the DTHR concerning a potential pandemic influenza outbreak, or similar situation (SARS).

The Province has mandated that pre-hospital care (namely, ambulance governance, service level, and service delivery) is to be the responsibility of Alberta Health effective April 1, 2005. This was the single largest, unpredicted influence on our business in 2004. While responsibility and funding will be transferred to the David Thompson Health Region (DTHR) from the Province, we have entered into discussions with DTHR to determine the possibility of RDES continuing to provide Advanced Life Support ambulance service to the citizens of Red Deer. To date the discussions have been very positive and productive, and that is certainly a reflection of the excellent relationship the City has enjoyed with the DTHR over the years. Negotiations will continue through the fall of 2004 and winter of 2005. Deputy Chief Hickey has spent hundreds of hours to ensure the high level of ambulance service currently received by the citizens of Red Deer is continued. Deputy Chief Hickey and other staff members have shouldered this additional load and should be commended.

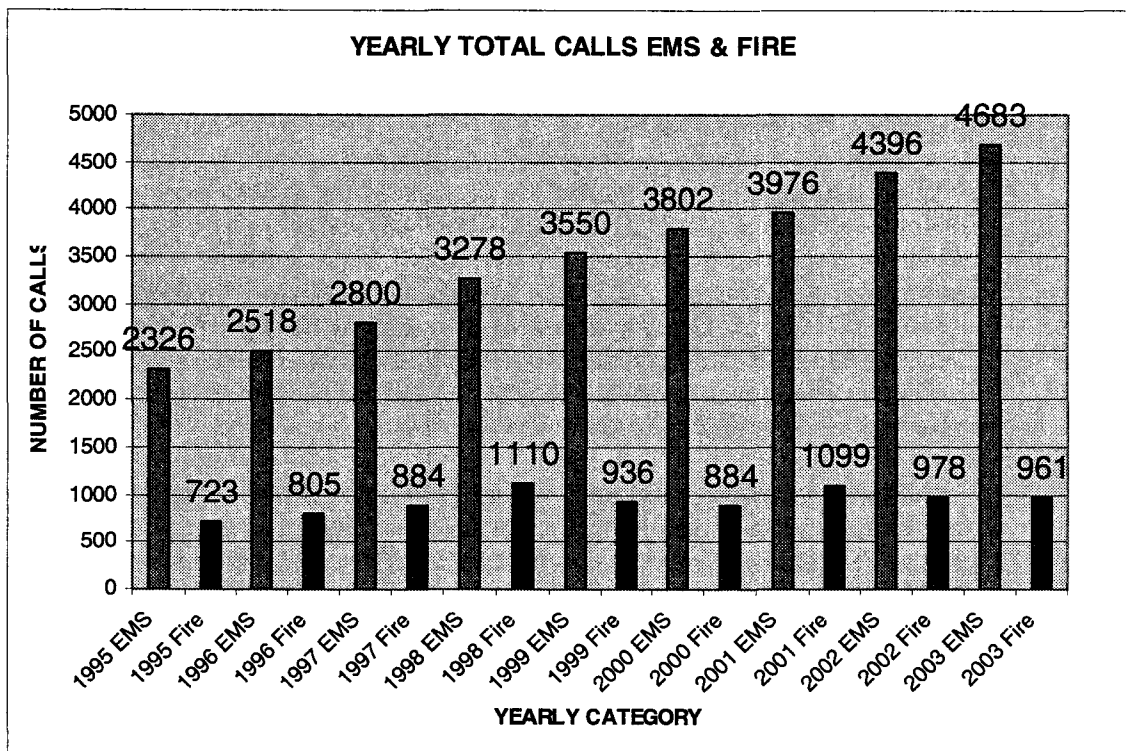
ii) Challenges

Rapid growth in the city combined with increasing call volumes taxed the ability of all of our branches to keep pace. More fire inspections are needed from our Fire Prevention Officers as directed by the Quality Management Plan, while requests for public education are being turned down because of a lack of resources. Our mechanic is attempting to manage a vehicle and equipment workload meant for two. And the manpower recommendations from the Dillon Study were based on figures from 2000, while our EMS call volumes have increased approximately 30% since then. Members of the Department are managing to the best of their abilities, but it will be difficult to sustain in the long term.

Perhaps a reflection of this, staff absences due to injury, sickness and illness are putting even more pressure on the system. Extra overtime, shifting of personnel, and increasing casual hours to handle these shortfalls have provided short-term relief.

Looking Ahead to 2005 and Beyond**i) Continuing Strategies**

Our number one objective is to reach a wise, mutually beneficial agreement with the DTHR that will see us continue to provide ambulance service in Red Deer. Service delivery standards continue to emphasize the need for the fifth station, as both the increased manning and a station located in the growing north end will help the Department to meet its responsibilities. Construction of the station in Johnstone Crossing is scheduled for completion in the fall of 2005. The approved plan to increase staffing by five per year to 2007 is required to manage fire response issues, and the 30% increase in EMS calls since 1999.



To avoid testing in the middle of winter we have compiled a tentative hiring list to have 2005's recruits ready to start in February.

Our second goal of continuing to provide appropriate training and education must remain a high priority. Our success in qualifying our Firemedics to NFPA 1001 and 1002 firefighting certification levels must be repeated for our fire officers at the NFPA 1021 fire officer levels. Additionally, we must continue to target selected areas of specialized services (HazMat and rescue for example) to ensure our people have the knowledge and skills necessary to safely manage these incidents. The growth of the City adds new kinds of calls as well as more calls.

We will continue to replace aging vehicles and equipment to ensure our people have the appropriate tools to accomplish their missions. We will

also carefully evaluate innovative equipment and technology and selectively add these to our toolbox.

Our fourth goal of emphasizing prevention and education will remain a permanent strategy for the Department. This is not only reflected in the City's Strategic Plan, but our Master Plan as well. We are confident it is only through a combination of fire and injury prevention programs that significant progress will be made.

Our Wellness/Fitness program will also remain a key strategy for the future. Healthy, fit Firemedics will be more productive and use less sick time, thus providing an excellent return on investment.

We will continue to develop partnerships. We will work with the RCMP to examine the feasibility of using our 67th Street station location as a possible joint-use facility.

Another partnership program we are proposing is the purchase of a unified emergency site management command vehicle. This joint venture between Emergency Services and the RCMP would provide a large, bus-sized, well-equipped vehicle for on-scene, multiple-agency command operations. A preliminary cost estimate is approximately \$300,000. Recent examples of situations where such a vehicle would have proven invaluable include three train derailments, acid spills and leaks in Edgar Industrial Park, and the Remand Centre riot.

These kinds of major, long-term incidents bring together needed specialists from a variety of agencies including Police, Fire, Industry, as well as Federal and Provincial jurisdictions. The ability to bring them all together out of the elements in a vehicle designed for internal and external communications will ensure better and safer planning and outcomes. Currently our Platoon Chief's minivan is the command vehicle for these incidents.

A more frequent use by the RCMP as a part of their Checkstop program would ensure regular use on their part, and large-scale training exercises will ensure more frequent use by Emergency Services.

ii) **New Initiatives**

To meet the human resource needs of our various branches, our 2005 goals are to:

- Add a Fire Prevention Officer to meet our Inspection, Investigation and Public Education responsibilities. The growth of the City and in inspectable properties has made it impossible for the Branch to meet its Council-approved level of service, as reflected in its Quality Management Plan. BPFR-Prevention Staff Funding
- Add an Emergency Apparatus Technician to meet the maintenance and repair needs for our vehicles and equipment. Discussions with the Public Works Manager, the Fleet Superintendent, the Garage Supervisor, and the Personnel Manager indicate this is the best

strategy. Currently, our one mechanic (working roughly 1800 hours per year) attempts to service vehicles and equipment that require approximately 4200 hours per year of scheduled maintenance. BPFR-Emergency Apparatus Technician (mechanic).

- Add part-time staff to the Communications Branch to help with depth issues that are exposed when several full-time personnel are off simultaneously on extended sick leave. This has occurred twice in the last three years.
- Depending on the result of negotiations with the DTHR, a portion of the funding received to provide ambulance service might be needed to hire additional Firemedics and a Chief Officer to meet contractual obligations, performance measures, and increased workloads.

Besides hiring another mechanic to meet the demands of that Branch, we need to bring the shop up to standard. Currently our mechanic must use a creeper to work under vehicles, but the height of some of the fire apparatus forces him to work on his back lying on the concrete floor. A hoist or pit should have been installed when the station was built in 1982, and it is time to correct this oversight. BPFR-Mechanic's Shop–Hoist.

Human resource goals for 2005 and 2006 will be to continue hiring Firemedics to keep pace with the growth demands of the City and anticipated call volumes.

2006 has been targeted as the year when anticipated call volumes will require the Communications Branch to be staffed with three full-time Emergency Dispatchers per shift, instead of the current two.

2006 is also considered to be the year additional resources should be added to the management team. Currently, all chief officers hold two portfolios that are normally the domain of a single chief officer. Growth in staff, call volumes, and responsibilities will require another position to spread out the workload.

E. Objectives for 2005

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
Hire 5 Recruits	Department Administration, Personnel	Feb. 5/05	Hired, trained, operational
Build Stn. 5	Fire Chief, Land & Economic Dev., Engineering	Nov./05	Operational and in service
Replace aging vehicles and purchase new vehicles for Stn. 5	D/C Operations, Fleet Services	Nov./05	Operational and in service
Successful transition of EMS in partnership with DTHR	Fire Chief, D/C EMS, City Manager, Treasury, City Lawyer	Apr. 1/05	Contracts, Documents, and Agreements signed, and citizens receiving excellent ALS ambulance service
100% Participation in Wellness/Fitness Program	Fire Chief, Health Nurse, Department Physician	Ongoing	Documented participation in all phases
Improve Travel Time measures above 85% for EMS and 70% for fire	Fire Chief, D/C Operations	Dec./05	Travel time data confirmation
Complete joint-use study of 67 th St. location with RCMP	Fire Chief, D/C Operations, RCMP, Engineering	June 30/05	Consultant hired, and report completed and presented to City Council for consideration
Train 4 Haz Mat Technicians	D/C Ops, D/C Training	Dec/05	Certification received
Hire Fire Prevention Officer	D/C Prevention Personnel	Feb./05	Operational
Hire Mechanic	Personnel	Feb./05	Operational
Fire Training Facility Expansion & partnership	D/C Wyatt City Lawyer	2005	Site work completed and facility operational

F. Risk Management Disclosure

1. While the potential ambulance agreement with the DTHR provides opportunities for the City and our Department, there are also risks attached to this venture. Decisions made by the Province and the RHA could negatively impact the City. **For Example, the Province could unilaterally reduce ambulance funding.** Despite the best planning and intentions possible, unforeseen circumstances, events, and costs could result in difficulties in the future, for which the City could be responsible.

We are involving the Senior Management team, Treasury, outside consultants, and the City's legal expertise in an effort to negotiate the wisest agreement possible.

2. As stated in the 2004 Business Plan, the reliance of courts on N.F.P.A., O.H. & S., and other standards when determining a department's responsibilities, places the City at some risk. 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.

We continue to aggressively pursue education and training opportunities to meet these standards. Better and safer systems and equipment will continue to be provided, implemented, and reviewed to ensure we meet these standards.

3. The Fire Prevention Branch remains challenged and exposed to risk while attempting to meet its Quality Management Plan.

The growth of inspectable properties in the City has exceeded our capacity to meet our obligations and therefore we have requested an additional fire prevention officer.

4. The increases in call volumes, multiple simultaneous calls, and the resulting difficulty to provide adequately manned fire or ambulance response is increasing, as is the City's risk.

We will continue to carefully monitor our responses, the effect of new recruits on this issue, and look to add more human resources as needed to ensure the proper provision of service.

5. The Communications Branch relies heavily on external contracts to fund its operations. To date this strategy has been extremely successful, but it remains at risk to external business practices and political decisions that may reduce revenues. We have experienced some fluctuation over the past two years, as some contracts were not renewed, although new contracts earned have helped offset this. Nonetheless, there exists the potential for the City (the largest user) to have to fund a larger portion of the Communications Branch.

Existing staff will be assigned to provide ongoing customer service to help ensure the highest possible satisfaction levels and positively impact contract renewals.

Growth Costs

The construction of a fifth station in the north, the additional staff requested, and 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 service. As well, more calls for service means more calls will occur simultaneously; this depletes 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.

**THE CITY OF RED DEER 2005 BUDGETS
DEPARTMENT OPERATING BUDGET SUMMARY**

DEPARTMENT: Emergency Services
DIVISION: Development Services

DESCRIPTION OF PROGRAM - Business Unit - 220, 221, 222, 223, 224, 225, 226

Red Deer Emergency Services (RDES) has 102 cross-trained firemedics who provide fire suppression, rescue and hazardous materials response, as well as advanced life support emergency medical services.

Ten FTE's provide 9-1-1 call answer, fire and ambulance dispatch.

These branches operate on a four platoon shift rotation.

Five Fire Prevention Officers provide inspection, investigation and public education services.

Four Chief Officers, four administrative support staff and one mechanic provide administration and support services.

Fire Prevention and Administration staff work a traditional work week.

CHANGES IN BUDGET -

2004 reallocated Council Approved Budget	\$10,864,410
CPI increase of 2.1%	\$34,748
GST Legislation Change	(\$35,473)
Year End Carry Forwards	(\$115,382)
2004 One Time Funding Request Reversal	(\$36,250)
2004 Approvals - Incremental Increases	\$45,000
Personnel Provisions-Salary Settlements	\$423,960
Personnel Provisions	(\$3,709)
Personnel Provisions-Development Ladder Increases	\$49,982
Personnel Provisions-Full Year Funding of 2004 Additional Positions	\$163,939
Personnel Provisions - Position Evaluations	\$12,069
Funding transfers between departments	\$168,764
	<u>\$11,572,058</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

- Construction of the North Station (major capital page) will improve service levels and travel times not only in North Red Deer, but throughout the entire City.
- The potential impact of the governance change for ambulance service from municipalities to RHA's could be significant. At this time, status quo is the assumption.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

- Manpower increases (5/year) as per Dillon study and Master Plan Advisory Committee recommendations, and Council approval in principle.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$9,597,770	\$10,623,789	\$11,205,848	5.5%
General & Contracted Services	522,381	655,354	853,319	30.2%
Materials, Supplies & Utilities	545,005	655,957	662,971	1.1%
Other	0	0	90,000	#DIV/0!
SUB-TOTAL	\$10,665,156	\$11,935,100	\$12,812,138	7.3%
Internal Charges & Transfers	347,616	777,100	843,947	8.6%
TOTAL EXPENDITURE	\$11,012,772	\$12,712,200	\$13,656,085	7.4%
REVENUE	(1,980,740)	(1,847,790)	(2,109,980)	14.2%
NET TAX LEVY	\$9,032,032	\$10,864,410	\$11,546,105	
Percent Change		20.3%	6.3%	
EQUIVALENT FULL TIME POSITIONS	122.55	127.55	126.55	-0.8%

**THE CITY OF RED DEER 2005 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. Responsibilities include long range planning, staffing and staff supervision, purchasing, budget monitoring and control. Each Deputy Chief has at least two technical areas for which he is responsible: Prevention & Education, Emergency Medical Services & Communications, and Suppression & Disaster Services. Clerical duties include payroll, reviewing Patient Care Reports for data entry and to ensure accurate ambulance invoicing. Clerical staff purchase and issue members' uniforms.

CHANGES IN BUDGET -

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

2006 - another senior administration support position required.
 Transition to full remote invoicing may require additional clerical support

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$516,359	\$565,424	\$574,284	1.6%
General & Contracted Services	28,264	68,332	69,359	1.5%
Materials, Supplies & Utilities	9,875	14,696	15,589	6.1%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$554,498	\$648,452	\$659,232	1.7%
Internal Charges & Transfers	(26,441)	0	0	#DIV/0!
TOTAL EXPENDITURE	\$528,057	\$648,452	\$659,232	1.7%
REVENUE	(459)	0	0	#DIV/0!
NET TAX LEVY	\$527,598	\$648,452	\$659,232	
Percent Change		22.9%	1.7%	
EQUIVALENT FULL TIME POSITION	6.25	6.25	6.25	0.0%

**THE CITY OF RED DEER 2005 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 all elements of a comprehensive fire and injury prevention program in the City of Red Deer. Responsibilities include, but are not limited to, public fire and injury prevention, public education, fire and arson investigation, code compliance monitoring and enforcement at public buildings and property evaluation and records management. The overall program principally involves full-time fire prevention officers, but includes participation of suppression staff in varying degrees. It is the aim of the Bureau to realize an annual and measurable reduction in the incidents and severity of fire and injury in Red Deer. A steadily growing population, public and commercial development and increased awareness of the value of preventive measures, are placing ever increasing demands on the Bureau and its activities.

CHANGES IN BUDGET -

Changes in funding formula will return the Bureau staffing to mill-rate funding due to loss of revenue sharing from Inspections and Licensing.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Budget 2005, as proposed, will see staffing increased by one to a total of six (same level as in 1982). Growth in the City since then necessitates this request. This will allow us to meet our Council-approved Quality Management Plan and deliver appropriate prevention, inspection and public education programs.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Proposed changes to staffing will help us to meet inspection quotas and to maintain aggressive public education and fire/arson investigation programs and increased need for

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$480,475	\$563,492	\$456,435	-19.0%
General & Contracted Services	45,858	65,110	73,360	12.7%
Materials, Supplies & Utilities	7,788	7,500	17,000	126.7%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$534,121	\$636,102	\$546,795	-14.0%
Internal Charges & Transfers	(75,591)	(80,000)	(27,500)	-65.6%
TOTAL EXPENDITURE	\$458,530	\$556,102	\$519,295	-6.6%
REVENUE	(20,990)	(25,000)	(21,000)	-16.0%
NET TAX LEVY	\$437,540	\$531,102	\$498,295	
Percent Change		21.4%	-6.2%	
EQUIVALENT FULL TIME POSITION	6.5	6.5	5.5	-15.4%

**THE CITY OF RED DEER 2005 BUDGETS
DEPARTMENT OPERATING BUDGET SUMMARY SUPPLEMENTARY**

PROGRAM: Fire Prevention
DEPARTMENT: Emergency Services
DIVISION: Development Services

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

In the past, the Bureau has shared the revenue from occupancy permit activity with Inspections and Licensing Department. The fieldwork involved is conducted by Fire Prevention Officers, usually in conjunction with first annual fire inspections. The revenue has been collected by Inspections and approximately half of funds are routinely transferred to Fire Prevention. The revenue descriptions in Prevention would have the effect of reducing our net tax levy for branch services because of money earned and improve the transparency of the budget description to reflect actual practice. Finally, the new budget requests in 2005 would be somewhat offset by Occupancy Permit revenues.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

**THE CITY OF RED DEER 2005 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 and ice) to the City of Red Deer, Red Deer County, and portions of Central Alberta.

Provide chemical, biological, radioactive and nuclear response to The City of Red Deer and portions of Central Alberta.

CHANGES IN BUDGET -

Five (5) additional suppression staff personnel. This is the result of the Dillon report to the Master Planning Committee and Council. Start new hires Feb. 2005.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Partner with other levels of government to provide response for chemical, biological, radiological and nuclear incidents in Central Alberta.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Five new hires per year (2005 - \$330,133; 2006-\$360,145), build 5th station to open in 2005 (land and building estimated at \$2,162,250) and equip new station (Engine and Amb. \$825,000).

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$6,073,505	\$6,536,723	\$7,067,621	8.1%
General & Contracted Services	195,576	212,419	216,311	1.8%
Materials, Supplies & Utilities	370,334	399,870	405,682	1.5%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$6,639,415	\$7,149,012	\$7,689,614	7.6%
Internal Charges & Transfers	230,588	670,100	681,447	1.7%
TOTAL EXPENDITURE	\$6,870,003	\$7,819,112	\$8,371,061	7.1%
REVENUE	(82,932)	(53,790)	(65,480)	21.7%
NET TAX LEVY	\$6,787,071	\$7,765,322	\$8,305,581	
Percent Change		14.4%	7.0%	
EQUIVALENT FULL TIME POSITIONS	77.5	78.5	78.5	0.0%

**THE CITY OF RED DEER 2005 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 (29) 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 Red Deer County, Bowden, Delburne, Spruceview, Elnora Fire Departments (Red Deer County), Stettler County Ambulance and Fire Departments Stettler, Donalda, Big Valley, Byemoor, Botha, Gadsby, Rimbey Emergency Services and Rimbey Fire/Rescue Department, Bentley Fire Department, Lacombe Municipal Ambulance (Eckville) and Eckville Fire Department.

CHANGES IN BUDGET -

Although the overall revenues for 2005 are projected to increase (+\$55,000), there was a loss of the Town of Innisfail 9-1-1 revenue (-\$21,000)

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Governance of ambulance service and funding to a Provincial responsibility may have an affect on revenues for ambulance dispatch.

Projected continued combined increases in the volume of 9-1-1 call answer and emergency dispatching calls.

Services provided may result in additional resources 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.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$735,788	\$775,347	\$818,861	5.6%
General & Contracted Services	133,722	145,718	151,400	3.9%
Materials, Supplies & Utilities	9,270	21,850	22,650	3.7%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$878,780	\$942,915	\$992,911	5.3%
Internal Charges & Transfers	13,803	0	0	#DIV/0!
TOTAL EXPENDITURE	\$892,583	\$942,915	\$992,911	5.3%
REVENUE	(702,312)	(665,000)	(720,000)	8.3%
NET TAX LEVY	\$190,271	\$277,915	\$272,911	
Percent Change		46.1%	-1.8%	
EQUIVALENT FULL TIME POSITIONS	10.55	10.55	10.55	0.0%

**THE CITY OF RED DEER 2005 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

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$4,077	\$2,600	\$2,600	0.0%
General & Contracted Services	2,797	24,125	24,125	0.0%
Materials, Supplies & Utilities	1,103	2,650	2,650	0.0%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$7,977	\$29,375	\$29,375	0.0%
Internal Charges & Transfers	185	0	0	#DIV/0!
TOTAL EXPENDITURE	\$8,162	\$29,375	\$29,375	0.0%
REVENUE	(6,172)	0	0	#DIV/0!
NET TAX LEVY	\$1,990	\$29,375	\$29,375	
Percent Change		1376.0%	0.0%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

**THE CITY OF RED DEER 2005 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 practicum's to EMT-Paramedic and EMT-Ambulance students on an on-going basis.

continued on page 2

CHANGES IN BUDGET -

Revenues are being reported using the 2004 current situation. A confirmed amount of Provincial contribution to funding beginning April 1, 2005 could not be determined for budget preparation.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Yet to be determined due to the Province of Alberta assuming governance and funding of ambulance service effective April 1, 2005.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

see page 2

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,787,565	\$2,180,203	\$2,286,047	4.9%
General & Contracted Services	116,164	139,650	318,764	128.3%
Materials, Supplies & Utilities	143,302	206,791	192,900	-6.7%
Other	0	0	90,000	#DIV/0!
SUB-TOTAL	\$2,047,031	\$2,526,644	\$2,887,711	14.3%
Internal Charges & Transfers	205,072	187,000	190,000	1.6%
TOTAL EXPENDITURE	\$2,252,103	\$2,713,644	\$3,077,711	13.4%
REVENUE	(1,164,179)	(1,100,000)	(1,297,500)	18.0%
NET TAX LEVY	\$1,087,924	\$1,613,644	\$1,780,211	
Percent Change		48.3%	10.3%	
EQUIVALENT FULL TIME POSITIONS	21.75	25.75	25.75	0.0%

**THE CITY OF RED DEER 2005 BUDGETS
SECTION OPERATING BUDGET SUMMARY**

PROGRAM: Emergency Medical Services
DEPARTMENT: Emergency Services
DIVISION: Development Services

DESCRIPTION OF PROGRAM - Business Unit - 225

We are active participants in injury prevention programs within our community. This includes the Prevent Alcohol Related Trauma to Youth Program (PARTY) 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.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

The Province of Alberta will assume governance and funding of ambulance service effective April 1, 2005.

The City of Red Deer will need to confirm its willingness to provide ambulance services. Contractual or other understanding for funding, governance, defining of service delivery levels, staffing and other issues are to be confirmed prior to April 1, 2005.

Growth – increasing demand for services both in total number and multiple simultaneous calls.

Continued lack of adjustment to adequate Provincial fees in paying for ambulance services delivered to Albertans having provincial coverage. The result is a continued gap in cost recovery from areas of Provincial responsibility.

Internal growth pressures for training new staff and maintaining external training required by legislation.

**THE CITY OF RED DEER 2005 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Fire Training Facility
DEPARTMENT: Emergency Services
DIVISION: Development Services

DESCRIPTION OF PROGRAM - Business Unit - 226

The Ed Howell Fire Training Facility provides a physical training site for Fire and Hazardous Materials practical training to the department and to the region. The site includes classroom, grounds, Live fire training tower and Haz-Mat props. The site is utilized by the department regularly and by public and private emergency services agencies and companies from the Central Alberta Region. Currently a major expansion and development is underway within a P-3 partnership with a private sector partner to provide additional grounds and fire/haz-mat props. A five year internal development project is also underway for the City's purpose.

CHANGES IN BUDGET -

Fuel and operating costs will rise as utilization of site extends throughout the year.
 Capital improvements are to be phased in over a five year period.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Training site utilization throughout spring, summer and autumn has grown dramatically. Client users and ES department staff usage is steadily increasing and will continue to maximum levels.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Major expansion of site to the north as well as graduated improvements to existing site is underway. Revenue sources and operating costs will increase proportionately.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$0	\$0	\$0	0.0%
General & Contracted Services	0	0	0	0.0%
Materials, Supplies & Utilities	3,334	2,600	6,500	150.0%
Other	0	0	0	0.0%
SUB-TOTAL	\$3,334	\$2,600	\$6,500	150.0%
Internal Charges & Transfers	0	0	0	0.0%
TOTAL EXPENDITURE	\$3,334	\$2,600	\$6,500	150.0%
REVENUE	(3,697)	(4,000)	(6,000)	50.0%
NET TAX LEVY	(\$363)	(\$1,400)	\$500	
Percent Change		285.9%	-135.7%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS BUSINESS PLAN FUNDING REQUIREMENT

Initiative Title: Prevention Staff Funding
Department Name & Reference #: Emergency Services (ES 1)
Business Unit No.: 221

A. Funds Required:

- i) Ongoing ☒
 - 2005 Net Budget Requirement \$62,499 (March 1, 2005 hiring date)
- ii) 2006 Budget (Incremental costs from 2005) \$ 14,071
- iii) 2007 Budget (Incremental costs from 2006) \$ per new collective agreement

B. BPFR Description:

- i) The funds will be used for salary and benefits of a fulltime fire prevention officer
- ii) The number of inspectable properties increases by approximately 112 units per year since 1997. In 2005 we will be managing in excess of 3000 public and commercial properties in terms of compliance monitoring, up from 2150 in 1997. One prevention officer can effectively manage approximately 500 inspections per year in addition to his other responsibilities.
- iii) * projected; (property numbers are estimated prior to 2002) **with additional inspector

Year	1997	1998	1999	2000	2001	2002	2003	2004	2005
Properties	2150	2300	2400	2450	2500	2600	2700	2850	3000
Inspections	1855	1723	2200	2125	2249	1851	2056	2500*	3000**

- iv) Compliance inspections put an ever-increasing demand on our public education and other activities, although inspectors are conducting more inspections than ever before.
- v) The City of Red Deer is realizing an increase of new commercial properties of about 67 per year and we issue over 380 occupancy permits per year.
- vi) Costs for this initiative are intended to address:
 - a. Growth \$62,499

C. Implications:

- i) Legislative Requirements
 - We have a City Council-approved and statutory obligation to conduct fire inspections and investigations. Occupational Health and Safety is requiring much more of employers in terms of risk management resulting in an increase in consultative work for our prevention officers.
- ii) Financial Risk/Payback
 - A successful lawsuit against the City by a property owner that suffered a fire loss where a fire inspection was not performed within the prescribed time frame could easily be many times more than the cost of an inspector.
- iii) Organizational Risk/Payback
 - The bureau is currently unable to meet our obligation under our Fire QMP.
 - Regaining our former staffing strength will allow us to achieve our inspection quotas into the future and provide additional relief to prevention staff in the areas of

investigation and property records management. Bureau growth is not keeping pace with departmental and city growth. Our staffing level has not increased in over 20 years. In 1982 bureau strength was six in a population of 48,000. Today our strength is five in a population of 77,000.

- The negative effect on staff is tangible - stress is increased by never being able to reach ever-increasing targets, and morale is decreased.

iv) Community Risk/Payback

- We face some risk while we are unable to meet the challenges of growth and the increasing demands for compliance monitoring and enforcement.
- Community payback will result from adequate staffing in general fire and injury prevention programs. Officers can apply a greater amount of their time to fire and injury prevention activities and investigations.
- Commercial and public occupancies comprise only 10% of all buildings in Red Deer. The fire and injury problem affects home safety and outside areas as well. 75% of our fire/injury experience occurs in dwellings and open areas.
- Although we have reorganized work responsibilities and made improvements to work processes to focus on our core activities, the efficiencies gained have not been able to keep pace with the shear growth in the workload. Efforts have been concentrated on compliance, technical improvements have been implemented such that our work processes have become very efficient and quality has improved dramatically.
- Our overall focus has shifted from inputs to outcomes. All of our efforts are directed to our mission of reducing the incidence and severity of fire and injury in Red Deer. Work is continually directed to meet these overall objectives.
- Fire prevention officers are continually engaged in inspections, enforcement, public education, and investigation and consultation activity. Greater emphases need to be directed at public fire and injury prevention and the arson problem including juvenile fire setting (35% of all destructive fires are intentionally set).

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Prevention Support Staff
Department Name & Reference #: Emergency Services (ES 2)
Business Unit No.: 221**

A. Funds Required:

- i) Ongoing ☒
- ii) 2005 Net Budget Requirement \$21,600
- iii) 2006 Budget (Incremental costs from 2005) \$ 700
- iv) 2007 Budget (Incremental costs from 2006) \$ per new CUPE agreement

B. BPFR Description:

- i) Increase support staff in Fire Prevention Branch from .5 to 1 FTE
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$21,600
 - b. Legislative & new complexities: FDM property management and file keeping.
 - c. Other Explain: Current half-time support staff is insufficient to meet the administrative support needs of the Fire Prevention Branch.

C. Implications:

- i) Legislative Requirements
 - Inspection records and billing
 - Property file management
 - Enforcement documents
- ii) Financial Risk/Payback
 - Enhance billing and fee capability
- iii) Organizational Risk/Payback
 - Employee dedicated to fire prevention activities v. shared duties in general office. Increased workload in Bureau office duties demonstrates the need for a fulltime prevention clerk. Clerical assistance will free up time for prevention officers to perform work in the field as outlined in staffing BPFR

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Five (5) Additional Staff
Department Name & Reference #: Emergency Services (ES 6)
Business Unit No.: 222

A. Funds Required:

- i) Ongoing ☒
- ii) 2005 Net Budget Requirement \$330,133.00 (5 X 11 months)
- iii) 2006 Budget (Incremental costs from 2005) \$ 360,145.00
- iv) 2007 Budget (Incremental costs from 2006) \$ 368,428.00

B. BPFR Description:

- i) The funds will be used: To hire 5 (five) new staff in February 2005.
- ii) Costs for this initiative are intended to address:
 - a. Growth 2005 - \$330,133.00
 - 2006 - \$360,145.00
 - 2007 - \$368,428.00

C. Implications:

- i) Legislative Requirements
 - This is a continuation of Council's initiative to hire 5 new staff per year until 2007. This will help us move towards meeting Council's travel time targets.
- ii) Financial Risk/Payback
 - This will continue to allow us to work towards having enough depth to reduce call in over time.
- iii) Organizational Risk/Payback
 - This will allow us to continue on the path of having enough resources available to respond to and mitigate ongoing incidents.
- iv) Community Risk/Payback
 - The return to the community is in quicker and a more appropriate level of response.

Call Volume Statistics

January to September 2004

Fire Up over 9 % vs. 2003
Ambulance Up 4.25 % vs. 2003

8 of the 9 months in 2004 were the highest ambulance totals ever for that month, and the other month was the second highest total ever.

Overlapping calls (through Sept.)	<u>2002</u>	<u>2003</u>	<u>2004</u>
2 Ambulances	1050	1139	1143
3 Ambulances	277	350	381
4 Ambulances	52	88	113
5 Ambulances	12	12	27
6 Ambulances	0	0	2
7 Ambulances	0	0	1

The increased number of assault and drug related calls are demanding more resources.

The increase in waiting times in Emergency continues to tie up resources, sometimes for extended periods of time. Although strategies have been developed with DTHR to help reduce the problem, it remains an issue.

Annexation impact.

TRAVEL TIME STATISTICS:

BENCHMARK - 4 minutes or less 90 % of the time

<u>2004</u>	<u>FIRE</u>	<u>AMBULANCE</u>	<u>FIRE + AMB</u>
1 st Quarter	70 %	85 %	82.3 %
2 nd Quarter	75 %	87 %	84.0%
3 rd Quarter	78 %	86 %	84.4 %

Total Fire and Ambulance calls through September = 84 %

Dillon Analysis – small to mid-size cities - .30 firefighters on duty per thousand population, not including what would be needed for ambulance. $.30 \times 80 = 24$
Red Deer currently has 25.5 per platoon, completing the next two phases of the plan would bring us to 28, or enough staffing for 2 ambulances besides fire protection.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Station 5 Operating Costs
Department Name & Reference #: Emergency Services (ES 10)
Business Unit No.: 222

A. Funds Required:

- i) One time ☒ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$81,000
- iii) 2006 Budget (Incremental costs from 2005) \$48,000
- iv) 2007 Budget (Incremental costs from 2006) \$0

B. BPFR Description:

- i) The funds will be used for:
 - a. \$16,000 in 2005 for the fourth quarter operating expenses (natural gas, electricity, cleaning supplies etc.)(Full year operating expenses estimated at \$64,000.)
 - b. \$65,000 for one-time furnishing of station (fridge, stove, tables, chairs, desks, drapes, fitness equipment etc.)
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$\$81,000

C. Implications (include only those that apply):

- i) Financial Risk/Payback
 - These costs will be realized if the station is built in 2005.
- ii) Organizational Risk/Payback
 - The costs reflect the basic requirements of opening a new fire station. The one-time and on-going expenses ensure it is a fully functioning facility.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Fleet Cost for Portable Radios
Department Name & Reference #: Emergency Services (ES 9)
Business Unit No.: 222**

A. Funds Required:

- i) Ongoing ☒
- ii) 2005 Net Budget Requirement \$11,826
- iii) 2006 Budget (Incremental costs from 2005) \$ CPI increase
- iv) 2007 Budget (Incremental costs from 2006) \$ CPI increase

B. BPFR Description:

- i) The funds will be used for: Fleet costs for 28 portable and 24 mobile radios for ES to be in the fleet program.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Other \$11,826 Explain: This is part of the 2004 Council initiative to have ES become part of the radio fleet.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Fleet Costs

Department Name & Reference #: Emergency Services (ES 3)

Business Unit No.: 222/225

A. Funds Required:

- i) Ongoing ☒
- ii) 2005 Net Budget Requirement \$48,000
 - Administration Costs \$30,000
 - Annual Fleet Growth \$18,000

B. BPFR Description:

- i) The funds will be used for:
In 2004 Council agreed to put all Emergency Services new and replacement vehicles into the fleet program.
 - Administrative cost of Public Works Fleet to manage the Emergency Services fleet requirements. The 2004 budget presentations did not include the administrative cost of the Civic Garage providing this service. This requirement is to correct that oversight.
 - Fleet growth rate for future/additional equipment for the ES sub-fleet. This is based on a 10-year plan.
- ii) Costs for this initiative are intended to address:
 - a. Other: \$48,000
This is a 2004 Council initiative to put Emergency Services' new and replacement vehicles in the fleet management program.

C. Implications:

- i) Financial Risk/Payback
 - The growth rate would be predicted and a fixed budgeted amount could be forecast.
- ii) Organizational Risk/Payback
 - This is an annual growth rate and provides a 10-year planning guideline.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Fleet Costs for Additional Equipment
Department Name & Reference #:Emergency Services
Business Unit No.:222 / 225**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$78,348 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for: Fleet equipment costs for 2005 additional equipment purchases as follows:
 - i. Emergency Command Unit \$18,792/yr
 - ii. Deputy Chief Car \$4,884/yr
 - iii. Trench Rescue Trailer \$2,340/yr
 - iv. Pumper Truck \$32,568/yr
 - v. Ambulance \$19,764/yr
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$78,348

C. Implications (include only those that apply):

- i) Legislative Requirements
- ii) Financial Risk/Payback
- iii) Organizational Risk/Payback
 - If not funded the department will not be able to fund the operating costs of the new equipment required for business operation and service delivery.
- iv) Community Risk/Payback

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Emergency Apparatus Technician (mechanic) - Additional
Department Name & Reference #: Emergency Services (ES 4)
Business Unit No.: 222/225**

A. Funds Required:

- i) Ongoing ☒
- ii) 2005 Net Budget Requirement \$54,071 (9 months salary and benefits)
- iii) 2006 Budget (Incremental costs from 2005) \$ 23,100.00

B. BPFR Description:

- i) The funds will be used: To hire a second emergency apparatus technician (mechanic) for Emergency Services.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$54,071 The fleet and the department have grown greatly.
 - b. Legislative and new complexities 2006 \$5100.00 contract reclassification agreement.

C. Implications:

- i) Legislative Requirements
 - In 2004 the Provincial Government through Alberta Infrastructure informed us that the requirement for vehicle certification had changed. We are now required to annually certify all vehicles over 11,000 kgs. We are also required through Alberta Health to annually certify all of our ambulances. Each certification inspection takes about one (1) days work for a certified mechanic.
- ii) Financial Risk/Payback
 - We have close to 50 units in the ES fleet plus over 500 ancillary pieces of equipment. The cost to have this work done by an outside agency at shop hours of \$80.00/hr (regular working hours) would be at least 40% higher than doing it ourselves.
 - Liability of a breakdown while responding or at an emergency scene.
- iii) Organizational Risk/Payback
 - The current equipment we have requires over 4,190 hours of scheduled maintenance, which equates to over 2.25 FTE hours. We are saying that we will meet our needs (current and future 3-5 years) with 2 FTE positions and with the agreements we now have in place (mainly with Civic Garage).
 - Excessive workloads, stress, health and vacation issues will be resolved.
- iv) Community Risk/Payback
 - The units and equipment must be in good working order (lives and property depend on it). There are a number of items that are not being currently done or not being done as often as they should be (routine maintenance and service tests etc.). It is a known fact that the more time spent on preventive maintenance the less time and expense is spent on emergency repairs and down time for the units.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Part Time (2) Additional Staff
Department Name & Reference #: Emergency Services (ES 7)
Business Unit No.: 223**

A. Funds Required:

- i) Ongoing ☒
- ii) 2005 Net Budget Requirement \$ 64,585 ((0.5 FTE X 2) =1FTE X 12 months)
- iii) 2006 Budget (Incremental costs from 2005) \$ 70,283
(Pay level adjustment + 2.3% Increase)
- iv) 2007 Budget (Incremental costs from 2006) \$ 71,899
(2.3% Increase)

B. BPFR Description:

- i) The funds will be used: To hire 2 (two) new part time staff positions beginning in January 2005.
- ii) Costs for this initiative are intended to address:
 - a) Growth
 - b) Minimize Risk / Impact to Service Delivery Because of Staff Turnover or Long Term Leave

C. Implications:

- i) Legislative Requirements
 - The City of Red Deer provides contractual 9-1-1 call answer and fire/ems dispatching services to many other municipalities. It is imperative that we have enough staff to meet our obligations.
- ii) Financial Risk/Payback
 - This will continue to allow us to work towards having enough depth to ensure trained competent staff deliver emergency communications services, and reduce call in over time. In serving external departments, prolonged additional hours of work beyond 14 hours may place revenues at risk because of avoidable situations that may cause increased errors or omissions
- iii) Organizational Risk/Payback
 - This will allow us to continue on the path of having enough resources available to respond to and mitigate ongoing multiple incidents. We will be able to avoid situations where employees are needed to work excessively long hours (up to 19 hours consecutively) to cover shortages. The need to have staff work in excess of a 14-hour shift (up to a 19-hour shift) has occurred due to no off duty staff being available.

The City of Red Deer maintains a permit to have staff work a 14-hour shift, additional hours of work beyond the shift is scrutinized. The frequency and length of over time hours is monitored and growth in this area may become a concern if left unchecked. Increased access to part time staffing will reduce this risk.

Section 4

Additionally, Communications Branch staff perform other associated duties including calling in of RDES staff on demand, support services to emergency radio dispatched agencies and other related business functions. In serving external departments contracting services, error or omissions because of prolonged additional hours of work beyond 14 hours may place revenues at risk for services offered as well a increased risks to the City for errors or omissions. Increased part time staffing will reduce this risk by minimizing or eliminating prolonged extensions of shifts.

iv) Community Risk/Payback

- The return to the community is a greater assurance of quality of services being provided for 9-1-1-call answer and emergency agency dispatching services. Locally and regionally, both will realize a more accurate and efficient level of service.

ENGINEERING SERVICES DEPARTMENT BUSINESS PLAN 2005 – 2007

A. Mission

To provide engineering services for the citizens of Red Deer for the provision of safe, adequate, efficient, and reliable transportation, water distribution, wastewater collection, and storm drainage systems, recognizing that these systems must be affordable to construct, operate, and maintain, must meet the long-term needs of a growing community, and must provide a reasonable level of service commensurate with general public expectations.

B. Mandate

The responsibilities assigned by City Council to the Department are:

1. Management of the City's roadway network, including:
 - traffic impact and transportation network studies,
 - bridge construction and maintenance,
 - construction of roads, sidewalks, and lanes,
 - installation and operation of pavement markings, traffic signs, on-street parking, traffic and pedestrian signals, central computerized signal control, and surveillance cameras, and
 - administration of speed limits, truck routes, and the high-wide load corridor.
2. Planning, design, and construction of The City's water distribution, storage, and pumping facilities, wastewater collection, and storm drainage systems.
3. Administration of customer requests for City services related to property access, sanitary, storm, and water connections, Easement Agreements, Building Grade Certificates, Encroachment Agreements, Development Agreements, and use of streets. Inspect road and utility construction to ensure that City interests are protected.
4. Management of Department staff and other resources, including Professional Engineering consultants and Private Contractors involved with City and private development and construction of roads and utilities,
5. Maintenance and development of Engineering record drawing, mapping, signage, and infrastructure database systems.
6. Administration of Provincial and Federal cost sharing programs, City By-laws, Council and Department policies, reports, and correspondence relative to the Engineering Services Department functions.

C. Organizational Structure

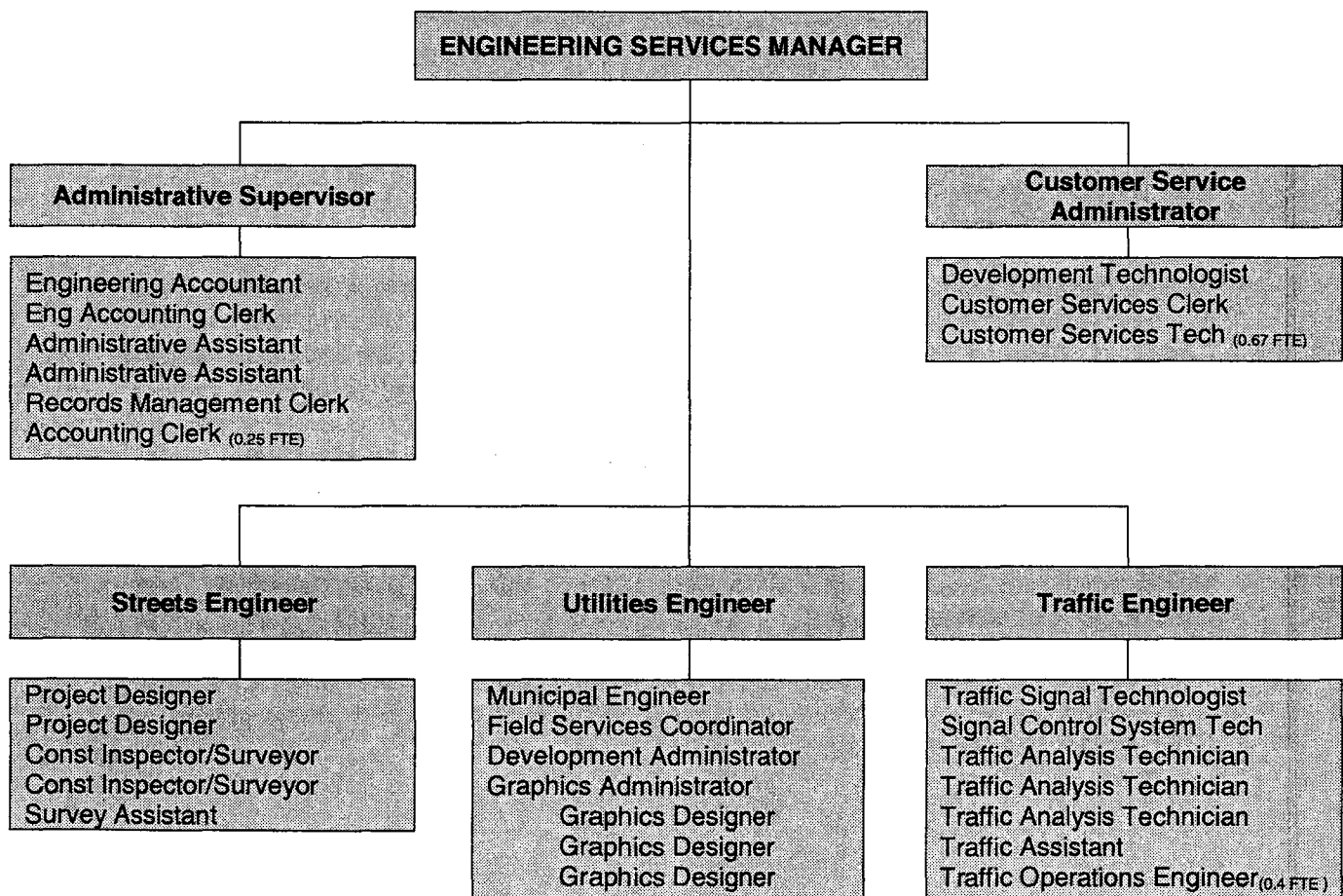
A change reflected in the 2005 Organization Chart is the restructuring of the Accounting & Administrative section. In 2004, the administrative support staff was transferred from the Directorate to the Engineering Services department. The restructuring reflects the combination of the administrative and accounting sections reporting to a new Administrative Supervisor position. The previous Senior Secretary position has been eliminated, resulting in no net change in staff level.

We have also added a new business unit (219) to track costs and revenues for utility alignment approvals and inspections related to recent municipal access agreement changes with telecommunications and natural gas companies. This unit will be administered by Customer Services and will have a zero net budget.

We are proposing to add one traffic position subject to City Council approval of a Business Plan Funding Request. This would be a 5 months position in the first year, and full time thereafter.

Organizational Chart

ENGINEERING SERVICES DEPARTMENT 2005 ORGANIZATIONAL CHART



Full Time Equivalent Staff Levels				
Year	2003	2004	2005	2006
Number of Staff (FTE)	26.6	31.9	32.3	32.9

D. Overview

Looking Back on 2004:

i) Key Strategies, New Directions & Achievements

1. The City's **Residential Annexation** proposal was presented to the Municipal Government Board following a long consultation process with the public, developers, senior government, and Red Deer County. The City's full annexation request was granted and came into effect on July 1, 2004.
2. A **Growth Study Update** was completed and presented to SMT, the Inter-municipal Affairs Committee, and County Administration. This study will guide future growth of the City and will support changes to the Inter-municipal Development Plan (IDP) and future annexation proposals.
3. An update to the City's **Transportation Study** was completed and presented to the public and City Council. The study was adopted subject to a few stipulations, including further review of traffic congestion in the Southeast Sector of the City.
4. 2004 was another in a continuing series of strong **Development** years. Nearly 1000 residential lots were developed in 2004. Development in Inglewood West and Aspen Ridge areas necessitated widening of 40 Av (Selkirk Blvd. to Delburne Road) and construction of 22 St (30 to 40 Avenues). The first phase of the City's Johnstone Crossing Residential development was completed as well as the Johnstone Industrial development. The final phase of Lancaster Green was completed.
5. As part of a continuing implementation of the **Greater Downtown Action Plan** (GDAP), conceptual design and Stage 1 detailed design was completed for Alexander Way (48 Street Promenade). Stage 1 construction will be completed in 2005. Traffic calming road improvements have also been done for Kerry Wood Drive as part of the GDAP.
6. The final stage of the improvements recommended in the 2000 **Southeast Drainage Study** are being implemented in 2004/05. This project involves construction of a storm bypass trunk from Rosedale to a new stormwater detention pond in the Michener North area. This pond includes a constructed wetland that will improve water quality, create an animal habitat, and provide a neighborhood amenity. The project also includes installation of inlet control devices on catch basins within parts of Rosedale and Deer Park to reduce surcharge in the storm sewer system.

7. The **Gaetz Avenue Development Setback Study** was completed and presented to the Public and City Council during the fall of 2004. The first stage of construction, between 68 St and Highway 11A will be undertaken in 2005.
8. Alberta Transportation (AT) is currently conducting a functional design study for Highway 2, between MacKenzie Road and 32 Street, with particular emphasis on the Gaetz Avenue and Taylor Drive intersections. Their study is reconsidering the need for a northbound ramp from Highway 2 onto Taylor Drive (as was included in a previous AT functional study). This ramp would extend north beyond the current location of 22 Street and cause 22 Street to be realigned. Such realignment was to be done in 2004 to accommodate development in the area. With delay of the development by the developer and initiation of the new AT study, **realignment of 22 Street** was deferred to 2005. This also delayed the 22 Street/Taylor Drive traffic signal installation to 2005.

ii) Challenges

1. With retirement of Mr. Haslop at the beginning of 2004, a new **Organizational Structure** was developed for the Department, which included a new Department Head and two new Section Supervisors. With the retirement of Ms. Romans, another organizational change was implemented, which resulted in the amalgamation of the Administrative and Accounting Sections and a new Supervisor, as described in Section C above. While these changes have been beneficial to the operation of the Department, they have created steep learning challenges for the staff that have taken on the new roles.
2. As a result of the organizational changes noted above, one new position, two maternity leaves, one extended sick leave, and two staff transfers to other departments, there has been **eight new staff** introduced to Engineering Services during 2004. This is a quarter of our total department staff. In addition, there were several months where positions were vacant during evaluation, posting, and hiring periods. While staff changes bring new enthusiasm and skills, a significant amount of time is spent training and orienting during this first year. This caused challenge in meeting objectives and deadlines.
3. Although wet **weather conditions** this summer and fall caused contractor delays during construction, **consultant work capacity** also seemed to be an issue. Several projects were delayed during design phases, went to tender later than desired, and completion was delayed beyond planned schedules.
4. Projection of transportation infrastructure needs over the next ten years has indicated a far greater need for provincial funding than is expected to be available. This has resulted in an increase in **Road Off-site Levy** rates to reduce the amount of provincial funding provided for new development roads.

Looking Ahead to 2005 and Beyond:**i) Continuing Strategies**

1. There are indications that the **City's robust growth** over the past five years will continue well into the future. The Major Capital Budget includes dozens of projects that Engineering Services will manage in 2005, with an accumulated value in the order of \$30 million. This amount has increased dramatically over the past 10 years and is expected to continue to increase to keep pace with City growth and to open new development areas in the future. Engineering Services will continue to utilize consultants and contractors to design and construct these infrastructure projects, but may need to bolster our internal project management capabilities in the future.
2. Engineering Services has been involved in feasibility, risk, and servicing studies for potential **Industrial Development** sites adjacent to the City over the past three years. We will continue to work with City and County Administrations, as well as both Councils to finalize an industrial development strategy and begin implementation as soon as possible. We are planning to conduct engineering design in 2005 and construction in 2006. The value of trunk services and arterial road improvements is expected to be in the order of \$17 million.
3. Widening of **Gaetz Avenue** (71 to 78 Street), including improvements to adjacent service roads, pathways, streetscape amenities, and traffic signals will be completed in 2005. This project is primarily funded by the Alberta Special Cities Transportation Grant; a \$3 million specific project grant.
4. Several **GDAP projects** are to be implemented in 2005, subject to budget approval. These include stage 1 of Alexander Way, traffic calming on 51 Avenue (47 to Ross Streets), traffic calming on 47 Avenue at 44 and 48 Streets, installation of a walkway between 45 and 48 Streets along Taylor Drive, and median fencing on Taylor Drive at 48 Street to prevent mid-block pedestrian crossings.

ii) New Initiatives

1. The Traffic Section's workload has increased dramatically over the past several years due to rapid City growth and development, increased traffic congestion, increased number of signals, signs, and pavement markings, and an increased emphasis on traffic safety and public consultation. While there has been a 20% increase in population over the past 5 years, staff levels in the Traffic Section have not changed. We are requesting that a new **Traffic Operations Engineer** position be created in 2005. This position would not begin until August 2005 to coincide with the return of a staff member who is currently away on maternity leave. This would be a Professional Engineering position to share some of the professional workload responsibilities with the Traffic Engineer. The position would also create a succession plan option for the Traffic Engineer, who is planning to retire within 2 to 4 years.
2. Engineering Services is proposing to commission a **Traffic Safety and Signal Priority** Study in 2005. This study will analyze high collision locations and identify improvements and initiatives to reduce collision rates in these locations (e.g. specific signal, signage, or road improvements) and for the City in general (e.g. public awareness programs). The study will also assess and prioritize various intersections throughout the City for future traffic signal installations.
3. The City's **Traffic Control System** is becoming out-dated with respect to current software versions, communications, and hardware systems. It is also nearing capacity with respect to the addition of more traffic signals as the City grows. We are proposing to undertake a Traffic Control System Study to develop short and long-term plans for improvements. Some of the components of the system to be upgraded include the central computer, communication systems, SCOOT software, and field signal controllers.
4. As a result of rapid **City growth**, some municipal improvements have been advanced to 2005. Improvements to the Gaetz Avenue/ Delburne Road intersection have been identified as a result of the recent development of Southpointe Common Shopping Complex. Advancement of water, wastewater, and drainage trunk facilities are also required to service the new Inglewood East residential development.
5. The Alberta government has recently announced a **new infrastructure-funding program** with a total value of \$3.3 billion over five years. At the time of budget preparation, no program eligibility criteria were available. Presumably, more information will be available by the time the budget is presented to Council.
6. Functional planning for **Northland Drive** has been included in 2007 to finalize the alignment and features of this future expressway. Construction of the

initial two lanes of this road is expected to occur in 5 to 10 years. The new route will extend easterly from the intersection of Gaetz Avenue at Highway 11A, over the CN Rail, past the Wastewater Treatment Plant, across the River, and tie into 30 Avenue. 30 Avenue and the 30 Avenue at 67 Street intersection will also be improved in the 5 to 10 year range.

7. Construction of a major **water trunk** across the River will be designed in 2005 for 2006 construction. This new trunk will provide additional capacity for the North Water Group and reduce the risk of water supply shortages in the north part of the City during a maintenance shut down of another water trunk / River crossing. Project management will be carried out by Engineering Services for this improvement, although budget will be carried in the Water Utility.

E. Objectives for 2005:

Objective 1 - Industrial Development

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
Participate in annexation and neighborhood area structure plan processes. Conduct pre-design, design, and tender for early 2006 construction start.	Director of Development Services / Engineering, Land & Econ. Dev., Consultants, Parkland Planning / Red Deer County	Detailed design complete by year-end	NASP complete, annexation approved, detailed design ready for tender.

Objective 2 – Traffic Control Strategy

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
Conduct a Traffic Control System Study to develop short and long-term plans for improvements.	Engineering Services - Traffic Section / EL&P, Consultants, Vendors /	Report completed by year-end	Identification of short and long-term improvements for the Traffic Control System, including cost estimates and implementation schedule.

Objective 3 – Gaetz Avenue North

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
Design, tender, and construct widening of Gaetz Avenue (71 St to 78 St) as well as improvements to service roads and signals.	Engineering Services – Streets / RP&C, EL&P, Alb. Trans., Consultant, Contractors / Business owners, motorists, cyclists, pedestrians	Fall 2005	General consensus with affected business owners, improved traffic capacity, traffic safety, pedestrian & cyclist mobility, and streetscape aesthetics.

Objective 4 – Michener Pond

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
Complete construction of a wetland detention pond, storm bypass trunk, and ICD installations	Engineering Services – Utilities / Consultant, RP&C, Contractor, ICAP, Alb. Infrastructure / Residents, motorists	Fall 2005	Improved storm management system in the City's Southeast Sector, provision of a park and wetland amenity for the community

Objective 5 – Alexander Way

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
First stage construction of traffic calming and beautification along 48 Street (48 to 52 Avenues)	Community Services Director / Eng Services – Streets, RP&C, Consultant, Contractor / Business owners, pedestrians, cyclists, motorists	Fall 2005	General consensus with affected business owners, calmed traffic movement, and improved pedestrian environment, safety, and streetscape aesthetics.

F. Risk Management Disclosure:

1. There is a significant risk that the above noted **Industrial Development Objective** will be delayed beyond that projected above, as the process involves significant participation by the public, stakeholders, Red Deer County, and senior government. Even if the City is successful in meeting the projected schedule, the City may be without saleable industrial land until fall 2006. Any delay could cause a void in the industrial market until 2007.
2. **Advancement of service trunks** to future industrial development areas will create a significant draw on reserves to be repaid from future off-site levies. The ability to replenish these reserves 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.
3. Consensus with business owners with respect to the **Gaetz Avenue North and Alexander Way** improvements may be difficult to reach. This may affect our ability to make the desired improvements.
4. The cost of **bridge maintenance** has escalated in recent years at a significantly higher pace than normal inflation, likely due to the specialized and intricate type of work and the brisk market economy. The City's 32 bridge and culvert structures are also increasing in age (nearly half of the structures are over 30 years old); resulting in more frequent and more costly maintenance. A third issue is that the number of bridges in the City is growing (3 bridges have been built in the last 5 years), which will result in more inspections and maintenance. In conclusion, we anticipate that future bridge maintenance budgets will have to increase at rates higher than inflation to cover these escalating costs.

**THE CITY OF RED DEER 2005 BUDGETS
DEPARTMENT OPERATING BUDGET SUMMARY**

PROGRAM: ENGINEERING
DEPARTMENT: ENGINEERING
DIVISION: DEVELOPMENT SERVICES

DESCRIPTION OF PROGRAM - Business Unit - 210, 212, 213, 214, 215, 216, 217, 218 & 219

Engineering Services operations typically include a \$2.7 million annual Operating Budget, an annual Capital Project budget of \$25 million, and an annual Private and City Subdivision budget of \$25 million. Department responsibilities include:

- customer requests for City Services
- planning, design, construction, operation of the roadway network and bridges
- planning, design, and construction of water, wastewater, and drainage systems
- staff and outside engineering resources in subdivision development
- maintenance and development of 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 - Administrative and Accounting, Customer Services, Traffic Operations, Streets, and Utilities.

CHANGES IN BUDGET -

The Administrative Section (3 staff) was transferred from the Directorate to the Engineering Services Department in 2004. This reflected an increase in staff and budget for the Department, although there was a similar reduction in the Directorate budget and staff level. Other than normal adjustments (e.g. inflation, GST elimination), the Department budget has not changed from 2004 to 2005.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Costs for bridge maintenance are steadily increasing due to number of structures, age of structures, and market forces. This may have a significant impact on future operating budgets.

A new position is requested for a Traffic Operations Engineer to manage increasing workload and to facilitate succession planning.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,777,820	\$2,024,276	\$2,067,772	2.1%
General & Contracted Services	506,717	634,810	560,900	-11.6%
Materials, Supplies & Utilities	29,470	86,295	68,700	-20.4%
Other				
SUB-TOTAL	\$2,314,007	\$2,745,381	\$2,697,372	-1.7%
Internal Charges & Transfers	(748,224)	(614,391)	(603,994)	-1.7%
TOTAL EXPENDITURE	\$1,565,784	\$2,130,990	\$2,093,378	-1.8%
REVENUE	(123,106)	(84,500)	(97,500)	15.4%
NET TAX LEVY	\$1,442,677	\$2,046,490	\$1,995,878	
Percent Change		41.9%	-2.5%	
EQUIVALENT FULL TIME POSITIONS		31.9	31.9	0.0%

**THE CITY OF RED DEER 2005 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.

Accounting provides support to the Inspections & Licensing and Land & Economic Development departments. The demand for this support is steadily increasing .

CHANGES IN BUDGET -

The significant change that occurred between 2003 and 2004 was primarily due to the transfer of the administrative support staff from the Development Services Directorate into the Engineering Services Administrative section - for reporting and budgeting purposes.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$238,196	\$410,026	\$423,349	3.2%
General & Contracted Services	39,422	44,801	37,900	-15.4%
Materials, Supplies & Utilities	4,256	17,966	13,200	-26.5%
Other		0	0	
SUB-TOTAL	\$281,874	\$472,793	\$474,449	0.4%
Internal Charges & Transfers	(67,624)	(75,596)	(76,894)	1.7%
TOTAL EXPENDITURE	\$214,250	\$397,197	\$397,555	0.1%
REVENUE	21	0	0	
NET TAX LEVY	\$214,271	\$397,197	\$397,555	
Percent Change		85.4%	0.1%	
EQUIVALENT FULL TIME POSITIONS		7.3	7.3	0.0%

**THE CITY OF RED DEER 2005 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: STREETS & UTILITIES
DEPARTMENT: ENGINEERING
DIVISION: DEVELOPMENT SERVICES

DESCRIPTION OF PROGRAM - Business Unit - 212

Only 2003 Actuals are shown on this document, there was no budget for 2004 or 2005 as this Section was split into two new Business Units effective January 1, 2004. The two new Business Units to be referred to are: 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

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$874,103	\$0	\$0	
General & Contracted Services	38,846	0	0	
Materials, Supplies & Utilities	11,960	0	0	
Other		0	0	
SUB-TOTAL	\$924,909	\$0	\$0	
Internal Charges & Transfers	(498,451)	0	0	
TOTAL EXPENDITURE	\$426,458	\$0	\$0	
REVENUE	(11,758)	0	0	
NET TAX LEVY	\$414,700	\$0	\$0	
Percent Change				
EQUIVALENT FULL TIME POSITIONS				

**THE CITY OF RED DEER 2005 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

**PROGRAM: CUSTOMER SERVICES
DEPARTMENT: ENGINEERING
DIVISION: DEVELOPMENT SERVICES**

DESCRIPTION OF PROGRAM - Business Units - 213 / 214 / 219

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.
7. Permit approval & inspection relative to telecommunications & gas alignments.

CHANGES IN BUDGET -

Development revenues were higher in 2003 than were budgeted for. This along with staff vacancies attributed to a considerably lower operating cost than was budgeted for in 2004.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Business Unit 219 was created to track costs & revenues relative to recent municipal access agreement changes with telecommunications & natural gas companies.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

It will be necessary to undertake an expansion of the high precision network for Survey Control in 2006. Funding for this will be requested through the Survey Control Network account.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$225,906	\$234,782	\$238,420	1.5%
General & Contracted Services	7,082	13,400	8,450	-36.9%
Materials, Supplies & Utilities	9,210	12,850	12,350	-3.9%
Other	0	0	0	
SUB-TOTAL	\$242,197	\$261,032	\$259,220	-0.7%
Internal Charges & Transfers	(91,046)	(90,840)	(74,840)	-17.6%
TOTAL EXPENDITURE	\$151,152	\$170,192	\$184,380	8.3%
REVENUE	(110,787)	(74,500)	(85,500)	14.8%
NET TAX LEVY	\$40,365	\$95,692	\$98,880	
Percent Change		137.1%	3.3%	
EQUIVALENT FULL TIME POSITIONS		3.6	3.6	0.0%

**THE CITY OF RED DEER 2005 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 -

Project revenue and contracted services carryovers accounted for the difference between 2003 Actuals and amounts being budgeted for in 2004.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$429,299	\$439,142	\$445,448	1.4%
General & Contracted Services	26,726	48,625	41,700	-14.2%
Materials, Supplies & Utilities	2,118	3,100	3,600	16.1%
Other	0	0	0	
SUB-TOTAL	\$458,144	\$490,867	\$490,748	0.0%
Internal Charges & Transfers	(35,922)	(17,020)	(16,240)	-4.6%
TOTAL EXPENDITURE	\$422,222	\$473,847	\$474,508	0.1%
REVENUE	(300)	0	0	
NET TAX LEVY	\$421,922	\$473,847	\$474,508	
Percent Change		12.3%	0.1%	
EQUIVALENT FULL TIME POSITIONS		7.0	7.0	0.0%

**THE CITY OF RED DEER 2005 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

**PROGRAM: BRIDGE MAINTENANCE
DEPARTMENT: ENGINEERING
DIVISION: DEVELOPMENT SERVICES**

DESCRIPTION OF PROGRAM - Business Unit - 216

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.

Some significant items included in the 2005 work program are:

1. Routine sweeping, washing and plowing of bridges and miscellaneous repairs
2. Routine testing, inspections (9 bridges annually), and reporting
3. 49 Av / Red Deer River Sidewalk sealant & deck repairs
4. 60 Street Underpass/Gaetz Avenue Sealer application to various components
5. 67 Street / Red Deer River Sidewalk sealing and hand rail repairs\
6. Taylor Dr / Red Deer River SB Repairs to decks, joints and shear keys.
7. Fairbanks Pedestrian Bridge Repairs to girder webs and U.V. protection to deck
8. 55St S Sidewlk/Waskasoo Creek Sealer to deck and girders
9. Gaetz Avenue/Waskasoo Creek Repair existing handrails and install new handrails

CHANGES IN BUDGET -

There were year end carryovers from 2003 added to the 2004 budget resulting in noticeable change in contracted services amounts.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Costs for bridge maintenance are steadily increasing, this may have a significant impact on the operating budget, dependent on the rate of structure deterioration.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$10,316	\$29,740	\$25,546	-14.1%
General & Contracted Services	394,641	472,142	417,200	-11.6%
Materials, Supplies & Utilities	1,411	15,000	7,000	-53.3%
Other				
SUB-TOTAL	\$406,368	\$516,882	\$449,746	-13.0%
Internal Charges & Transfers	(55,181)	17,500	10,000	-42.9%
TOTAL EXPENDITURE	\$351,187	\$534,382	\$459,746	-14.0%
REVENUE	(282)	0	0	
NET TAX LEVY	\$350,905	\$534,382	\$459,746	
Percent Change		52.3%	-14.0%	
EQUIVALENT FULL TIME POSITIONS				

**THE CITY OF RED DEER 2005 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 inspections 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 -

This section has transferred \$25,000 of it's projected Labor Recovery to BU218 to more accurately reflect the business unit's actual recovery.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$0	\$390,978	\$400,205	2.4%
General & Contracted Services	0	21,492	19,200	-10.7%
Materials, Supplies & Utilities	515	17,322	14,300	-17.4%
Other	0	0		
SUB-TOTAL	\$515	\$429,792	\$433,705	0.9%
Internal Charges & Transfers	0	(190,595)	(163,960)	-14.0%
TOTAL EXPENDITURE	\$515	\$239,197	\$269,745	12.8%
REVENUE	0	0	0	
NET TAX LEVY	\$515	\$239,197	\$269,745	
Percent Change			12.8%	
EQUIVALENT FULL TIME POSITIONS	0.0	6.0	6.0	0.0%

**THE CITY OF RED DEER 2005 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 utility infrastructure 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 -

The Labor Recovery amount has increased by \$25,000 due to a transfer from BU217 - this is to more accurately reflect the business being done.

To address the retirement of two long service engineering technicians, a one time funding request is being proposed to facilitate a one month job shadow and approximately one month of vacation payout for each position. BPFR's have been done that detail the succession planning.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$0	\$519,608	\$534,804	2.9%
General & Contracted Services	0	34,350	36,450	6.1%
Materials, Supplies & Utilities	0	20,057	18,250	-9.0%
Other	0	0		
SUB-TOTAL	\$0	\$574,015	\$589,504	2.7%
Internal Charges & Transfers	0	(257,840)	(282,060)	9.4%
TOTAL EXPENDITURE	\$0	\$316,175	\$307,444	-2.8%
REVENUE	0	(10,000)	(12,000)	20.0%
NET TAX LEVY	\$0	\$306,175	\$295,444	
Percent Change			-3.5%	
EQUIVALENT FULL TIME POSITIONS	0.0	8.0	8.0	0.0%

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Traffic Operations Engineer
Department Name & Reference #: Engineering
Business Unit No.: 215

A. Funds Required:

- i) One time ☒ or, Ongoing ☒
 ii) 2005 Net Budget Requirement \$28,400 ongoing
 \$5,000 one time (workstation)
 iii) 2006 Budget (Incremental costs from 2005) \$ 38,600
 iv) 2007 Budget (Incremental costs from 2006) \$ 0

B. BPFR Description:

- i) The funds will be used for the addition of a new Traffic Operations Engineer position starting August 2005. Initiation of this position will coincide with the return of a current staff member currently on maternity leave.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$40,000
 - b. Increased service \$20,000
 - c. Legislative & new complexities \$7,000
 - d. CPI, extra cost contracts \$
 - e. Other \$

C. Implications (include only those that apply):

- i) **Organizational Risk/Payback**
- The addition of this position addresses The City's strategy for developing and maintaining a viable succession plan. In part, the additional staff will be used to job shadow the existing Traffic Engineer in order to ensure that we have a qualified candidate to succeed him as he plans to retire as early as 2006.
 - Quality customer service is a Strategic Plan requirement for all City departments and current staffing levels limit our ability to meet these expectations. The Sections level of service delivery has been compromised due to City growth, increased traffic, and a higher demand for service.
 - The increased service demand in all aspects of traffic operation and planning work has resulted in overall increases in response time, staff stress, and overtime.
 - Another professional position would expedite review and acceptance of the continuously increasing number of development applications with traffic impact analysis submissions.
 - Traffic planning and impact analysis for proposed developments and road improvements have increased substantially in the last 5 years while staff resources have stayed constant. Staff resources need to be expanded so that we can appropriately allocate resources to meet the increased demands placed on this section.

ii) Community Risk/Payback

- Traffic safety initiatives in the City have increased substantially in the last 5 years, including ongoing data entry and analysis of a traffic accident database, identifying high risk locations, designing and implementing crash reduction measures, evaluating safety improvement effectiveness, administering consultant studies of road safety audits, road network screening and in-service road safety reviews. Staff resources need to be allocated to meet these needs. If we are unable to deal with all new issues, the motoring public can anticipate an increase in delays and an erosion of safety.

**INSPECTIONS & LICENSING DEPARTMENT
BUSINESS PLAN 2005 – 2007
“SERVICE GROWTH TO MEET COMMUNITY NEEDS”**

MISSION

- To provide necessary safety, inspection, licensing, development and parking services in a cost effective and efficient manner.

MANDATE

- Provide efficient and professional services that satisfy the needs of developers, contractors, and the general public.
- Provide building inspection services in conformance with the City of Red Deer Quality Management Plan in residential, commercial, public and industrial construction.
- Administer the City's off and on-street parking program including the maintenance of an appropriate mix of long and short term parking.
- Manage Animal services including the licensing of cats and dogs and the control of nuisance or dangerous animals.
- Manage the City Licensing program including taxis, escorts, home occupations, drinking establishments and late-night clubs.
- Manage City Hall maintenance, security and operations.
- Manage the Parking Tag Enforcement contract.
- Write, Administer and Update a wide range of City Bylaws.
- Enforcement of several bylaws.
- Receive, administer and process all Development Applications in the City.
- Prepare Studies, develop programs and provide advice as requested by City Council.

ORGANIZATIONAL STRUCTURE

(See Attached)

OVERVIEW

Looking Back on 2004

In 2004 development and construction values to date are slightly ahead of 2003 which should result in approximately 19,000 building inspections by the end of the year. Customers at the Inspections and Licensing Counter average approximately 1,000 per month; telephone calls are approximately 6,000 per month. Bylaw Enforcement includes approximately 400 inspections per month. Business and Home Occupation License application renewals have remained very busy with close to 2,000 renewed or new licenses as of August 10, 2004. In order to cope with workloads, development approval times have been extended to four weeks and we have used overtime, temporary staff and deferment of non-essential work to meet customer service standards.

Despite a very busy year we have completed or been involved in several long range initiatives including the new Animal Control Bylaw, Riverlands Area Redevelopment Plan, Gaetz Avenue Service Road Study, the Downtown Parking Study, the Infrastructure Study for City Hall, a pilot Resident Parking Program around the hospital, a Security Study for City Hall and we have begun the new No Smoking in Public Places initiative.

A new Electronic Inspections Data Program was implemented this year through IT Services. Our building inspectors have been issued laptops and all inspections reports are now entered directly by the inspectors.

Department fees and charges have been reviewed by a consultant and subject to Council approval will be implemented in 2005.

Challenges

As the community continues to grow, public expectations and demands are increasing. In addition:

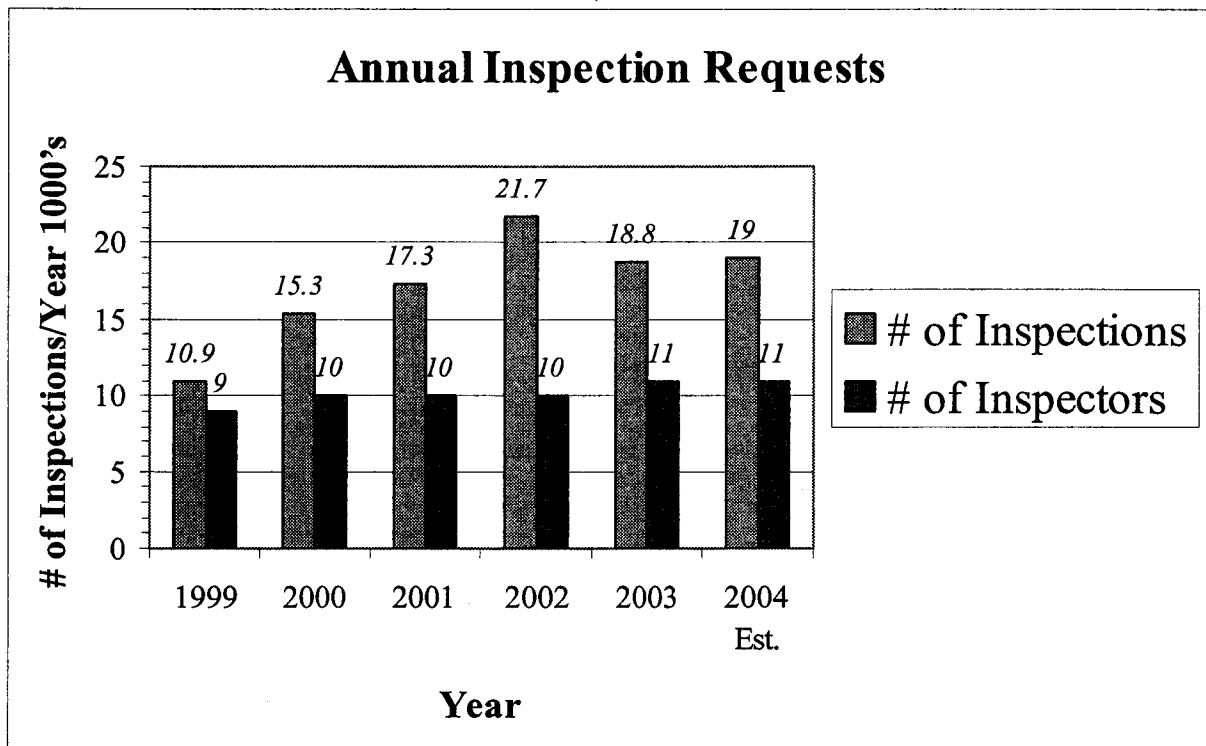
- the regulatory requirements for our building inspectors is changing from code-based compliance to more objective based measures in the new Building and Plumbing Codes which will come into force in 2005;
- Council is increasing the number of architectural guidelines and landscaping standards for new development which the Department must enforce;
- Land Use Bylaw and provincial regulations are requiring additional review and studies for hazard areas prior to development.
- The number of public concerns has increased significantly over the past 5 years;
- The Temporary Sign Bylaw will lead to a heavier workload for site inspectors;
- Several new bylaws have been added such as the Drinking Establishment Bylaw, the Public Order Bylaw, the proposed Smoking in Public Places Bylaw and the new Animal Control Bylaw, which will all require administration time;
- Over the past year staff have been involved in a number of city studies including several design guidelines, Riverlands Area Redevelopment Plan, Gaetz Avenue Service Road Study, Temporary Sign Bylaw, Downtown Parking Study, several Land Use Bylaw reviews, City Hall Mechanical Study, City Hall Security Study and the No Smoking in Public Places Bylaw Review. The workload in terms of long range studies is anticipated to continue;

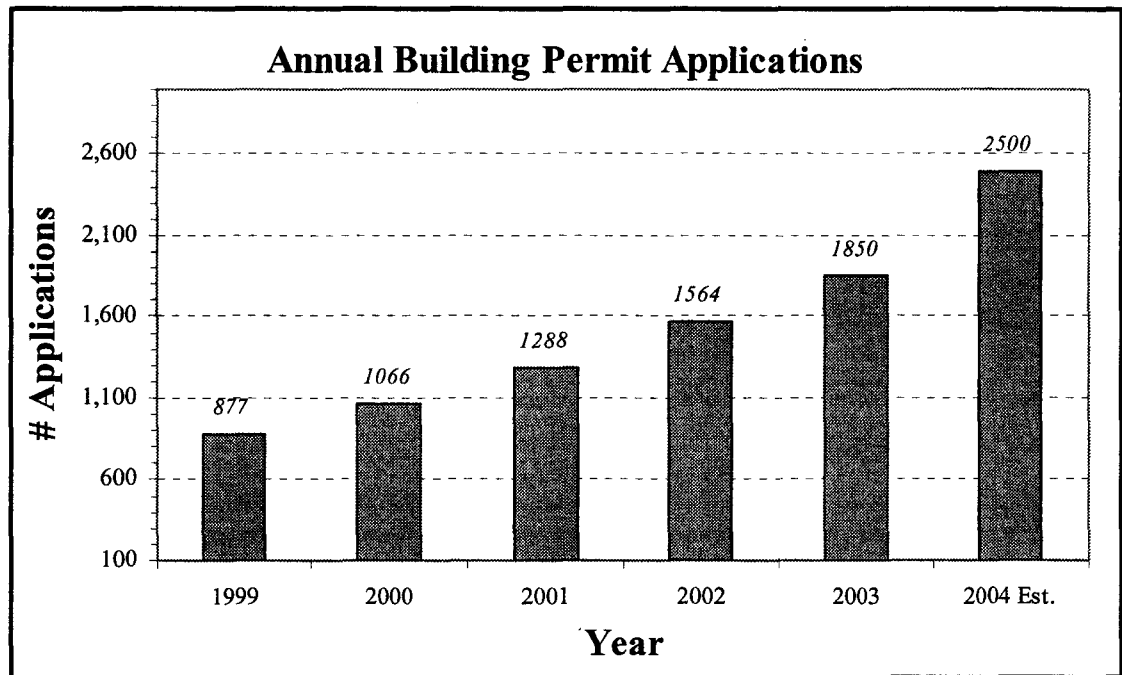
- There is no schedule for reviewing bylaws, which are administered by this Department. In order to keep the bylaws current a regular review process is required;
- There is continuing strain on our resources for animal control. Many complaints related to barking dogs have not been addressed due to a high workload for more serious offenses;
- Additional accounting controls are required in the Department. We have made arrangements for one year to borrow an accountant for three days per month from Engineering Services to review our accounting procedures.

Looking Ahead to 2005 and Beyond

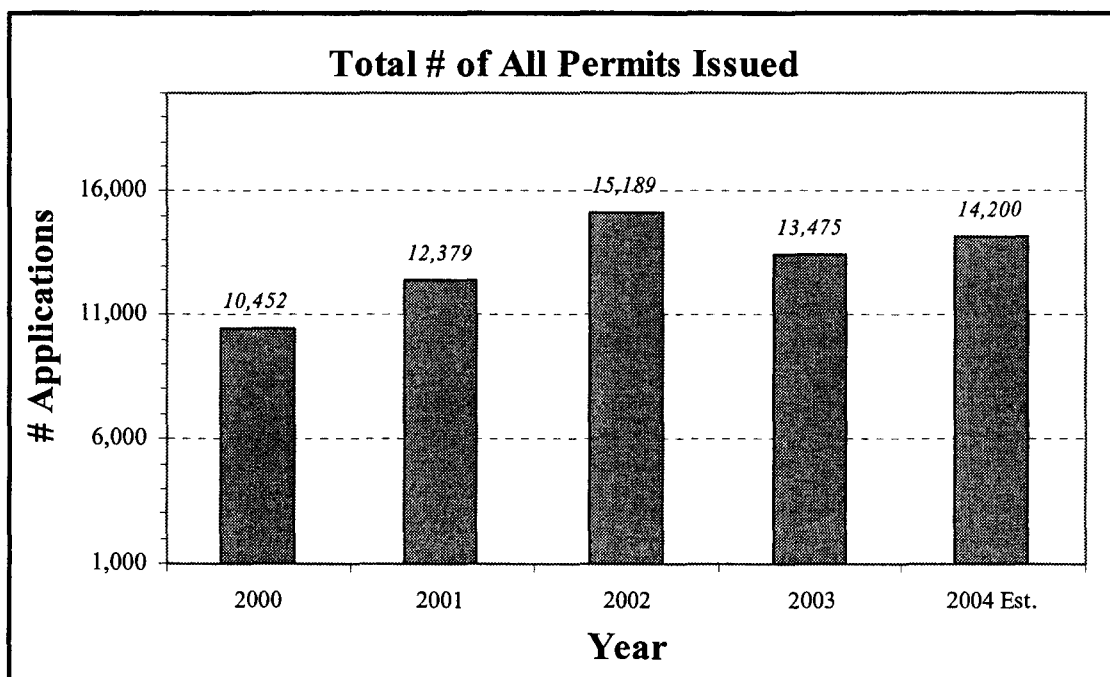
Continuing Strategies

- **Inspections** – complete inspections within the time limits reflected in the Quality Management Plan (most inspections completed the same day as requested). Inspectors are averaging 8-10 inspections/day.





- **Total Permits Issued** – refers to all permits issued by the Department including Development, Building, Propane, Gasfitting, Heating, Plumbing, Occupancy, Sign, Ditch, Demolition, Moving, Fireplace, Foundation, Backflow Devices, Electrical, Annual Electrical, Real Property Reports, Building and Letters of Compliance.



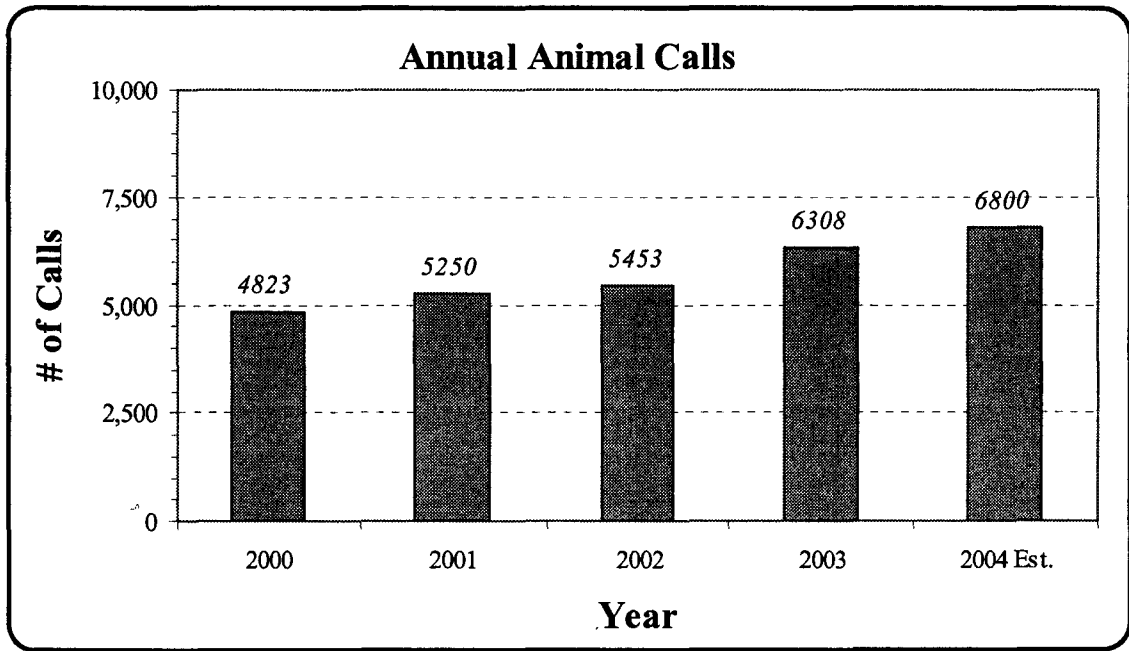
- **Development** – Maintain a 4-week review process for presentation of development projects to the Municipal Planning Commission (due to volume of building/development applications, 4 weeks has become the target processing time).
- **Telephone Automated Call Distribution** – Maintain an 80% grade of service base. This is based on the number of calls the Department receives/answers or are abandoned.

Year	Telephone Calls Incoming (including Faxes Incoming & Outgoing)	Grade of Service %
2001	41,612 (no stats for 6 months)	78.5 (based on 6 months)
2002	85,823	82.6
2003	69,751	88
2004	48,077 (to the end of August)	87.6

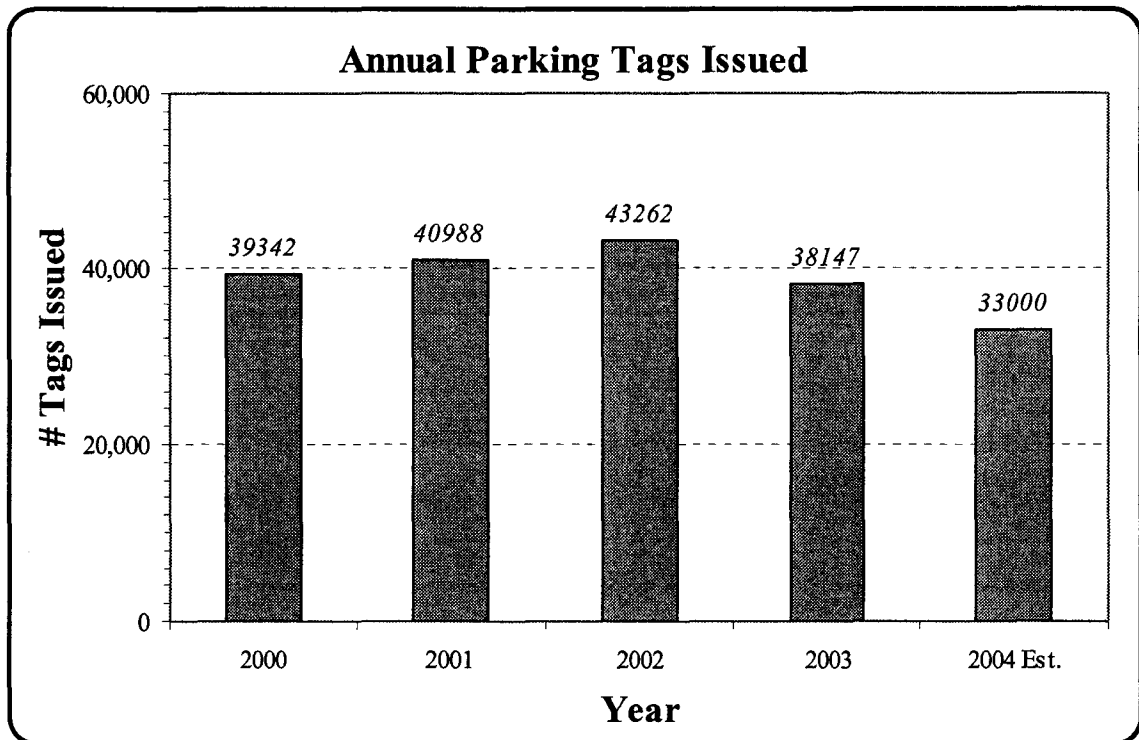
- **Front Counter Customers** - Maintain a high level of customer service for customers that require assistance at our front counter. A BPFR for a half position to be shared with licensing has been submitted.

FRONT COUNTER CUSTOMERS			
	Development	Parking	Total
Annual Total August 1, 2003 to August 31, 2004	9,383	2,960	12,343 (7.2 customers per hour)

- **Licensing** – Maintain an up to date inventory of licenses issued and renewal timelines. Monitor areas where renewals are lower than expected.
- **Animal Control Program** - Maintain an effective dog control program. There has been a steady increase in public complaint calls to Alberta Animal Services over the last five years. Most common complaints are barking dogs and dogs running at large.



- **Parking Administration** – Document customer complaints received and ensure they are appropriately administered.



New Initiatives

Downtown Parking - Begin implementation of the Downtown Parking Report. The Downtown Parking Report will be finalized in October and may recommend changes to the enforcement program as well as the structure of parking in the downtown.

New Building Codes - Our inspectors need to be trained in the new objective based building codes (building and plumbing). The new objective based code is a departure from the existing code which provides specific standards that must be met. The new code provides requirements in terms of its underlying aim in order to allow inspectors to consider new methods and technology to achieve the objectives of the code. It will require much more judgment by the Inspectors. A one time Business Plan Funding Request has been submitted to help pay for the cost of the training.

Commercial and Industrial Inspections - Training funds are required to bring three of our inspectors to Group 3 so that we have adequate coverage to inspect commercial and industrial buildings. Presently we have only one inspector and one plan checker with Group 3 designation. A one time Business Plan Funding Request has been submitted to pay for the cost of the training.

Training budget – An ongoing request has been made for training funds. The current funds are primarily used by the inspectors to stay current with Alberta Building code changes. We do not have adequate funds to do additional training or attend conferences. It is imperative that we have the funds to ensure our staff is trained adequately and that we are aware of the latest developments related to bylaws, inspections and licensing.

Licensing System - The City Licensing System is currently being upgraded through IT Services to better meet The City's needs. The expanded role of the Licensing Department, including the licensing of drinking establishments, new animal control requirements and the potential ban on smoking in public places means that one individual can no longer handle this position. We are proposing to hire a new staff member to work half time in Licensing and half time in customer service. A Business Plan Funding Request has been submitted to address the high volume of work that is now associated with licensing.

Improve Online Services –The Department has had a limited presence on The City web site. Over the next year we would like to review the forms and brochures that could be put online to assist our customers. This has been a low priority due to staff resources. Our vacation relief person will be used to free up some staff time to initiate this project.

No Smoking in Public Places – This public input process will commence in November, 2004 and is expected to be complete by Spring of 2005. Staff will be involved in the development and implementation of the proposed bylaw.

Preventative Animal Services – Part of our animal control problem has been a focus on enforcement rather than prevention and education. The Department is proposing to work more closely with the SPCA and Animal Services to develop preventative programs such as animal spay and neuter clinics for low income families and

educational initiatives on the importance of owner responsibilities, training and care for animals.

As Council is aware, the City of Red Deer has funded the Society for Prevention of Cruelty to Animals (SPCA) through our budget for a number of years. The Society provides a wide range of services to the community related to animal care. The grant to the SPCA has not changed for ten years. They have requested an increase in the grant from \$12,400 to \$20,000. We are proposing to work more closely with the SPCA on preventative measures in animal control. Given their wide range of work, the increase requested is reasonable and is in addition to the preventative funding that is being proposed through this year's increase in animal licenses. A Business Plan Funding Request has been submitted to cover the request of the Society for Prevention of Cruelty to Animals.

Digital Building Plans – Our building and development plans are currently submitted in paper form and are stored in the basement. In order to reduce storage, enable better access for other departments such as Assessment, Public Works and Emergency Services, we are proposing to implement a requirement that plans be filed in digital format so that they are accessible in a computer database. This will allow easy access to detailed building information for the purposes of assessment, firefighting or renovation.

Drinking Establishments - The new Drinking Establishments Bylaw creates a need for better monitoring of the drinking establishments in the city. Regular meetings with Alberta Gaming, the RCMP and owners are anticipated.

Animal Control Bylaw. - A new Animal Control Bylaw which includes all domestic pets including cats, dogs and exotic species is anticipated to be adopted before the new year. The Department will implement the provisions of the bylaw in 2005.

There continues to be a need to increase animal enforcement. Increased court time has decreased the availability of officers on patrol, leading to a lower level of service for animal complaints. Animal control officers have also been seconded to help the RCMP in several arrests during the year. An additional \$36,000 is being requested for 25 extra hours per week for evening, weekend and park patrols. Alberta Animal Services contract does not expire until 2008. a Business Plan funding request has been submitted.

City Hall Security Study – A City Hall Security Study was undertaken in 2004 and the recommendations will be implemented over the next few years. Implementation will be done through both IT Services and the Inspections and Licensing Department and cover aspects of building and staff security. A Business Plan Funding Request is included in the budget showing funding requirements for additional commissionaires.

City Hall Mechanical Engineering Study - A City Hall Mechanical Study was undertaken in 2004 to determine what components of City Hall require review, repair or upgrading. As a result of the study, a comprehensive plan was developed which includes expenditures over the next ten years. A Capital Budget Detail and a Business Plan Funding Requirement are included in the budget for the Life Cycle of the plan. This plan will be continually updated to ensure that the mechanical systems remain current.

Emergency Generator - As Council is aware, City Hall is designated as the Control Center for emergency response. In order to ensure that the emergency generator (to power the building) is working and available for any emergency situation, a Business Plan Funding Request has been submitted for \$1,500. This amount will allow a contractor to test the generator monthly to ensure that it stays in working condition.

Customer Enquiries System - In order to better respond to customer complaints, track problem areas and ensure easier access to data, the Department would like to set up an electronic customer enquiries data base. Ideally we would like to have this as a city wide system, and will work with IT Services to have this implemented.

Review of Accounting Systems/Accounting Assistance – Over the next year Engineering Services has agreed to assist us in a review of our accounting procedures and to provide accounting assistance. This will allow our Department to more closely monitor our accounts and to put financial systems in place to ensure accurate financial transactions. Since this is a one-year arrangement only, there may be need for permanent accounting resources in 2006.

Part Time Staff- In order to continue to provide an adequate level of customer service during peak vacation and construction times, a Business Plan Funding Request for permanent part time staff for 22 weeks is being requested. In practice, the Department has brought in relief help for several years; however it was never added to the base budget.

Office Costs - Due to an increase in cell phone, courier and business travel costs, a Business Plan Funding Request for \$3,530 has been submitted.

Interdepartmental Transfer - The Emergency Services Department has assisted Inspections and Licensing with Occupancy Permits for a number of years. An agreement has been reached to transfer half of the Occupancy Permit revenue to the Emergency Services Department; in total, an interdepartmental transfer of \$27,500 is anticipated, based upon budgeted revenue. This is shown in the budget documents through an adjustment to base.

Development Approvals - In 2006, we are proposing to add an additional full time position to support our development permit area. This additional position will also give us the ability to review bylaws, conduct research and better handle our customer inquiries and concerns.

Full time Inspector – In 2006, we are also proposing to move the part time site inspector to a full time position. This will allow for better follow up on complaints and provide some time for the position to do some bylaw updates.

Summary of Business Plan Funding Requests

Current staff levels, even with the addition of temporary support, make it difficult both to provide appropriate customer service and to maintain our workload. Significant overtime work is being required by staff to meet the current demands. This type of work

environment will result in personal health issues and employee burnout if it is not addressed. In addition, the growth of the Department requires additional accounting assistance. In looking ahead to 2005/2006/2007, the Department will require the following:

Year	Position	Status	Funding Request
2005	Customer Service Clerk	Full-Time Permanent	\$ 42,255 + \$ 6,000 for furniture/moving
2005	Customer Service Clerk 22 weeks (Permanent Part Time)	Permanent Part time	\$ 15,527.
2005	SPCA	Increase in grant	\$ 7,600
2005	Alberta Animal Control	Increase in contract	\$ 36,000
2005	Training	\$5000 ongoing/\$12000. one time	\$ 17,000
2005	Commissionaires	Security Service	\$ 34,092
2005	General Services	Increased costs for office, emergency generator testing	\$ 4,757
2005	Maintenance & Repair as per Mechanical Study Report	Maintenance & repair of City Hall - ongoing	\$135,000.
2006	Development Clerk	Full time permanent	\$ 42,255 + \$ 5,000 for furniture
2006	Accounting Support	Not known at this time	Not known
2006	Full time Inspector	Move to full time	23,383.

OBJECTIVES FOR 2005

ACTION	Key Responsibility/ Partners/Impact on Others	COMPLETION	SUCCESS MEASURE
Implement City Hall Mechanical Engineering Study	Inspections and Licensing/Public Works – Building Maintenance Group/City Hall Employees	2014	Upgraded systems/Energy efficiency/No unexpected expenditures
Implement Downtown Parking Report	Inspections and Licensing/ Downtown Business Association and Commissionaires/Customers	2007 (estimate)	Increased satisfaction with Parking System
Train Inspectors in the new Building/Plumbing Code	Inspections and Licensing/ Building Codes Council/Development Industry	2005	Certification of Inspectors
Add Group 3 Inspectors for	Inspections and Licensing/ Building Codes	2005	Certification of Inspectors

commercial and industrial inspections	Council/Development Industry		
ACTION	Key Responsibility/ Partners/Impact on Others	COMPLETION	SUCCESS MEASURE
Establish implementation processes for the Drinking Establishment Bylaw and the new No Smoking in Public Places Bylaw	Inspections and Licensing/ RCMP/Businesses throughout Red Deer	2005	Clear procedures to address concerns
Online services Improvement	Inspections and Licensing/ Communications/Customers	2005	Additional forms and information on the City web site
No Smoking in Public Places Bylaw Public Input Process	Inspections and Licensing/ David Thompson Health Authority and RCMP/Businesses throughout Red Deer	2005	Submission to Council of a bylaw which reflects public opinion and accounts for business interests
Animal Services	Inspections and Licensing/ Alberta Animal Services and the SPCA/animal owners throughout the city	2005	Increased preventative programs/More effective animal enforcement
Digital Building Plans	Inspections and Licensing/ IT Services/Assessment Department and Emergency Services	2005	Digital data base for plans/Plans submitted digitally
City Hall Security	Inspections and Licensing/ IT Services	2008	Discussion with affected departments and implementation

			of some of the security measures
ACTION	Key Responsibility/ Partners/Impact on Others	COMPLETION	SUCCESS MEASURE
Customer Enquiries System	Inspections and Licensing and IT Services/All city Departments/concerned citizens	2005-2006	New system developed to track customer concerns and resolution of the concerns
Accounting Systems	Engineering Services	2005	Review of accounting procedures and estimate of annual accounting time required
Maintain and monitor the new Electronic Inspection program	Inspections and Licensing/ and IT Services	2005	Ongoing review of the use of laptops in building inspections
Implement the Fees and charges Study	Inspections and Licensing	2005	Clear understanding by the building industry of the new fees and charges study

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 or occupancy of a building occurring before an Occupancy Permit is granted. The addition of the Inspections Supervisor has improved this area but a shortage of inspectors throughout the year has delayed resolving this issue. We will continue to address the backlog.

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 or re-development construction (ie Greater Downtown Action Plan, Parkvale Design Regulations, Environmental Hazards mapping). Time required to review applications has increased for both Development and Building permits.

3. **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.

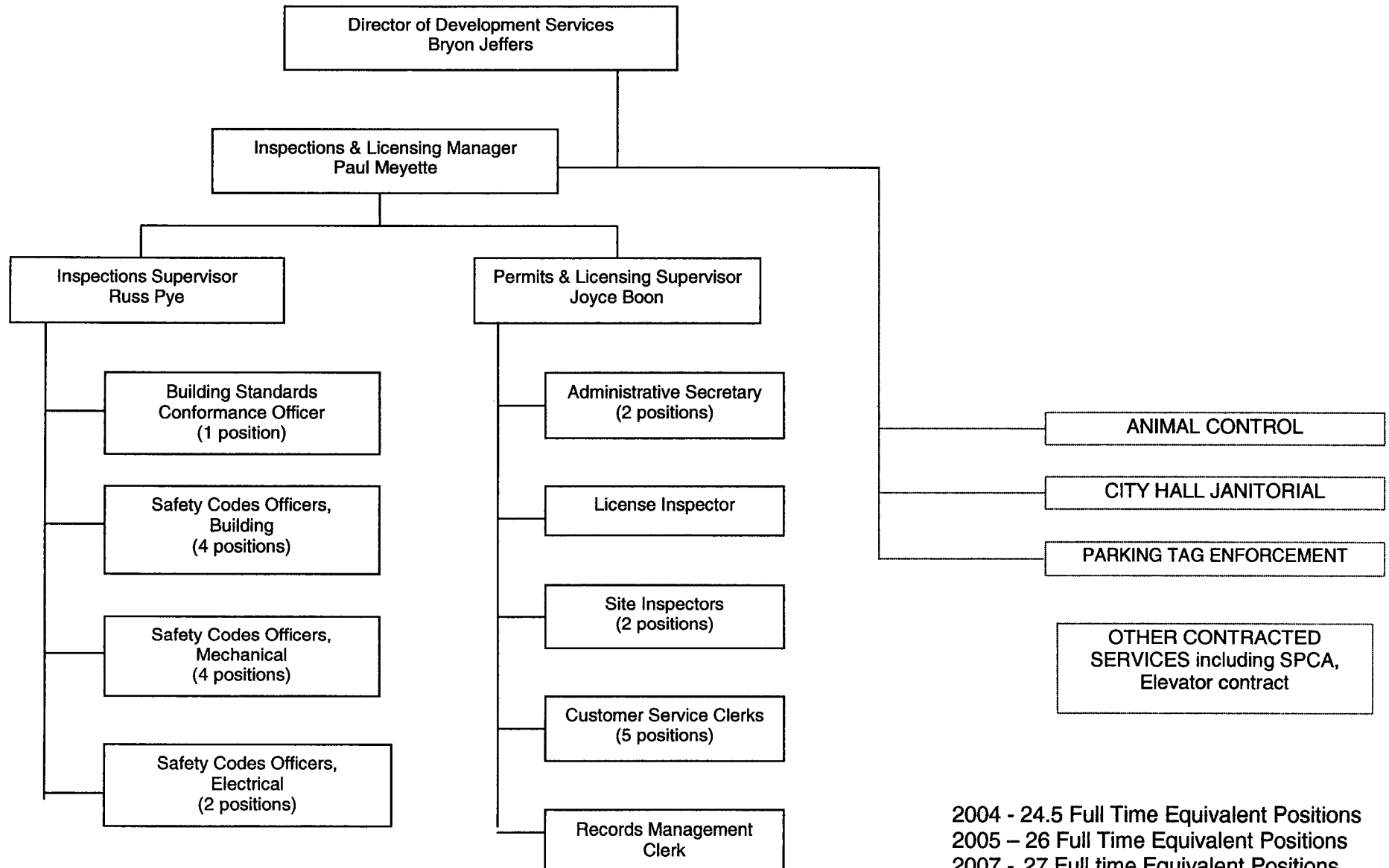
4. **New Building and Plumbing Code**

The new building and plumbing code will require more objective based decision making by our inspectors. This will mean less reliance on a specific code and will require more judgment by inspectors. It is critical that our inspectors are trained in this approach and then we will need to carefully monitor its implementation.

5. **New Parking Program**

There is a new Parking Management Program that is being developed by a private consultant. Careful analysis will need to be done in conjunction with Treasury Services to ensure that the revenue projections related to any operational changes are reasonable and sustainable.

DEPARTMENT ORGANIZATION CHART



2004 - 24.5 Full Time Equivalent Positions
 2005 – 26 Full Time Equivalent Positions
 2007 - 27 Full time Equivalent Positions
 2008 – 27 Full time Equivalent Positions

**THE CITY OF RED DEER 2005, 2006 AND 2007 BUDGETS
DEPARTMENT OPERATING BUDGET SUMMARY**

DEPARTMENT: Inspections & Licensing
DIVISION: Development Ser

DESCRIPTION OF PROGRAM - Business Unit(s) - 270, 271, 273, 275, 281, 341, 342

Maintenance, security and daily operation of City Hall.
Process & issue all types of Building and Development Permits, Business Licenses & Taxi Licenses.
Provide inspections to all phases of construction to ensure compliance to applicable Codes and in conformance with the Quality Management Plan.
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.
Write, administer and update a wider range of City bylaws.
Provide customer service in person, by phone or through written inquiries.
Address or re-direct a wide range of City customer concerns.
Issue compliance reports such as Real Property Reports.
Maintain statistics on building and development.

CHANGES IN BUDGET -

See details in individual business units.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

See details in individual business units.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Aging City Hall facility infrastructure - Mechanical/Ventilation systems.
Appropriate staffing levels to meet customer expectations.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,467,889	\$1,551,196	\$1,717,415	10.7%
General & Contracted Services	764,648	881,513	850,252	-3.5%
Materials, Supplies & Utilities	293,274	351,392	342,336	-2.6%
Other	12,397	52,400	12,400	-76.3%
SUB-TOTAL	\$2,538,208	\$2,836,501	\$2,922,403	3.0%
Internal Charges & Transfers	538,300	486,293	501,090	3.0%
TOTAL EXPENDITURE	\$3,076,508	\$3,322,794	\$3,423,493	3.0%
REVENUE	(3,515,539)	(3,221,500)	(3,228,700)	0.2%
NET TAX LEVY	(\$439,031)	\$101,294	\$194,793	
Percent Change		-23.1%	192.3%	
EQUIVALENT FULL TIME POSITIONS	23.0	24.5	26.0	6.1%

**THE CITY OF RED DEER 2005 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: City Hall Operation
DEPARTMENT: Inspections & Licensing
DIVISION: Development Services

DESCRIPTION OF PROGRAM - Business Unit - 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, including operations beyond usual working hours resulting in operational standards higher than other buildings.
 Implement a Facility Life Cycle Plan for City Hall.
 Oversee the City Hall Janitorial Contract and the Elevator Contract.
 Maintain an acceptable level of building security and park security.

CHANGES IN BUDGET -

The Facility Life Cycle Plan has a significant impact upon the capital budget for City Hall.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Emergency generator will require monthly testing (Business Plan Funding Requirement submitted).
 Security measures, both existing and proposed, will significantly increase contracted services (Business Plan Funding Requirement submitted).

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

A Mechanical Study and Facility Life Cycle Plan was completed in 2004, and a 10-year plan for upgrading is recommended (see Capital Funding Request).
 New Janitor Contract for 2005 and new Elevator Contract in 2005 will have significant increases in cost.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$224	\$0	\$0	0.0%
General & Contracted Services	112,125	203,239	189,730	-6.6%
Materials, Supplies & Utilities	240,396	264,991	257,747	-2.7%
Other	0	0	0	0.0%
SUB-TOTAL	\$352,745	\$468,230	\$447,477	-4.4%
Internal Charges & Transfers	65,167	54,000	67,589	25.2%
TOTAL EXPENDITURE	\$417,912	\$522,230	\$515,066	-1.4%
REVENUE	(3,000)	0	0	0.0%
NET TAX LEVY	\$414,912	\$522,230	\$515,066	
Percent Change		25.9%	-1.4%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

**THE CITY OF RED DEER 2005 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Protective Services
DEPARTMENT: Inspections & Licensing
DIVISION: Development Services

DESCRIPTION OF PROGRAM - Business Unit - 271

Inspect all phases of Development/Construction.
 Issue compliance reports such as Real Property Reports.
 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 response and follow-up inspections for public concerns.
 Write, enforce and administer a wide range of City bylaws.

CHANGES IN BUDGET -

Transfer of half of Occupancy Permit revenue to Emergency Services (8920)

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Proposed addition of a full time position shared with Licensing (275). BPFR submitted.
 Public inquiries and complaints are increasing significantly. Additional front office staff is required.
 The Inspections & Licensing Department requires the services of temporary staff during peak construction and vacation periods and also to provide coverage for staff reassigned to projects.
 Need for upgraded accounting procedures.
 Addition of a new Fees and Charges program.
 Implementation of the new Parking program.
 Training required for new Building and Plumbing Codes.
 Training required to upgrade three new inspectors to Group 3.
 Office costs have increased. A BPFR for \$3,530 has been submitted made up of an additional \$1,505 for business travel (7311); \$1,725 for cell phones (7316) and \$300 for Freight/Express/Courier (7315).

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Maintaining appropriate response to community complaints.
 More complex development approvals.
 Additional support required to process Development applications.
 Additional support required for research bylaw reviews.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,135,872	\$1,187,725	\$1,338,366	12.7%
General & Contracted Services	82,069	91,691	83,407	-9.0%
Materials, Supplies & Utilities	17,792	39,085	34,299	-12.2%
Other	(3)	0	0	0.0%
SUB-TOTAL	\$1,235,730	\$1,318,501	\$1,456,072	10.4%
Internal Charges & Transfers	95,986	80,000	27,500	-65.6%
TOTAL EXPENDITURE	\$1,331,716	\$1,398,501	\$1,483,572	6.1%
REVENUE	(2,047,874)	(1,734,000)	(1,734,000)	0.0%
NET TAX LEVY	(\$716,158)	(\$335,499)	(\$250,428)	
Percent Change		-53.2%	-25.4%	
EQUIVALENT FULL TIME POSITIONS		17.8	19.2	7.9%

**THE CITY OF RED DEER 2005 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Animal Control
DEPARTMENT: Inspections & Licensing
DIVISION: Development Services

DESCRIPTION OF PROGRAM - Business Unit - 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.
 Support for the S.P.C.A.

CHANGES IN BUDGET -

Percentage increase in contracted services is due to contract with Animal Services.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

An increase of \$7,600 for the S.P.C.A. for increased services.
 Increase of 25 hours proposed for Alberta Animal Control (\$36,000) for increased patrols (Business Plan Funding Requirement submitted).

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Animal Control Bylaw - new bylaw is being proposed to administer dangerous dogs; it includes higher fines, more enforcement power and higher license fees.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$0	\$0	\$0	0.0%
General & Contracted Services	255,999	258,887	264,323	2.1%
Materials, Supplies & Utilities	0	0	0	0.0%
Other	12,400	12,400	12,400	0.0%
SUB-TOTAL	\$268,399	\$271,287	\$276,723	2.0%
Internal Charges & Transfers	0	0	0	0.0%
TOTAL EXPENDITURE	\$268,399	\$271,287	\$276,723	2.0%
REVENUE	(127,323)	(150,000)	(133,700)	-10.9%
NET TAX LEVY	\$141,076	\$121,287	\$143,023	
Percent Change		-14.0%	17.9%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

**THE CITY OF RED DEER 2005 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Licensing
DEPARTMENT: Inspections & Licensing
DIVISION: Development Services

DESCRIPTION OF PROGRAM - Business Unit - 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.
 Ensure compliance with the Drinking Establishments Bylaw
 Manage public input process for the new No Smoking in Public Places bylaw.

CHANGES IN BUDGET -

Increase in License revenue due to Drinking Establishment licensing.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

New License Program is being designed by IT Services.
 Taxi Bylaw needs a thorough review in 2005.
 Proposed addition of staff person to be shared with Protective Services (271). A Building Plan Funding Requirement has been submitted.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Expanded roles in this unit by adding Drinking Establishments and potentially the No Smoking in Public Places bylaw has meant that this unit needs more staff. Workload in this business unit needs to be monitored to see if new resources are adequate.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$118,123	\$123,701	\$128,677	4.0%
General & Contracted Services	1,115	29,270	4,360	-85.1%
Materials, Supplies & Utilities	2,800	13,805	14,095	2.1%
Other	0	0	0	0.0%
SUB-TOTAL	\$122,038	\$166,776	\$147,132	-11.8%
Internal Charges & Transfers	(6,828)	(25,000)	0	-100.0%
TOTAL EXPENDITURE	\$115,210	\$141,776	\$147,132	3.8%
REVENUE	(394,070)	(348,500)	(360,000)	3.3%
NET TAX LEVY	(\$278,860)	(\$206,724)	(\$212,868)	
Percent Change		-25.9%	3.0%	
EQUIVALENT FULL TIME POSITIONS	1.5	1.5	1.5	0.0%

**THE CITY OF RED DEER 2005 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Bylaws Administration - Parking Fund
DEPARTMENT: Inspections & Licensing
DIVISION: Development Services

DESCRIPTION OF PROGRAM - Business Unit - 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 -

Contracted increase for the Commissionaires (7305) is 4.4%.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

None.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

New Parking Management Program for Downtown.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$143,137	\$159,216	\$167,281	5.1%
General & Contracted Services	299,032	296,677	306,683	3.4%
Materials, Supplies & Utilities	7,526	10,516	13,200	25.5%
Other	0	40,000	0	-100.0%
SUB-TOTAL	\$449,695	\$506,409	\$487,164	-3.8%
Internal Charges & Transfers	484,249	474,591	505,836	6.6%
TOTAL EXPENDITURE	\$933,944	\$981,000	\$993,000	1.2%
REVENUE	(933,945)	(981,000)	(993,000)	1.2%
NET TAX LEVY	(\$1)	\$0	\$0	
Percent Change		-100.0%	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS		2.5	2.5	0.0%

**THE CITY OF RED DEER 2005 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Parking Administration
DEPARTMENT: Inspections & Licensing
DIVISION: Development Services

DESCRIPTION OF PROGRAM - Business Unit - 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.

CHANGES IN BUDGET -

No changes in current year.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

No significant budget issues.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$70,263	\$80,554	\$83,091	3.1%
General & Contracted Services	14,310	1,749	1,749	0.0%
Materials, Supplies & Utilities	24,760	22,995	22,995	0.0%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$109,333	\$105,298	\$107,835	2.4%
Internal Charges & Transfers	(100,441)	(97,298)	(99,835)	2.6%
TOTAL EXPENDITURE	\$8,892	\$8,000	\$8,000	0.0%
REVENUE	(8,892)	(8,000)	(8,000)	0.0%
NET TAX LEVY	\$0	\$0	\$0	
Percent Change		#DIV/0!	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: City Hall Infrastructure Maintenance
Department Name & Reference #: Licensing & inspections
Business Unit No.: 270**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$135,000 (Net of \$0 revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for:
 - Proper maintenance and repair of City Hall building components as per The City Hall Building Assessment Report as prepared by Stantec Consulting Ltd.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$0
 - b. Increased service \$
 - c. Legislative & new complexities \$0
 - d. CPI, extra cost contracts \$0
 - e. Other \$135,000 Explain: To maintain the architectural, structural, mechanical, and electrical integrity of City Hall.

C. Implications (include only those that apply):

- i) Legislative Requirements
- ii) Financial Risk/Payback
 - Yes – Could be larger financial consequences if maintenance is not kept up.
- iii) Organizational Risk/Payback
- iv) Community Risk/Payback

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Security Services – Cdn Corps Of Commissionaires
Department Name & Reference #: Inspections & Licensing #271
Business Unit No.: 270**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$ 34,092. (Net of \$ 0 revenue)
- iii) 2006 Budget (Incremental costs from 2005) as per contract – cost of living increases
- iv) 2007 Budget (Incremental costs from 2006) as per contract – cost of living increases

B. BPFR Description:

- i) The funds will be used for: to provide security service at City Hall in the evenings and on weekends. Commissionaires check the building to ensure both safety for staff and protection for City Hall equipment.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$
 - b. Increased service \$ 34,092
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
- ii) Financial Risk/Payback
 - extra security protects the building from theft; payback is that there has been no major theft in the building since this service was implemented
- iii) Organizational Risk/Payback
 - ensures safety for staff – staff are walked to their vehicles if working late.
 - Protects the building from theft.
- iv) Community Risk/Payback
 - provides security for all meetings at city hall and ensures safety for both the public and staff

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Training Of Safety Codes Officers
Department Name & Reference #: Inspections & Licensing #271
Business Unit No.: 271**

A. Funds Required:

- i) One time ☒ \$12000 or, Ongoing ☒ \$5000
- ii) 2005 Net Budget Requirement \$17,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for: Training of Safety Codes Officers in the new building codes (building and plumbing) and for training of 3 Building Safety Codes Officers to Group 3 designation in order to provide for commercial and industrial inspections in 2005 and ongoing training for staff.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$
 - b. Increased service \$
 - c. Legislative & new complexities \$ 17,000
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
The new Plumbing and Building Codes will be objective based codes which will require more judgments by our inspectors. It is critical that they be trained how to use the Codes as early as possible. The upgrading of three inspectors to Group 3 will ensure that we have enough Building inspectors for commercial and industrial projects. Adequately training of staff is a required component of our municipal accreditation under the safety codes act. Attendance at seminars and conferences assists staff to correctly interpret codes and gain an awareness of emerging issues. Training is also required for front office staff in terms of code and architectural issues.
- ii) Financial Risk/Payback
The financial risk in terms of the new codes is that inspections are not done properly opening the city to litigation. The financial risk in not training officers for Group 3 is that we do not have any backup for commercial inspections; this would delay permit approvals. Organizational Risk/Payback

Organizational risk is that untrained inspectors would create the risk of losing our certification from the safety codes council.

Community Risk/Payback

Improperly inspected buildings could lead to safety issues. Loss of accreditation as a municipality under the safety codes act could also result from inadequate training. Knowledgeable well trained staff leads to increased respect, co-operation and support from clients.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Customer Service Clerk – Permanent Part Time
Department Name & Reference #: Inspections & Licensing #271
Business Unit No.: 271**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$ 15,527 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for: provision of an adequate level of customer service during peak vacation and construction times.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$ 15,527
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
- ii) Financial Risk/Payback

During summer it is difficult to maintain adequate customer service during our busiest period; this is compounded by vacation periods. Since we have such a short building season it is critical to maintain adequate service levels.

Organizational Risk/Payback

The department has hired staff each summer for several years to cover vacations; the additional funds will allow this position to fill in for permanent Customer Service Clerks. The risk of inadequate staff is delayed permits and real property reports, longer line-ups, frustrated customers and legal liability issues.
- iii) Community Risk/Payback

Delayed permits and real property reports can cause financial stress; the payback for the community is that permits are issued in a timely fashion to meet real estate transaction and construction deadlines.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Customer Service Clerk
Department Name & Reference #: Inspections & Licensing #271
Business Unit No.: Half Time 271 & Half Time 275**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$42,255 + \$6,000 for furniture/renovation
(Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for: providing customer service assistance for Licensing (half time) and within the front office area (half time). Additional licensing requirements mean that one individual can no longer handle that area. Additional customer service staff is also required.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$ 21,127.50 + \$3,000
 - b. Increased service \$
 - c. Legislative & new complexities \$ 21,127.50 + \$3,000
 - d. CPI, extra cost contracts \$
 - e. Other \$ 1,000 Explain: renovation costs to accommodate the new position

C. Implications (include only those that apply):

- i) Legislative Requirements

The half time licensing position will allow the Department to administer existing bylaws as well as the Drinking Establishment Bylaw and the new Smoking in Public Places Bylaw. Without additional support, it will be impossible to maintain our licensing program leading to declining enforcement and reduced respect for city bylaws. The half time customer service clerk is needed to maintain adequate service levels during the short construction season. The top priority for this position however will be the licensing area

Financial Risk/Payback

There is a financial risk in licensing that many licenses will not be properly administered and/or that licensing will not be in place for the required businesses. There is a potential legal liability if we do not enforce and administer our own bylaw. The Customer Service position will allow us to continue to maintain service levels for our large number of customers. The risk of inadequate customer service staff is delayed permits and real property reports, longer line-ups and frustrated customers; these frustrations could lead to less people getting permits.

Organizational Risk/Payback

Organization risk is a collapse of the licensing system through staff burnout, long term illness and/or inadequate resource.

Community Risk/Payback Community risk is increased errors, poor customer service and non compliance with bylaws.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Alberta Animal Control
Department Name & Reference #: Inspections & Licensing #271
Business Unit No.: 273**

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$ 36,000 (Net of \$ _____ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$ 1080
- iv) 2007 Budget (Incremental costs from 2006) \$ 2,192

B. BPFR Description:

- i) The funds will be used for: increase of 25 hours per week for Animal Control services.
These additional hours are required to maintain an adequate level of animal control.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$ 36,000
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
None
- ii) Financial Risk/Payback
Financial risk is that the city may be deemed negligent in providing safety to residents.
In terms of payback, there may be increased fine revenue.
- iii) Organizational Risk/Payback
Effective bylaw enforcement, attendance at trials and assistance to the RCMP will be difficult with current staff levels.
- iv) Community Risk/Payback
Community safety, particularly in parks, is one of the risks that we hope to address with these additional hours. It will also allow for weekend patrols. The payback will be increased community safety.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: S.P.C.A.

Department Name & Reference #: Inspections & Licensing #271

Business Unit No.: 273

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$ 7,600 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for: increase to the grant to the S.P.C.A. to bring the total grant to \$20,000.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$ 3,800
 - b. Increased service \$ 3,800
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
- ii) Financial Risk/Payback
The organizational risk is that without educational programs and services offered by the SPCA, the cost to destroy healthy, adoptable animals and enforcement costs will increase. .
- iii) Organizational Risk/Payback
As the city grows there could be increased dissatisfaction among the citizens of Red Deer with how animal welfare and animal control are managed
- iv) Community Risk/Payback
Payback will adequately fund programs including:
Disaster planning with the City of Red Deer (pet care)
Coordination of foster care for pets for victims of domestic violence/poverty
Operate the pet food bank (decreases numbers of animals relinquished to the shelter and animal control)
The Bite Free Programs that teaches children safety around dogs in order to reduce the numbers of dog bites
Humane Education, which fosters compassion and kindness (to reduce bullying and violence not only to animals and people but to the environment)

LAND & ECONOMIC DEVELOPMENT DEPARTMENT BUSINESS PLAN 2005 – 2007

A. Mission

To encourage sustainable economic growth of Red Deer by facilitating private business investments in Red Deer, developing and marketing City owned land, and promoting the City, to both internal and external customers, in a timely and cost effective manner.

B. Mandate

The City of Red Deer Strategic Plan (2002-05) - Economic Development:

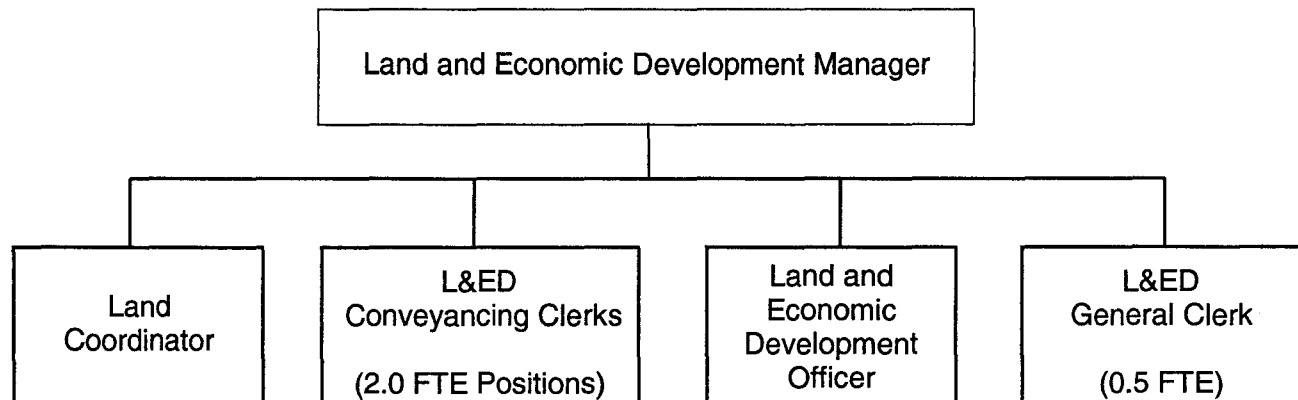
- Our citizens should have access to economic opportunity in a community that values sustainable growth.
- Promotion and Marketing - Our Goal: To foster local business retention and to attract diverse, long term economic growth, including tourism, by a partnered approach to marketing Red Deer and Central 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:

- 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.

C. Organizational Structure**Organizational Chart****FTE¹ Table**

Year	2005	2006	2007	2008
# FTE's	5.50	6.0	6.0	6.0

D. Overview**Looking Back on 2004:****i) Key Strategies, New Directions & Achievements**

- Continued process to provide future industrial land by working with PCPS to update the City's Growth Study for the Inter-municipal Affairs Committee and started the annexation application process.
- Filled half time clerical position approved in last years budget to assist with administrative backlogs.
- Successfully launched and distributing our new regional community profile entitled 'Red Deer Corridor ... Canada's Economic Capital' as part of the 3C Marketing Strategy with the Red Deer Chamber of Commerce and Red Deer County.
- L&ED section of the City web site continues to be one of the most viewed sections with addition of land sale maps. Created efficiencies by updating maps daily versus individual contact with clients for lot sale updates.
- Continued to work with the Downtown Business Association and Main Street Program to enhance the downtown with new banners and a six seminar business lecture series.
- Completed the last phase of development in Lancaster Green and Edgar Industrial Park and commenced the first phase of Johnstone Crossing.
- Completed purchase of Riverside Heavy Industrial site for future West Yards relocation with the remainder intended to be available for sale.
- As of September 2004, land sales are on target to meet or exceed business plan

¹ FTE – Full Time Equivalent staff

target of over \$14.3 million in land sales primarily due to strong residential sales and depletion of industrial inventory.

- 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. Facilitating business and property owner contact for the Gaetz Avenue setback study.
- West Yards land valuation study completed by PriceWaterhouseCoopers.

ii) Challenges

- Urgency to bring on more industrial land as the light industrial land inventory is now depleted in Edgar Industrial Park with only 2 lots remaining and a new industrial park is not anticipated to be available until the fall of 2006 or 2007. Demand remains high and will result in lost business growth for the city.
- Land Bank business plan has not been updated for several years other than inventory and balance sheet required for the City's Annual Report due to workload. As part of this process, additional residential inventory will be required to support long-term City goals and Land Bank strategies for industrial development.
- Record city growth and large projects continue to tax the staff resources of the department. External and internal inquiries continue to increase plus several large projects are anticipated such as industrial annexation, Gaetz Avenue Setback Study implementation and marketing Riverlands upon West Yard relocation.

Looking Ahead to 2005 and Beyond:

i) Continuing Strategies (as outlined in the City's Strategic Plan for L&ED)

- 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.

ii) New Initiatives

- Proceed with annexation and detailed engineering design in 2005 for the development of a new industrial park by 2006/7.
- Assist Engineering Services with land acquisition and disposal along Gaetz Avenue as a result of the Setback Study. This is a major undertaking that may involve contact with hundreds of stakeholders and be implemented over a 5 to 10 year period.
- Promoting the Riverlands ARP with landowners and potential investors. Budget allocated through the Land Bank for a planning, design and implementation study that is contingent on the decision to relocate the West Yards.

D. Objectives for 2005:**Objective 1. Increase supply of industrial land**

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
<ul style="list-style-type: none"> • Continue to explore short-term supply solutions. 	<ul style="list-style-type: none"> • Director Dev. Svs. / L&ED / Engineering Services 	<ul style="list-style-type: none"> • October, 2005 	<ul style="list-style-type: none"> • Development of additional lands to meet short-term demand
<ul style="list-style-type: none"> • Proceed with annexation, detailed engineering design and pre-leveling for new industrial park 	<ul style="list-style-type: none"> • Director Dev. Svs. / L&ED / PCPS / Engineering Services 	<ul style="list-style-type: none"> • December, 2005 	<ul style="list-style-type: none"> • Successful annexation by June, 2005, commence pre-leveling in the fall and design by end of the year with the first phase of land available for sale in 2006

Objective 2. Update Land Bank Business Plan

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
<ul style="list-style-type: none"> • Obtain updated financial statements 	<ul style="list-style-type: none"> • L&ED / Treasury Services 	<ul style="list-style-type: none"> • April, 2005 	<ul style="list-style-type: none"> • City Financial Report approved
<ul style="list-style-type: none"> • Determine need and strategy for increased raw residential land holdings 	<ul style="list-style-type: none"> • L&ED / Land Bank Committee 	<ul style="list-style-type: none"> • June, 2005 	<ul style="list-style-type: none"> • Analysis completed and land purchased if required
<ul style="list-style-type: none"> • Complete Land Bank Report 	<ul style="list-style-type: none"> • L&ED / Land Bank Committee 	<ul style="list-style-type: none"> • September, 2005 	<ul style="list-style-type: none"> • SMT and Council briefed

Objective 3. Implement land development projects outlined in the 2005 Subdivision Capital Budget

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
<ul style="list-style-type: none"> • Work with Engineering Services to develop lands • Market new lands through lots draws, brochures and on the Internet 	<ul style="list-style-type: none"> • L&ED / Engineering Services • L&ED 	<ul style="list-style-type: none"> • October, 2005 • June, 2005 	<ul style="list-style-type: none"> • Projects completed on time and within budget • Revenue targets met to support development costs

Objective 4. Provide land administration services to external and internal clients

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
<ul style="list-style-type: none"> • Assist with acquisition and disposal of lands along Gaetz Avenue • Respond to request to acquire, lease or occupy remnant portions of City land 	<ul style="list-style-type: none"> • L&ED / Engineering Services • L&ED / various departments 	<ul style="list-style-type: none"> • Ongoing • Ongoing 	<ul style="list-style-type: none"> • Transactions in a timely manner and at fair market value • Same as above

Objective 5. Continue 3C Marketing Strategy update and implementation

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
<ul style="list-style-type: none"> • Continue with process started in 2004 with consultant to update marketing strategy • Implement project(s) feasible within existing resources eg. Investment attraction, business directory data collection, etc. 	<ul style="list-style-type: none"> • L&ED / Chamber / County • L&ED / Chamber / County 	<ul style="list-style-type: none"> • April, 2005 • December, 2005 	<ul style="list-style-type: none"> • New strategy completed and presented to stakeholder Councils and Board • Project or program developed and implemented to the benefit of the Red Deer Region

Objective 6. Facilitate economic development and promote Red Deer

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
<ul style="list-style-type: none"> • Provide promotional information to potential local and external investors • Participate in Provincial Centennial advertising opportunities • Support CAEP initiatives eg. Investment attraction • Actively network with local, provincial and federal stakeholders – Real Estate Professionals, Mainstreet, Business Advisory Network, EDA Alberta, Trade Team Alberta, Tourism Red Deer, Albertafirst.com • Conduct local business visitation program 	<ul style="list-style-type: none"> • L&ED • L&ED / CAEP • L&ED / stakeholders • L&ED / local businesses 	<ul style="list-style-type: none"> • December, 2005 • December, 2005 • December, 2005 • December, 2005 	<ul style="list-style-type: none"> • Increased private sector investment in Red Deer • Completion of project with benefit to Central Alberta • Positive relationships built and ongoing sharing of information and potential business investment opportunities • Same as above and 10 business contacts per week

F. Risk Management Disclosure:

- Red Deer and Central Alberta's economy is at risk of losing existing and new business investment and employment due to being out of serviced industrial land supply. Edgar Industrial Park is virtually sold out while the majority of additional City lands purchased in Riverside Heavy is being reserved for West Yards relocation. Although lands have been identified and optioned in the proposed area for a new industrial park, it will be late in 2006 or 2007 before annexation, approval of statutory plans, utility trunk line construction and on-site development can occur.

In the short term this will critically impact economic development efforts, overall city growth momentum, general revenue, department budgets and business plan projections. Administration will try to mitigate the risk by continuing to explore immediate land development opportunities while trying to complete the annexation process and detailed engineering design concurrently in 2005. Design costs are in the magnitude of \$1.5 million plus an additional non-refundable option fee maybe incurred should the City chose to extend their option to purchase land into 2005.

- Administration has reviewed the financial position of the Land Bank and as of Dec. 31, 2003, the Subdivision Reserve Fund is approximately \$28.2 million. A substantial portion of this fund is required to fund the front-end extension of new trunk service lines that will eventually be recaptured through off-site levies and to purchase the raw land inventory. Should adequate funds not be available then financing maybe required.
- The operating 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 City goals. To mitigate risk there are Council policies, business plans, budgets and procedures in place to manage development practices. In order to fund the proposed 2005 capital budget including prior year project approvals, it is anticipated that approximately \$2.5 million will be drawn from the Subdivision Reserve Fund.
- Record levels of absorption experienced over the last several years have significantly depleted the inventory of residential raw land to less than a 10-year supply. As a result Lancaster Green is now fully developed and we are planning for the initial development of Oriole Park West. The only remaining inventory is the College Park North quarter and a small parcel north of 67th Street. L&ED will review whether additional raw residential land is required to meet the long-term Land Bank goals and objectives.
- Two Business Plan Funding Requirements for one-time funding from the Provincial Centennial Grant to implement two recommendations in the GDAP Implementation Matrix have been postponed. 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.

THE CITY OF RED DEER 2005 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 encourage sustainable economic growth of Red Deer by facilitating private business investments in Red Deer, developing and marketing City owned land, and promoting the City, to both internal and external customers, in a timely and cost effective manner.

CHANGES IN BUDGET -

- * Gen. & Cont. Ser. increased base budget for inflation and per capita increase to CAEP membership.
- * Materials, Supplies & Utilities decreased due to one-time expenditures in 2004.
- * Other - Note: \$590,000 in debenture payments for past Land Bank debt is to be fully paid in 2007.
- * Internal Charges and Transfers increased primarily due to proposed capital development projects.
- * Prior year approvals for projects spanning more than one year will be shown in variance reports.
- * 2005 includes development costs and \$3 million in revenue from the sale of land to relocate West Yards that may not happen this year and will impact land development budget figures.
- * Revenue increase projected for land sales and recognition of Subdivision Reserve interest.
- * Revenue for rental of land transferred from Bus. Unit 56 into 297.
- * Overall Land Bank operations and Subdivision Reserve reporting will be presented later in 2005.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

- * Addition of part-time clerical position has helped somewhat with customer service levels and response times although we are still experiencing workload pressure at times that impact service delivery.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

- * The diminished supply of industrial land is critical and will result in lost business investment until additional supply is developed which realistically will not be until 2006 or 2007.
- * Necessary risk to proceed with detailed design in 2005 prior to annexation.
- * The current Subdivision Reserve Fund as of Dec. 31, 2003 is in the magnitude of \$28 million dollars which will be required to fund the purchase and development of future industrial lands.
- * Residential raw land inventory has also been diminished and additional land may be required to be purchased to support long term land bank activities and goals.
- * Additional staff resources, 0.5 FTE in 2006, may be required for projects - Gaetz Avenue Setback Study implementation, marketing West Yards in Riverlands and 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 '3C' marketing projects eg. investment attraction, collecting data for a business directory or other projects to be determined.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$331,814	\$368,351	\$378,829	2.8%
General & Contracted Services	\$79,132	\$91,855	\$96,516	5.1%
Materials, Supplies & Utilities	\$10,430	\$9,850	\$4,930	-49.9%
Other	\$622,656	\$590,767	\$589,882	-0.1%
SUB-TOTAL	\$1,044,032	\$1,060,823	\$1,070,157	0.9%
Internal Charges & Transfers	\$11,954,661	\$11,500,238	\$18,120,143	57.6%
TOTAL EXPENDITURE	\$12,998,693	\$12,561,061	\$19,190,300	52.8%
REVENUE	(\$12,791,967)	(\$12,305,487)	(\$18,925,551)	53.8%
NET TAX LEVY	\$206,726	\$255,574	\$264,749	
Percent Change		23.6%	3.6%	
EQUIVALENT FULL TIME POSITIONS		5.5	5.5	0.0%

**THE CITY OF RED DEER 2005 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: 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.
- * Implement GDAP goals identified in the Implementation Matrix if an appropriate funding source is identified.

CHANGES IN BUDGET -

- * Some minor re-allocation of expenditures to better reflect actuals.
- * Contracted services increased base budget to reflect \$0.20 to \$0.30 per capita funding for CAEP.
- * G&CS in 2004 contained one-time \$5,000 carry forward for the community profile project.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

- * Addition of part-time clerical position has helped somewhat with customer service levels and response times although we are still experiencing workload pressure at times that impact service delivery.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

- * Lack of industrial land supply will negatively impact city growth and business investment activities.
- * 2 BPFR for the GDAP implementation matrix remain unfunded and postponed since 2002
- * Additional economic development programming funds may be required for '3C' marketing projects eg. investment attraction, collecting data for a business directory or other projects to be determined.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$97,213	\$110,357	\$112,916	2.3%
General & Contracted Services	55,268	54,760	57,956	5.8%
Materials, Supplies & Utilities	4,280	3,000	2,730	-9.0%
Other				
SUB-TOTAL	\$156,761	\$168,117	\$173,602	3.3%
Internal Charges & Transfers	(17,554)			
TOTAL EXPENDITURE	\$139,207	\$168,117	\$173,602	3.3%
REVENUE	(459)	(500)	(500)	0.0%
NET TAX LEVY	\$138,748	\$167,617	\$173,102	
Percent Change		20.8%	3.3%	
EQUIVALENT FULL TIME POSITIONS		1.6	1.6	0.0%

**THE CITY OF RED DEER 2005 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

- * Addition of part-time clerical position has helped somewhat with customer service levels and response times although we are still experiencing workload pressure at times that impact service delivery.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

- * Additional land administration funds may be required for projects - Gaetz Avenue Setback Study implementation, marketing West Yards in Riverlands and electronic records management.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$64,546	\$74,882	\$77,437	3.4%
General & Contracted Services	7,408	12,225	13,010	6.4%
Materials, Supplies & Utilities	1,140	850	1,200	41.2%
Other				
SUB-TOTAL	\$73,094	\$87,957	\$91,647	4.2%
Internal Charges & Transfers	(117)			
TOTAL EXPENDITURE	\$72,977	\$87,957	\$91,647	4.2%
REVENUE				
NET TAX LEVY	\$72,977	\$87,957	\$91,647	
Percent Change		20.5%	4.2%	
EQUIVALENT FULL TIME POSITIONS		1.2	1.2	0.0%

THE CITY OF RED DEER 2005 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY

PROGRAM: Land Development & Land Bank Mgmt

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.
- * Land development represent a zero net tax levy to the City as it is self funded through land sales.
- * Supply up to 25% of the City's serviced residential land requirements. Currently developing Johnstone Crossing and Oriole Park West neighborhoods.
- * Edgar Industrial Park completed and limited development in Riverside Heavy Industrial Park.
- * Subdivision development contributes a \$660,000 / year dividend to general revenue to reflect the City's investment return and the associated risk. Plus \$760,000 of interest generated from the Subdivision Reserve Fund is also transferred to general revenue. Note: In 2006 decreasing at \$100,000 / year.
- * Submit an annual Land Bank report to City Council.

CHANGES IN BUDGET -

- * Materials and Supplies decreased slightly due to one-time furniture allocation in 2004.
- * Other - Note: \$590,000 in debenture payments for past Land Bank debt is to be fully paid in 2007.
- * Internal Charges and Transfers increased primarily due to proposed capital development projects.
- * Prior year approvals for projects spanning more than one year will be shown in variance reports.
- * 2005 includes development costs and \$3 million in revenue from the sale of land to relocate West Yards that may not happen this year and will impact land development budget figures.
- * Revenue increase projected for land sales and recognition of Subdivision Reserve interest.
- * Revenue for rental of land transferred from Bus. Unit 56 into 297.
- * Overall Land Bank operations and Subdivision Reserve reporting will be presented later in 2005.

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

- * Addition of part-time clerical position has helped somewhat with customer service levels and response times although we are still experiencing workload pressure at times that impact service delivery.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

- * The diminished supply of industrial land is critical and will result in lost business investment until additional supply is developed which realistically will not be until late in 2006 or 2007.
- * The current Subdivision Reserve Fund as of Dec. 31, 2003 is in the magnitude of \$28 million dollars which will be required to fund the purchase and development of future industrial lands.
- * Residential raw land inventory has also been diminished and additional land may be required to be purchased to support long term land bank activities and goals.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$170,055	\$183,112	\$188,476	2.9%
General & Contracted Services	18,623	24,870	25,550	2.7%
Materials, Supplies & Utilities	5,009	6,000	1,000	-83.3%
Other	622,656	590,767	589,882	-0.1%
SUB-TOTAL	\$816,343	\$804,749	\$804,908	0.0%
Internal Charges & Transfers	11,974,332	11,500,238	18,120,143	57.6%
TOTAL EXPENDITURE	\$12,790,675	\$12,304,987	\$18,925,051	53.8%
REVENUE	(12,790,675)	(12,304,987)	(18,925,051)	53.8%
NET TAX LEVY	\$0	(\$0)	\$0	
Percent Change		0.0%	-132.8%	
EQUIVALENT FULL TIME POSITIONS		2.8	2.8	0.0%

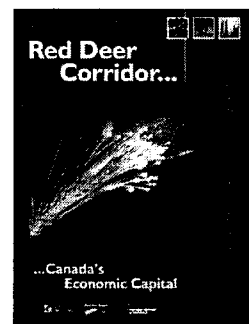
Land & Economic Development

2005-07 Business Plan

(Section 23)

2004 Economic Development

- 3C (City, County, Chamber) Initiatives
 - Re-branding and launch of new community profile
 - Updating new 3-year strategic plan
- Central Alberta Economic Partnership (CAEP)
 - Central Alberta manufacturing investment pilot project



2004 Land Development

- Year end accounting changed to recognize land sales upon payment in full versus when the option was exercised.
 - \$10.5 million revenue in 2004 with \$6.9 million in pending sales to be recorded in 2005.
 - Total = \$17.4 million versus \$12.8 in 2003
- Residential lots
 - 121 lots sold + 103 pending versus 132 lots in 2003
 - 42 lots available for sale as of Dec. 31, 2004
- Industrial land
 - 31.9 acres + 14.8 acres pending versus 34.9 acres in 2003
 - 1 lot remaining = 3.6 acres as of Dec. 31, 2004

Challenges

- Investment readiness for future industrial, commercial and residential lands
 - Industrial most urgent with 1 city lot remaining and limited private sector supply
 - Anticipate lost business opportunities over the next 2 years until additional supply can be developed
- Labour force attraction
 - Central Alberta Economic Partnership (CAEP) working on Collaborative Labour Force Strategy
- City growth, inquiries and major projects continue to strain department staff resources
 - 0.50 FTE required in 2006

2005 Major Initiatives

- Economic Development projects
 - Implement initiatives identified in new 3C (City, County, Chamber) strategic marketing plan
 - KPMG's 2006 Competitive Alternatives Study
 - Continue work with Central Alberta Economic Partnership (CAEP) – Manufacturing project, Labour Force Strategy, Highway 2 Corridor, etc.
- Land projects
 - Industrial annexation risk – proceed with detailed design of first phase (\$1.2 million), purchase land, and trunk main right of ways
 - Update Land Bank Business Plan
 - Promote Riverlands ARP (\$150,000)
 - Implement Gaetz Avenue Widening

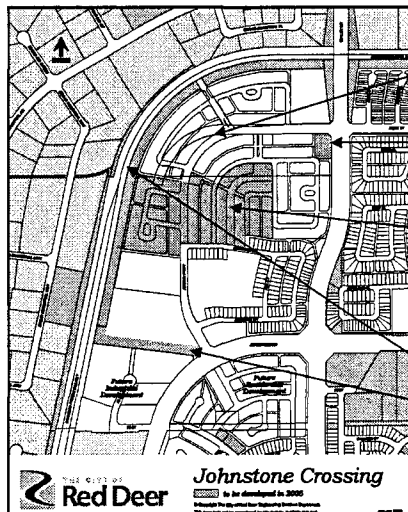
Changes in 2005 Budget

- Increase to base budget = \$7,600 for Central Alberta Economic Partnership (CAEP) per capita membership fee (\$0.20 to \$0.30)
- Internal charges and transfers and revenue increased \$4.6 million over 2004 to reflect proposed capital land development projects
 - Note: Approximately \$3.1 million in capital costs and offsetting revenue are attributable to the West Yards relocation site in Riverside Heavy, which is contingent to Council approval

2005 Capital Budget

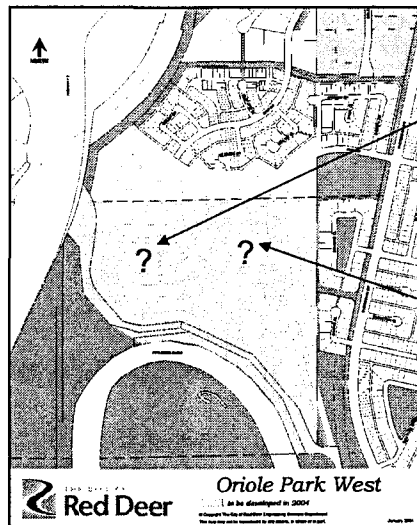
- Residential development projects
 - Johnstone Crossing and Oriole Park West subdivision development, and College Park North neighborhood area structure plan
 - Development cost = \$7.775 million
- Industrial & general development projects
 - Riverside Heavy (City yards site), future industrial design, and contingency funds for a Riverlands implementation study
 - Development cost = \$1.375 million
- Note: Land cost and development levies = \$5.5 million in internal charges & transfers are reflected in Land Bank Management (Business Unit 297) operating budget

Johnstone Crossing



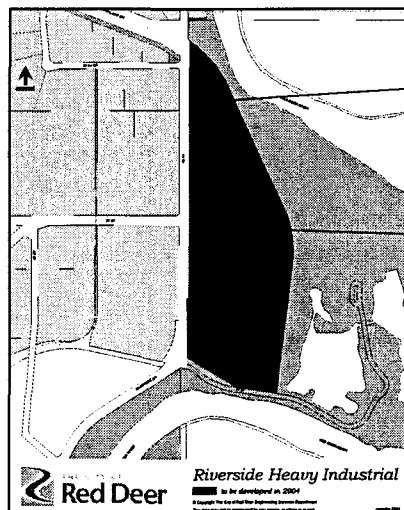
- Phases 7 & 9
Pre-grading and detail design
- Phase 2 - Emergency Services site
- Phases 4, 5 & 6
130 lots - Mixed residential (single family, duplex and narrow lots)
- Sound fence and landscaping

Oriole Park West



- Phase 1
Approximate
location - 86 lots
Mixed residential
(single family
and duplex lots)
- Phase 2
Detail design

Riverside Heavy Industrial



- Heavy
Industrial
approximately
8 acres
- Future West
Yards site
approximately
62 acres

Questions?

**Public Works Department
Business Plan 2005**

MISSION

“To deliver efficient, friendly, high quality service to the public (our customers) in a safe and 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.

STAFFING LEVELS

Currently there are 123 permanent full time positions in the Public Works Department (the Department); the total is the same today as it was in 2001. Table 2 shows the distribution amongst the various Sections. Table 1 indicates the change in full time equivalent (FTE) positions for the Department since 2002. It is based on the total hours allocated in the various business units divided by 2080 hours. This may fluctuate due to capital projects, when positions are vacant, or when temporary staff is hired. The FTE jump from 2002 to 2004 was due mainly to the addition of two temporary plant upgrade coordinators, the addition of a Program Technician, and the addition of two temporary part time support staff in the plants.

¹ Maclean's June 3, 2002, Saving our Cities, Mary Janigan, p 23

Figure 1 - ORGANIZATIONAL STRUCTURE

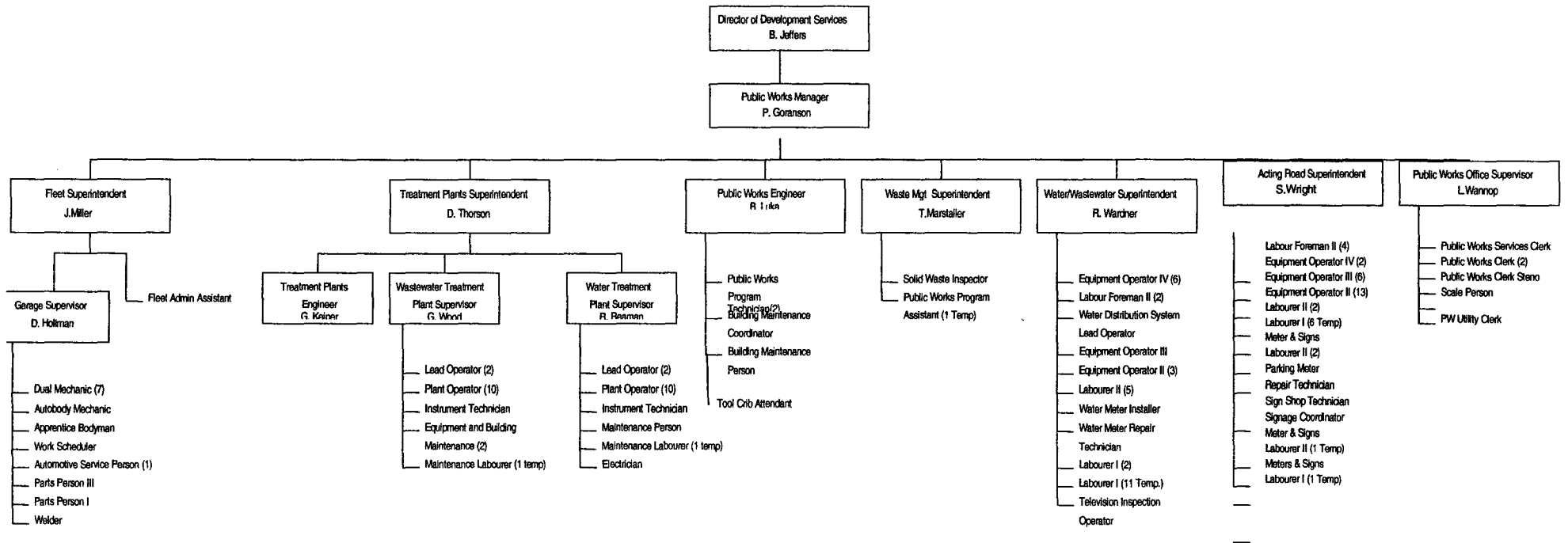


Table 1 - Full Time Equivalent Department History (FTE)²

	Bldg Mtc	Fleet	Gen.	Roads	Waste Mgmt	WTP	WWTP	W & WW	Department Total
2002 Actual	2.94	19.62	16.78	38.64	2.13	17.68	17.38	29.13	144.3
2003 Actual	2.73	18.86	17.69	42.84	2.06	20.26	18.87	28.72	152.04
2004 Budget	2.94	19.62	18.53	38.85	2.13	19.18	18.88	28.92	149.05
2005 Budget	3.00	19.50	17.70	40.00	2.50	22.45	21.00	29.00	154.75

The FTE's are calculation based and therefore do not always represent staffing changes. The actual changes that involve staff change of status or actual extension of terms are described below. The other differences between 2004 and 2005 are explained as follows:

- General, has reduced due to reduction in records management emphasis in 2005,
- Roads FTE's are based on the average of the two previous years actual, no actual change planned.

Table 2 – Number of Employees Permanent Full Time³

	Bldg Mtc	Fleet	Gen.	Roads	Waste Mgmt	WTP	WWTP	W & WW	Department Total
2001	4	19	9	31	2	17	17	24	123
2002	4	18	8	32	2	17	17	23	121
2003	6	17	8	32	2	17	17	23	122
2004	6	17	8	32	2	18	17	23	123

The projected changes between 2004 and 2005 do not consider any adjustments related to the Department organization review that will be discussed later. Within the 2005 budget there are requests for 9 significant position changes itemized as follows:

1. add 0.0 FTE to change temporary mechanic to permanent status at Fleet,
2. add 0.4 FTE to change temporary Program Support Tech to permanent in Waste Management,
3. add 0.5 FTE changes temporary administration clerk position to full time permanent at the Water Plant,
4. add 0.5 FTE changes temporary administration clerk position to full time permanent at the Wastewater Plant,
5. add 0.30 FTE for temporary records management clerk in Water Plant,

² \\Chfs\data\public works\Budget\2005\FTE Analysis 2004.xls

³ \\Chfs\data\public works\Budget\2005\Business Plan\Delta Factor Mgmt QuerySection personnel statistics.xls

6. add 0.30 FTE for temporary records management clerk in Wastewater Plant,
7. add 0.75 FTE to change temporary maintenance person to full time permanent in Water Plant,
8. add 0.60 FTE to change temporary maintenance person to full time permanent in Wastewater Plant,
9. add 1.00 FTE for temporary Water Plant Operator to allow preparation of training, standard operations, and O.H.&S. manuals.

All of these positions are funded from either self-funding business units or the utilities (ie. do not impact the tax base directly).

OVERVIEW

Following is the three-year business plan for the programs that are managed by the Department. The focus of the business plan is on the year 2005. 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 3 indicates the summary of expenditures and revenues for Public Works' administered programs. Department Objectives scheduled for 2005 and itemized later, that do not have related business plan funding requests will be accomplished within the requested budget as summarized in Table 3.

Table 3 Budget Summary Table⁴

Description	2003 Actual	2004 Budget	2005 Budget
Operating Expenditures			
Garage/Equipment Fleet	261,388	175,000	157,000
Public Works Administration	2,403,202	2,214,583	2,242,312
Roads	5,613,728	5,480,925	5,517,700
Airport	180,791	186,359	146,353
Water Utility	9,431,579	9,889,021	10,679,425
Wastewater Utility	7,972,665	8,426,729	9,122,470
Solid Waste Utility	8,424,025	8,022,273	8,314,064
Total Operating Expenditures	34,287,378	34,394,890	36,179,324
Operating Revenue			
Garage/Equipment Fleet	(261,388)	(175,000)	(157,000)
Public Works Administration	(474,804)	(218,101)	(261,432)
Roads	(1,268,204)	(1,303,446)	(1,309,894)
Airport	(47)	(39)	(31)
Water Utility	(9,431,577)	(9,889,021)	(10,679,426)
Wastewater Utility	(7,792,633)	(8,426,728)	(9,122,470)
Solid Waste Utility	(8,424,026)	(8,022,273)	(8,314,064)
Total Operating Revenues	(27,832,709)	(28,034,608)	(29,844,317)
Net Property Tax Levy	6,454,669	6,360,282	6,335,007
% Change		-1.5%	-.4%

Looking Back on 2004 Key Achievements and Challenges

Appendix A - Table 1 - The 2004 Public Works Department Report Card, indicates the entire list of Department objectives from the 2004 Business Plan. It is impressive that, of the original total of 81, 64% were either totally or partially accomplished. But, the list of objectives not being accomplished continues to grow from year to year. This is concerning and a sign that the Department is straining to get done the things that are felt to be important.

One of the key challenges that has been evolving for a number of years is the ability of staff to continue to maintain existing levels of service in the face of:

- growth (City population has grown 13.7 % in the last 5 years),
- increased levels of complexity (more government regulations OH&S changes, Alberta Environment focus, technological changes and obsolescence),
- aging workforce, and
- increasing public demands.

To help address these concerns an organizational review (Org. Review) was done for the Department with the intent to develop recommendations that will help ensure that future performance of the Department is not at risk.

⁴ \\Chfs\data\public works\Budget\2004\V3\PW Summaries.xls

In 2004 the industrial construction and engineering industry was “red hot”. Some large projects such as the \$420M Pine Creek wastewater plant in Calgary are “fueling this fire”. Two different large plant tenders resulted in essentially only one bidder. In each the bid prices were substantially higher than estimated. Engineering consultants are also in demand, resulting in resources being stretched. These factors both result in inflated prices and longer schedules due to lack of qualified resources.

Looking Ahead to 2005

Senior Staff in Public Works meet annually 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 – Strategic Key Issues

There are a number of strategic factors that are having an impact on Public Works as an organization and as individuals within each Section. The top general Department strategic issues are:

- the potential demands created by regional service provision,
- succession planning and training for replacement and new positions,
- concerns regarding escalation of costs and construction quality issues driven by the lack of available contractors, and
- need for enhanced information systems to support management decisions,
- the need for adequate long-term staff facilities,
- the need for organizational change.

Regional Service Provision

Two regional water agreements were entered into in 2004. While the full commissioning of the water systems will not occur until 2006, the additional demands related to construction and administration have all ready begun. It was recognized prior to entering these agreements that how the utility is managed will change. The operational decisions made will impact more than just Red Deer customers. There will be an increased number of customers. Ultimately there will be a 25% increase in water demands. There will likely be more scrutiny given to our costs. There will be a higher level of complexity of operations, with the additional coordination involved in filling the regional reservoirs.

Succession Planning

The demographics of Department staff are similar to the rest of North America. Most foreman level incumbents will be eligible to retire within the next five to ten years. There is a growing need to identify successors, to train technically and managerially, and to fund and develop the succession programs. These all create challenges.

Escalation of Construction Costs

In 2004 there was a growing concern in all areas, but particularly in plant construction related to the current industry climate. Major plant upgrades are still remaining to be completed; \$25 M scheduled in water and \$23 M in wastewater over the next five years. If the economic climate continues at this rate there will likely be a substantial impact. Most of the construction is driven by growth and legislation requirements, making deferral not an option. As a result: costs, schedules, and quality of construction may be impacted.

Need for Enhanced Information Systems

In 2004 it was identified that there is a need for a better matching of resources that understand the technical tools (computer based tools) with the resources that understand the front line problems. Asset management and maintenance systems exist that are designed to assist operational departments accumulate and track maintenance costs and history. Utilizing this technology is anticipated to address a number of concerns that exist in the Department such as:

- loss of information leaving with retirees - as experienced staff leave the Department they take history of the infrastructure with them,
- ability of new recruits to manage maintenance information using existing methods (paper and memory), recent growth and change makes it challenging for new staff to keep up,
- community demands for rapid change and decisions makes having information up to date, accurate, and readily available, critical, and
- to allow tracking for performance measurement and direct feedback on crew and individual performance.

Discussions have been held with the Information Technology Department (IT) and the resource initiative was found to be consistent with the direction that IT is moving. To address this concern IT is requesting funding in 2005 for a resource that would be dedicated 2 to 3 days per week to the Department.

IT is also requesting funding to begin research into a corporate focused Asset Management and Maintenance tool. The request is for funding to commence a detailed evaluation criteria and implementation plan in 2005, addition of the Department assets implemented in 2006, and corporate roll out in 2007. The Department wholeheartedly supports the requests being put forward by IT.

Need for Expanded or New Staff and Equipment Facilities

In 2004 there was discussion with Council regarding the need for an expanded and upgraded West Yards. Since that time the preliminary design for a new site has been progressing. It is a very complicated project due to the diversity and number of key department stakeholders. It will also likely have significant financial implications. There is growing public momentum and expectations for the use of Alexander Way and existing West Yards location. Staff concerns regarding overcrowding and poor facilities are not decreasing.

The important component to understand is that improved facilities are required. If the decision is made to not proceed with the development of the new yards, then the decision will have to be made to proceed with the major upgrades of the current West Yards facilities.

Organizational Change

Part of the Org. Review involved interviewing Department staff with the intent to identify factors relevant to the review. The questions were modified from the Gallup Organization questions used in the Linking Attitudes to Outcomes⁵ paper. The research found that there is a direct correlation between the “soft questions” (that reflect attitude and morale) and organizational performance. For example, businesses that rated in the top quarter of the “soft” questions had a 50% higher financial success rate than the bottom quarter. When Department staff were asked if the job complexity has increase, 60 % felt that it had; 68% felt that there has been an increase in workload; and 42% are concerned about how change will impact them⁶. The Org. Review also found that overtime hours spent per staff member has increased by 21% between 2001 and 2003⁷. Based on these and other findings in the Org. Review a significant restructuring of the Department is being proposed.

The information gathering stage of the Org. Review involved interviewing 19 supervisory staff and 39 line staff, plus receiving surveys from 123 staff from the Department. In addition interviews were held with the Senior Management Team, and other key stakeholder departments. Eight municipalities were studied to determine trends and rationale for different organizational structures.

The results indicated a number of key drivers for change:

- Internal pressures are building – from a workload and complexity perspective,
- Environmental issues are becoming more of a driver, and
- There is an increased emphasis and need for teamwork, empowerment, customer service, and quality focus.

The outcome is a recommendation to create a new department, the Environmental Services Department, which would have an environmental focus. The new structure is shown in Figure 2 New Organizational Structure. Environmental Services mandate would be to manage the utilities that are currently part of Public Works (ie. water, wastewater, and waste management). The role will be:

- Ensure environmentally responsible policies, plans, standards and operations related to environmental impacts of the water, wastewater, and waste management utilities,
- Monitor the impact on the environment of human actions and decisions regarding water, wastewater, and waste management, and
- Provide a corporate focus, contact, and awareness for cross department environmental concerns.

The new structure is required to position the City on a proactive basis to better handle existing and future challenges.

The ultimate new structure requires the addition of five new positions: department manager, office supervisor/accountant, environmental initiative coordinator, superintendent, and an engineering technician. It is expected that it will take 18 to 24 months to fully staff and implement the new structure. During the transition phase resources will be required to: develop

⁵ Coffman, C., and Harter, J. A Hard Look at Soft Numbers. March 1999. The Gallup Organization.

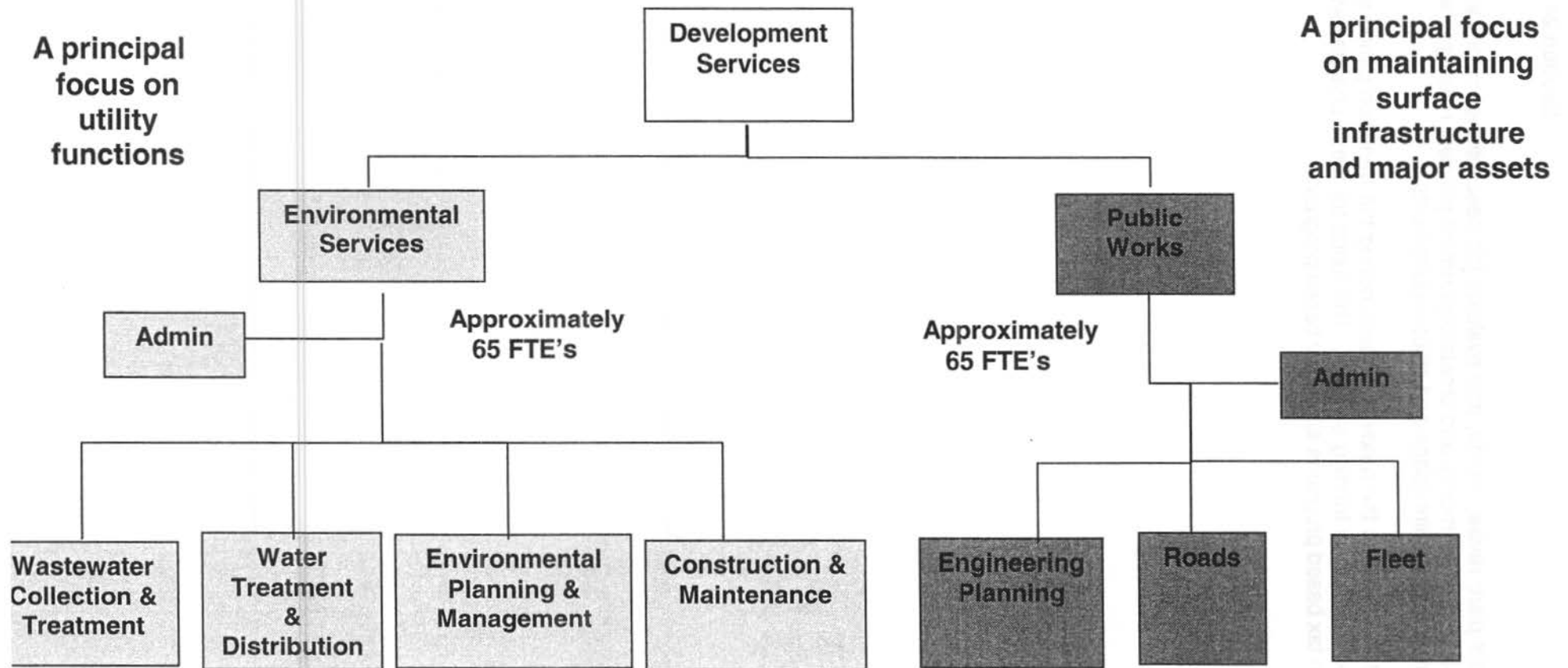
⁶ Delta Factor Management Consulting. Interim Report Preliminary Findings and Observations – Public Works Department Organization Review, p. 5, June 16, 2004.

⁷ Delta Factor Management Consulting, Interim Steering Committee Report – Organizational Options. June 22, 2004.

a change management plan; revise, create, and evaluate job descriptions; modify accounting systems and business processes; modify and create department policies; reassign, recruit, and train staff; and determine and acquire space and office requirements.

A BPFR is submitted that outlines the funding required during the transition period as well as the ultimate impact on the various funding sources. The funds for these changes will be split appropriately between tax based programs and utility based programs.

FIGURE 2 NEW ORGANIZATIONAL STRUCTURE



Public Works Administration - Key issues

The key issues identified in the Administration Area that are planned to be addressed in the Business Plan are:

- JDEdwards will be withdrawing support for the old World system in the September, 2004. The City will only maintain co-existence to May, 2005, but the pressure will be on to remove all dependence on World for reporting.
- Budget and audit concerns of Treasury, as well as accountability to external customers (including regional water customers), is increasing the pressure for documentation, transparency, timeliness of financial information, and support for the rates.

Building Maintenance – Key Issues

The key issues identified in the Building Maintenance (BMG) Area that are planned to be addressed in the Business Plan are:

- Determine appropriate strategies for construction practices in city right-of-ways to: protect the health and safety of the workforce and the public, minimize the impacts on traffic, prevent early deterioration and long-term maintenance requirements, develop a plan for organized construction within the street network; and consider the interests of utility companies.
- Develop BMG safety plan and safe work procedures. The BMG Currently operates under the Public Works Administration safety committee. Safety policies and safe work procedures need to be formalized to better define responsibilities and to summarize Occupational Health and Safety requirements specific to the BMG.
- Prepare Detailed Design for West Yards Relocation. The Preliminary Design of the new Public Works Department, Civic Garage, EL&P, Materiel Management and Transit facilities at the Riverside Heavy Industrial Park will be completed in 2004. Although there is currently no commitment to when, or if the move will occur, it is anticipated that the next phase of the project will continue in 2005 with Detailed Design.
- Investigate infrastructure management strategies. A high level assessment of the City's public works infrastructure assets will be completed in 2004. Although the main objective of the study is to inventory and determine the financial requirements needed to sustain the City's infrastructure assets, the Study will also identify deficiencies with existing maintenance and rehabilitation strategies, which will require further investigation.
- Identify applications in the Department for asset management. IT is in the process of implementing a new Intergraph based geographic information system (GIS) and plans to review asset management applications in the near future. It is anticipated that representation from the Department will be required, and that existing maintenance records should be integrated with the asset management and geographic information systems.

Equipment Fleet - Key Issues

The key issues identified in the Equipment Fleet that are planned to be addressed in the Business Plan are:

- Loaner fleet challenges with supply, meeting demands, and financing,
- Difficulties communicating with customers regarding required maintenance,
- Changing government regulations and impact on costs and unit availability: OH&S man lifts, Alberta Transportation – safety inspections on single axles,
- Uncertainty regarding Transit and Emergency Services desired levels of service and impact on fleet resource demands, and
- Implementing a system and process to fund growth component of fleet.

Financial - 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.

Fleet capital purchase prices have increased at rates much higher than inflation: transit buses have increased on average 7.2% per year over the last five years and ½ ton trucks have increased on average 7.0% per year over the last ten years⁸

Financial – Capital Financing

In 2003 Senior Management decided that funding for future growth equipment be identifiable and separate from regular replacement funds. The reason for this is to prevent cross subsidization between tax and non-tax funded programs and to lessen the risk of a slow growth program subsidizing a fast growing program. This concept was presented to Council as part of the 2004 Budget discussions. This was to be accomplished by surcharging individual fleet user groups based on the anticipated growth estimated for the individual groups. The concept is that the funds must be set aside in a reserve allocated for growth equipment, yet still be approved by Council prior to being spent.

Based on this concept, each Fleet user was asked to provide projections for growth over the next 10 years. The total Fleet growth projected between 2005 and 2014 is \$6,000,000. A 2005 contribution of \$520K (plus annual adjustments for inflation) is required to fund this growth. These percentages were then used to forecast the funds required from each Fleet User on an annual basis as shown in Table 4.

In previous years an interest cost was charged to equipment. This was intended to cover the costs of inflation and allow for growth of the Fleet. Calculations have been done to determine how much of the new growth related costs was actually all ready accounted for in the rates. A financial model was developed that projects that a net incremental increased annual cost of \$113K would cover the projected growth of the entire Fleet. The results are shown in Figure 3.

⁸ Western Management Consultants, Fleet Equipment Funding Review, November 15, 2003, p.11.

Based on the 2004 budgeted revenue, the average rate would have to incrementally increase by 2.0% (\$113K/\$5.8M) to fund the projected growth and adjustments for inflation.

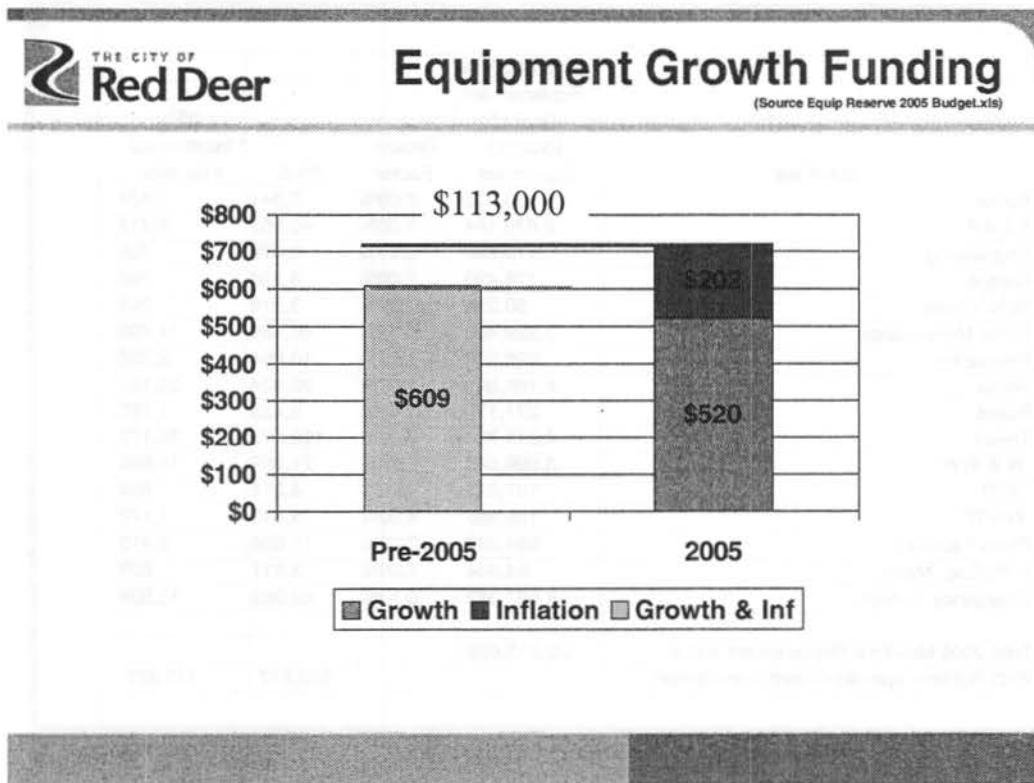


Figure 3 - Equipment Growth Funding Requirements⁹

If the growth is not funded through an equipment rate increase the overall Fleet is likely to under recover in 2005. If the choice is made to not fund equipment growth through the Fleet rates at all, then the overall rates could be decreased by \$170K (\$609k + 81k inf -\$520 growth). This would leave two options, not allow the numbers of equipment to grow, or to fund future growth from another source.

To help ensure that there is little cross subsidization between fleet users, it is recommended that the fleet users have rates prorated based on the individually projected growth amounts. In this manner the \$113K will be recovered over the entire fleet, but on a user pay based method. The last column in Table 4 shows the amounts that would be allocated to each Fleet User Group. This should form the basis for the individual Department's business plan funding requirements. Some Departments may be able to absorb these changes due to offsets from other business units or due to changing use patterns for their equipment. Some Departments may be submitting BPFR requests specifically for these amounts.

⁹ The CORD Fleet Equipment Funding Review, Oct. 2003, Western Management Consultants.

Table 4 - 2005 Incremental Growth Allocation Amounts

Sub-Fleet	2005 Mid-Year		2005	2005 Incremental Allocation
	Replacement Cost of Existing Equipment	Growth Factor		
Bylaw	130,875	5.00%	6,544	1,424
E.L.&P.	2,670,164	1.50%	40,052	8,715
Engineering	173,802	2.00%	3,476	756
Garage	176,420	2.00%	3,528	768
Solid Waste	50,256	7.00%	3,518	765
Parks Maintenance	3,329,460	2.00%	66,589	14,490
Recreation	628,200	1.75%	10,994	2,392
Roads	6,168,905	1.50%	92,534	20,135
Stores	271,173	2.00%	5,423	1,180
Transit	4,315,734	3.00%	129,472	28,173
W & WW	3,999,540	1.80%	71,992	15,665
WTP	107,841	4.00%	4,314	939
WWTP	135,325	4.00%	5,413	1,178
Parks Facilities	554,387	2.00%	11,088	2,413
P.W./Eng. Maint.	54,444	7.00%	3,811	829
Emergency Services	8,867,043	0.70%	62,069	13,506
Total 2005 Mid-Year Replacement Value	32,013,629			
2005 Subfleet specific Growth contribution			520,817	113,327

Roads – Key Issues

The key issues identified in the Roads Area that are planned to be addressed in the Business Plan are:

- The growth of the City continues to put pressure on maintaining current levels of service without drastically increasing costs,
- Transit route growth is impacting the costs of snow and ice maintenance, as the level of service of bus routes is higher than other roadways,
- Legislation changes on use of roadway salt will have an impact on how salt is stored, how staff are trained, and how salt is applied in the future. Reporting requirements will increase as well, and
- Escalating construction cost increases are impacting the volume of work able to be completed (concrete replacement costs went up 16% in 2004).

Water Utility – Key Issues

The key issues identified in the Water Utility that are planned to be addressed in the Business Plan are:

- Having adequate lead time to upgrade undergrounds in anticipation of crown paving,

- Crown paving and other projects requirements are driving infrastructure restoration, leaving little budget for other areas,
- Staffing – do not have enough qualified staff to run the crews, required to get the work done,
- Remote water meters are becoming obsolete. Need to decide long term strategy for equipment replacement,
- Accumulating data from benchmarking but do not have time to take to next level of management information,
- The federal government department of Standards and Measures are expected to require water meter checks and management similar to current electrical requirements,
- Water Plant standard operating procedures (SOP's), hazard assessments, and training are not being done nor updated,
- An increasing backlog of mechanical equipment maintenance,
- Administrative tasks such as records management getting backlogged, and
- Security concerns – need to determine most appropriate methods to isolate and secure the plant.

Financial - Rates

The sales projections for water are based on a 2.3% residential growth and a 1.15% commercial growth in annual sales volume above the 2004 estimated actual. The rate forecasts use a deemed debt to equity ratio of 60/40, a deemed debt interest of 6%, and a return on equity of 9.13%. Based on utilizing the Council approved utility rate model, the required rate increases are 3.5% in 2005, 1.0% in 2006, and 0.0% in 2007. The rate increase from 2004 is mainly due to increases in depreciation (\$127k) and increases in return (\$172k). Note that future rates do not include allowances for inflation.

The rates to fund the operation of the water utility are projected to be slightly lower for 2005 than was predicted at this time last year. This is mainly due to lower return on rate base (7.3% to 7.07% combined).

Figure 4 shows how the average residential water rates of the municipalities in the province compare with the City 2005 rate. With the increases for 2005, the City rates will still be 37% below the provincial average. Figure 4 shows the projected water rates for the next five years, based on the major capital and operating expense estimates within the budget document. Figure 4 also shows the rates that the North Red Deer River Water Services Commission (NRDRWSC) will be paying in comparison to the in-City rate.

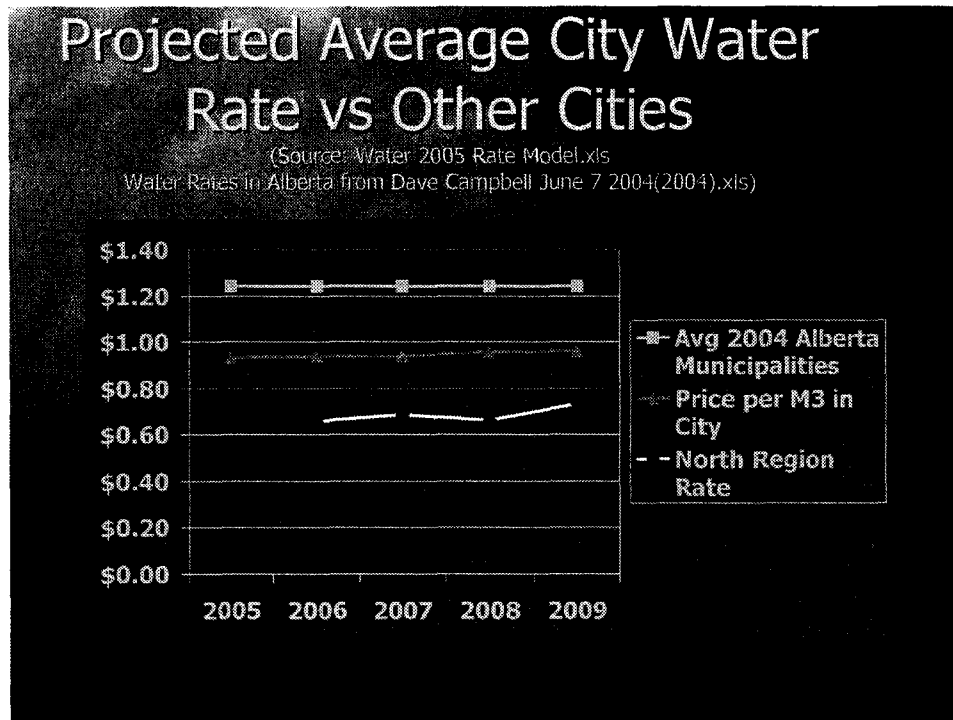


Figure 4 - Projected Average City Water Rate

Financial – Capital Financing

Recommended capital upgrades amount to just under \$25 M over the next five years, these will have a significant impact on the Water Utility. The rate projections and capital requirements are based on providing water to meet the demands generated by the City as well as those forecasted by the NRDRWSC. Figure 5 shows graphically the projected available cash and the impact of the major capital requirements. The result is that additional debt of \$2.0M is required in 2005 and \$5.3M in 2008. The capital is mainly required to fund: the Ultra Violet disinfection, filter upgrades, and high lift pump upgrades in 2005, and a new intake structure and a dedicated trunk line for the NRDRSC in 2008.

As indicated in Figure 5, the water reserve is anticipated to grow substantially after 2009. 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 current construction industry concerns.

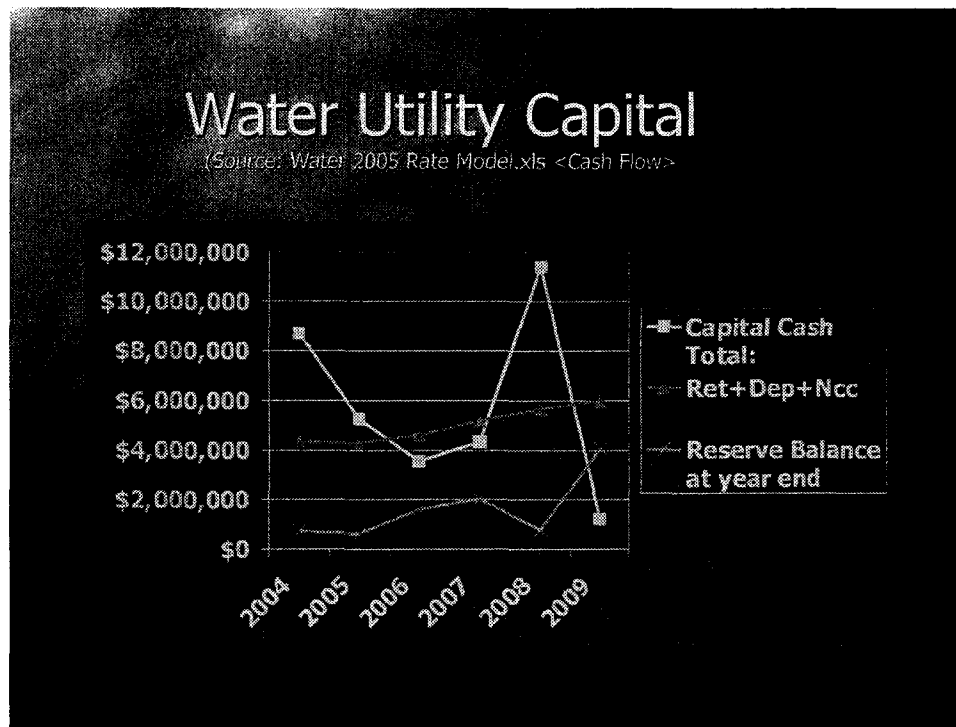


Figure 5 – Water Utility Capital

Wastewater Utility – Key Issues

The key issues identified in the Wastewater Utility that are planned to be addressed in the Business Plan are:

- Similar to the water treatment area: SOP's, hazard assessments, and training are not being done nor updated,
- Olymel is planning a significant expansion that will impact loading on the treatment plant,
- The changing regulations and discharge requirements are different than the current Bylaw envisioned, resulting in the need for updating and revisions,
- Shortage of qualified contractors and skilled labour is expected to drive up upgrade construction costs.

Financial - Rates

The sales projections for wastewater are based on a 2.3% growth in residential and 1.15% growth in commercial annual sales volumes above 2004 estimated actual. The rate forecasts use a deemed debt /equity ratio of 60/40, a deemed debt of 6.0% and a rate of return on equity of 9.13%. The Council approved utility rate model was applied to develop the required revenues. These were prudently adjusted in order to balance future increases. The recommended rate increases are: 6.5% in 2005, 6.5% in 2006, and 6.0% in 2007. The main reasons for increased rates from 2004 are: return expense (up \$406K), depreciation (up \$309k). Note that future rates do not include allowances for inflation.

These rates are higher than forecast for 2005 at this time last year (was forecast at 5.0%) due to a combination of increased operating costs (utility billing up \$81K, personnel up \$95k) and more conservative growth estimates (used 2.5% now using 2.3%).

Figure 6 indicates the projected change in residential wastewater rates from 2004 to 2010. Even with the projected increases, the average residential rate will be less than the average of the 10 large cities current rates in 2007.

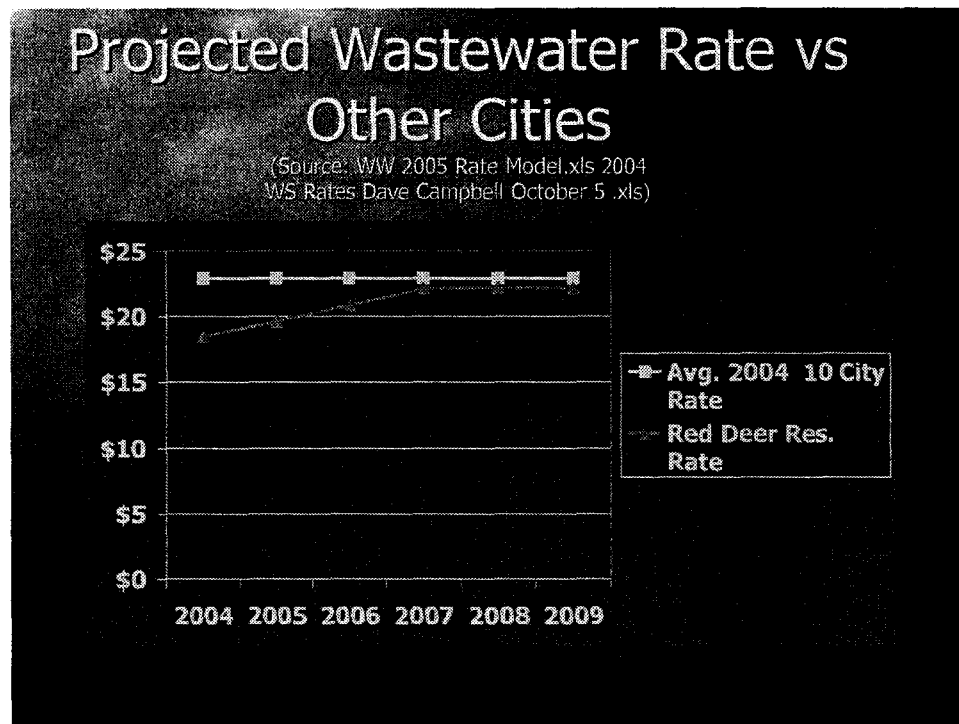


Figure 6 – Projected Wastewater Rates vs Other Cities

Financial – Capital Financing

The current projection is for \$23M of major capital expenditures in the wastewater utility between 2005 and 2009, Figure 7. This amount is up from projections last year mainly due to a \$3.0M allowance for secondary clarifiers. Debt financing in the order of \$ 8M in 2005 and \$7.5M in 2006 will be required. There is major uncertainty regarding future plant upgrade costs due to high inflationary construction costs driven by a shortage of qualified contractors and skilled labour forces.

Preliminary design work scheduled for completion in spring 2005 to determine the best plan for the remaining upgrades. The most significant unknown is determining if and when two additional secondary clarifiers are required at a cost of \$3.0M. These may not be required, but are included in the budget forecasts.

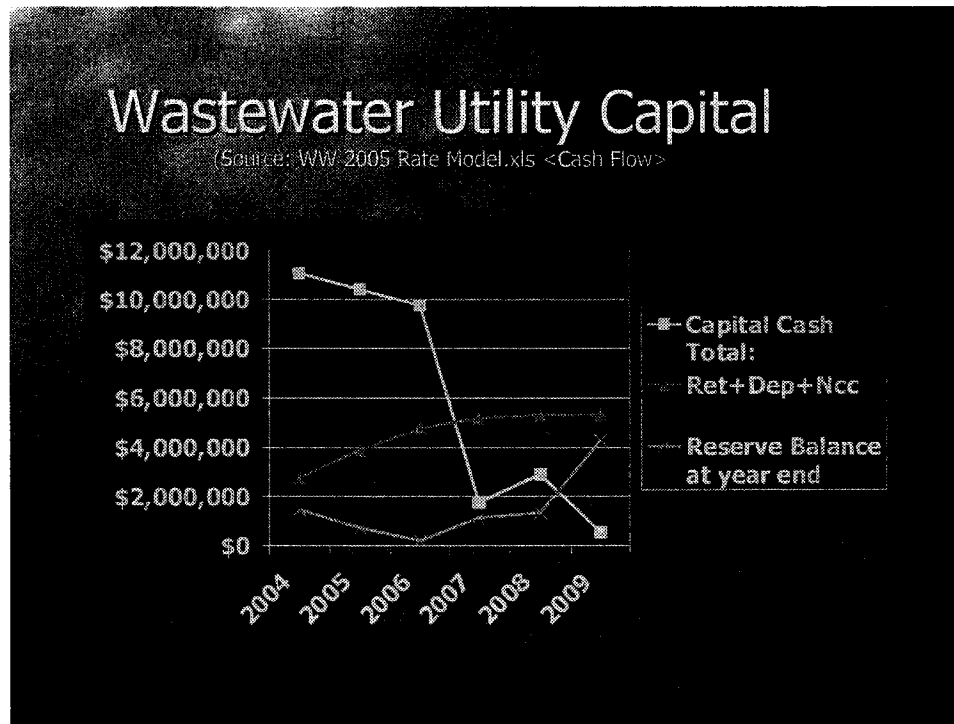


Figure 7 – Wastewater Utility Capital

Waste Management – Key Issues

The key issues identified in the Waste Management that are planned to be addressed in the Business Plan are:

- Landfill Approval renewal from Alberta Environment required in 2006,
- The dry fill site used for inert construction material disposal is nearing capacity,
- The need to commence implementation of priority initiatives identified in the Waste Management master plan, which is currently underway,
- The impact of growth on volumes of waste received at the landfill,
- The need to evaluate risks and develop mitigation plans for the old closed landfills, and
- Potential operational challenges related to the provincial E-waste program, scheduled to commence February 1, 2005,
- The need for adequate controls to the landfill.

Financial - Rates

The sales projections for collection are based on 0.5% residential and 0.6% commercial growth above the 2004 budget. The recommended rates for residential garbage increase 1.1% (\$7.05 to \$7.13), for residential recycling increase 5.1%, (\$3.32 to \$3.49), and for multi-family recycling increase 2.0% (\$2.94 to \$3.00). Based on the typical commercial garbage service (3 yd bin collected once per week) the commercial rate will increase by 2.4% (\$56.06 to \$57.38).

The primary reasons for changes in collection are due to stabilization of costs due to the reduction in GST costs. Figure 8 shows, the residential garbage and recycling rate history over the last ten years.

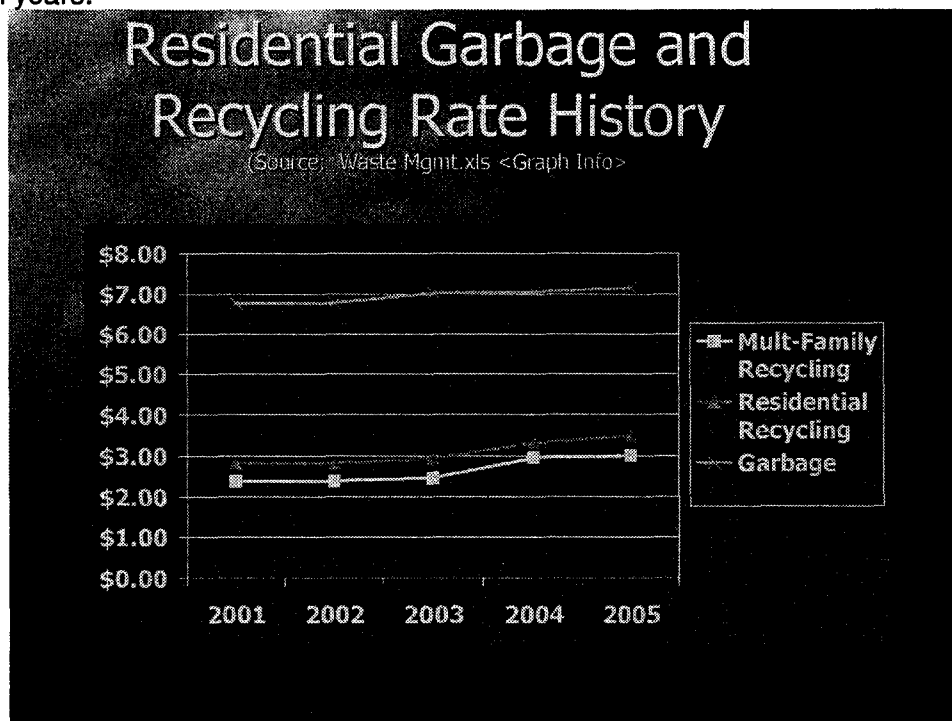


Figure 8 – Residential Garbage and Recycling Rate History

The landfill sales projections are based on a volume growth of 3.3% from 2004 estimated actual. The landfill fees for regular garbage are not recommended to change from the 2004 rate of \$36 per tonne.

Financial – Capital Financing

The waste volumes received at the landfill have grown faster than forecast. The landfill pre-design report forecast 70,530 tonnes for 2004. The volume received in 2003 was 88,800 tonnes. The increase is due to the addition of the CARWMC waste volumes and higher than expected economic activity in the region. This has resulted in having to accelerate the construction of cell #3 from 2006 to 2005. While a 2006 construction may still allow enough time, it is felt to be prudent to have it completed in 2005 to allow for potential construction risks.

OBJECTIVES AND ACTION BY SECTION

Section 1.0: General Public Works Department

1.1 Objective: Implement recommended changes from the Department organizational review.

Action (\$):	Key Responsibility / Impact on Others	Expected Completion	Success Measure
Decided on final format	PWks Manager, Consultant	Q4 2004	

Obtain Council approval for funding	Pwks Manager	Q1 2005	
Develop new job descriptions	Consultant	Q1 2005	
Identify policy impacts	PWks Manager	Q1 2005	
Identify process/system impacts	Supts.	Q2 2005	
Initiate Staffing actions	Pwks Manager	Q3 2005	
Engineer/re-engineer management and operational processes and systems	Supts./ Treasury, Engineering, IT	Q3 2005	
Implementation complete	Pwks Manager	Q4 2005	

1.2 Objective: Ensure continued communication and positive working relationship between regional customers and the City.

Action (\$):	Key Responsibility / Impact on Others	Expected Completion	Success Measure
Continue to assist NRDRWSC where possible.	PWks Manager/ Engineering	Ongoing	Good relations continue
Communicate regular progress reports to the NRDRWSC regarding plant construction schedule and costs	PWks Manager , Treatment Plant Engineer / Engineering	Ongoing	Reports given regularly.
Continue to attend policy and technical meetings where appropriate.	PWks Manager	Ongoing	Meetings attended
Identify potential resource demands and estimate costs and budget.	PWks Manger	Q2	Long-term budget implications for staff and operations defined.

1.3 Objective: Develop a succession plan with the goal to have staff ready for key positions when required.

Action (\$):	Key Responsibility / Impact on Others	Expected Completion	Success Measure
Participate in foremanship	Supts, Staff / Personnel	Q4 2005	Staff ready to become

development program			foreman
Identify key positions that require in-house developed successors.	PWks Manager, Supts.	Q2	Staff identified
Develop plan for succession.	PWks Manager, Labour Relations Coordinator	Q3	Plan prepared

1.4 Objective: Ensure that the Department has adequate facilities for staff and equipment.

Action (\$):	Key Responsibility / Impact on Others	Expected Completion	Success Measure
Participate in new site pre-design meetings and discussions.	PWks Manager, PWks Engineer	Q4 2004	Pre-design complete
Obtain approval for detailed design funding	Director of Development Services	Q1	Council approves detailed design
Obtain approval for project concept and funding.	Director of Development Services	Q1	Approval to proceed granted.
Continue West Yards environmental site assessment	PWks Manger	Q2	West yards ESA completed and mitigation measures commenced.

1.5 Objective: Minimize impact of shortage of construction contractors

Action (\$):	Key Responsibility / Impact on Others	Expected Completion	Success Measure
Communicate regularly with senior management regarding potential impacts	PWks Manger	Ongoing	No surprises
Increase contingency amounts on budget estimates	Treatment Plant Engineer, Supts.	Ongoing	Contingency amounts adequate for risk
Develop construction strategies that increase the potential for more valid competition.	Treatment Plant Engineer	Ongoing	
Evaluate in-house construction where appropriate.	Treatment Plant Engineer	Ongoing	

Communicate with industry representatives, contractors and consultants to maintain a sense of the industry direction.	PWks Manager, Treatment Plant Engineer	Ongoing.	
---	--	----------	--

1.6 Objective: Ensure adequate management information systems in place for the Department.

Action (\$):	Key Responsibility / Impact on Others	Expected Completion	Success Measure
Participate in asset management study with IT.	PWks Engineer	Q4	Asset management study complete
Identify key information needs	Supts.	Q3	Needs identified
Develop financial and performance based reporting systems that are used and are sustained.	PW Office Supervisor	Q3	Reports developed
Develop graphical financial reports.	PW Office Supervisor	Q3	Reports complete

Section 2.0: Public Works Administration

2.1 Objective: Provide an environment that will allow tenured employees the vacation time they have earned, with a minimum of stress.

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
Continue to promote/facilitate cross-training of duties so that key tasks can be performed by an alternate when a person is away for more than a few days	PW Office Supervisor, front office staff	Q4	Key tasks will have a trained alternate identified
Encourage staff with high accruals of vacation time to take time off during slower	PW Office Supervisor, front office staff	Q1	Vacation accruals lowered to a manageable amount (4wks per person) by end of the year

times of the year			
Procedures defined/documented for key tasks (supports cross-training)	PW Office Supervisor, front office staff	Q4	Procedures in place and available for alternates

2.2 Objective: JDE World is no longer used for any reporting

Action (\$):	Key Responsibility / Impact on Others	Expected Completion	Success Measure
Identify all World reports currently being used by any PW staff (many used by Garage). Develop alternate reports in One World, or identify how information can be obtained from One World by other means (exports to Excel). Enlist help from Treasury & I.T.	PW Office Supervisor, Treasury & I.T.	Q1	World reports no longer required
Work with IT & Treasury do determine the best means of producing 'ad hoc' reports (possibilities - report design available in 'Live' environment, using Treasury staff to design reports)	PW Office Supervisor, Treasury & I.T.	Q2	New reports available in a timely fashion to address specific needs

2.3 Objective: Maintain tool/bldg maintenance preventative work order system as set up in JDE One World in 2004

Action (\$):	Key Responsibility / Impact on Others	Expected Completion	Success Measure
Ensure procedures documented for adding equipment, set up of model work orders, and set up of PM schedule.	PW Supervisor	Q1	Documentation completed
Provide training to permanent staff to maintain and add to setup.	PW Supervisor	Q1	Use of PM work orders continues and is current

2.4 Objective: Improve timeliness of accounting entries

Action (\$):	Key Responsibility / Impact on Others	Expected Completion	Success Measure
Educate staff about the importance of matching revenues and expenses, posting to appropriate month	PW Office Supervisor	Q2	Monthly entries are done appropriately
Perform quarterly reviews of status of capital jobs. Fund and close promptly.	PW Office Supervisor	Q1	Jobs kept current, reducing year end workload

2.5 Objective: Continue & maintain records management initiative

Action (\$):	Key Responsibility / Impact on Others	Expected Completion	Success Measure
Make use of casual part-time staff to aid in year end roll-over of files, including updating of indexes and physical relocation of files	PW Office Supervisor, Legislative Services (for confirming purge/archive)	Q1	Files rotated for the year by end of January
Suggest recommendation to Legislative Services of staggered 'year ends' for records mgmt in order to improve timeliness of record purging/archiving (lessens storage time of pending files, more timely updating of indexes, improved adherence to policy)	PW Office Supervisor, Legislative Services	Q1	Improved adherence to records mgmt destruction policy

Section 3.0: Building Maintenance Group**3.1 Objective:** Determine appropriate strategies for construction practices in City Right-of-Ways

Action	Key Responsibility/ Partners/Impact	Expected Completion	Success Measure
--------	-------------------------------------	---------------------	-----------------

	on Others		
1. Review restoration standards and inspection standards	Public Works Engineer	Q1 2005	Restoration and inspection standards reviewed.
2. Review practicality/ establish contractor certification (prequalification) program	Public Works Engineer	Q1 2005	Prequalification requirements formalized.
3. Develop permitting procedures to work in City right of ways, excavate and close roads for Contractors	Public Works Engineer	Q2 2005	Permits formalized for contractors. Implementation of single versus multiple permits reviewed.
4. Review if Contractor Permits can be utilized internally by other City Departments	Public Works Engineer / Department Managers & Superintendents	Q3 2005	Adopt, modify or reject Contractor Permits to be utilized internally by other City Departments.
5. Review procedures for coordinating road closures administered by other City Departments	Public Works Engineer / Department Managers & Superintendents	Q3 2005	Review practicality of coordinating Road Closures administered by other City Departments.
6. Review the practicality of establishing a Utility Coordination Committee (UCC).	Public Works Engineer / Public Works Manager/ Engineering Services Manager	Q4 2005	Practicality rejected or Committee established.
7. Develop Five Year Crown Paving Plan (dependant on item #6)	Public Works Engineer	Q4 2005	Five year program formalized.

8. Develop charges to recover maintenance costs associated with the deterioration of utility cut (dependant on item #6)	Public Works Engineer	Q4 2005	Charges formalized or rejected.
---	-----------------------	---------	---------------------------------

3.2 Objective: Develop BMG Safety Plan and Safework Procedures

Action (\$):	Key Responsibility / Impact on Others	Expected Completion	Success Measure
Prepare BMG Safety Plan and Safework Procedures consistent with OHSA, Regulation and Codes.	Public Works Engineer	Q4 2005	Approval from Public Works Manager and Safety Initiatives Officer; and implementation of formal document

3.3 Objective: Prepare Detailed Design for West Yards Relocation

Action (\$):	Key Responsibility / Impact on Others	Expected Completion	Success Measure
Prepare Working Drawings and Finalize Construction Budget	Public Works Engineer / Project Steering Committee Members	Q4 2006	Preparation of Working Drawings and Construction Budget

3.4 Objective: Investigate Infrastructure Management Strategies

Action (\$):	Key Responsibility / Impact on Others	Expected Completion	Success Measure
Investigate Infrastructure Management Strategies recommended in the Public Works Infrastructure Assessment	Public Works Engineer / Public Works Manager / WWW & Roads Superintendents	TBD	Each recommendation to be reviewed internally or through an additional future study
Review standard thickness of C.P. overlays	Public Works Engineer / Roads Superintendents	Q4 2005	Guidelines established
Determine guidelines for determining whether a roadway should be reconstructed or rehabilitated by overlay	Public Works Engineer / Roads Superintendents	Q4 2005	Guidelines established

3.5 Objective: Review Applications in Public Works for Asset Management

Action (\$):	Key Responsibility / Impact on Others	Expected Completion	Success Measure
Review applications for implementing an asset management system in Public Works and identify deficiencies with existing maintenance records	Public Works Engineer / GIS Coordinator / Public Works Manager / WWW & Roads Superintendents	Q4 2005	Future requirements for implementation identified

Section 4.0: Equipment Fleet**4.1 Objective: Ensure that the Civic Garage has adequate resources to meet workload demands**

Action (\$):	Key Responsibility / Impact on Others	Expected Completion	Success Measure
Identify demands on staff due to Transit, ES requirements and changing regulations	Fleet Superintendent/ Garage Supervisor	Q2/Q3	Report on workload demands
Determine pro/cons of additional shift for garage	Fleet Superintendent/ Garage Supervisor	Q2/Q3	Report on feasibility of additional shift
Meet with Sub-fleet representatives to determine level of service	Fleet Superintendent	Q2	Customer service survey shows positive improvement

4.2 Objective: Increase efficiency of data entry for Partsroom

Action (\$):	Key Responsibility / Impact on Others	Expected Completion	Success Measure
Investigate what equipment is available for code reader and its compatibility with existing computer system. Cost of system also to be determined	Fleet Superintendent/ Garage Supervisor	Q2	Report on cost and implementation strategy for 2006 budget.
Determine best method for electronic data entry of parts equipment	Fleet Superintendent/ Garage Supervisor	Q2	Report on implementation strategy.

4.3 Objective: Determine the best method for meeting temporary fleet needs of the sub-fleet users

Action (\$):	Key Responsibility / Impact on Others	Expected Completion	Success Measure
Determine the number of units that are infrequently utilized throughout the year.	Fleet Superintendent	Q2	
Discuss with sub-fleet users whether leasing or purchasing is more feasible approach for their options	Fleet Superintendent	Q2	•
Review current loaner fleet and develop operational strategy to provide maximum benefit to the sub-fleet users	Fleet Superintendent	Q2	Report with recommendation on what should be done with loaner fleet before 2006 budget presentation in order to allow inclusion.

4.4 Objective: Develop a historical based cost reports on Fleet units to be used for financial analysis

Action (\$):	Key Responsibility / Impact on Others	Expected Completion	Success Measure
Review current computer systems to determine if information readily available and which program the information can be generated from.	Fleet Superintendent	Q4	Databases set up and utilized to determine costs

4.5 Objective: Monitor emissions of Fleet Units

Action (\$):	Key Responsibility / Impact on Others	Expected Completion	Success Measure
Determine the impact on Fleet operations for establishing emissions standards after input from Council and EAB	Fleet Superintendent	Q4	Report on whether or not emission standards should be established and cost associated with setting standards.
Determine if emissions levels to be used as	Fleet Superintendent	Q4	Make emission standards a part of replacement

replacement criteria			methodology if it is a valid replacement criteria.
Investigate cost emission testing equipment	Fleet Superintendent	Q4	Make emission standards a part of maintenance activities

Section 5.0: Roads

5.1 Objective: To develop plans to proactively address problems due to future growth

Action (\$):	Key Responsibility / Impact on Others	Expected Completion	Success Measure
Review programs to determine where not meeting policies or level of service	Roads Supt	Q3	If policies and level of service are being met and changes are made

5.2 Objective: Ensure adequate training and staff available

Action (\$):	Key Responsibility / Impact on Others	Expected Completion	Success Measure
Continuing training programs for all new and current employees	Roads Supt	Q4	Employees benefit from all knowledgeable programs in place

5.3 Objective: Comply with the Code of practice for Environmental Management of Road Salts

Action (\$):	Key Responsibility / Impact on Others	Expected Completion	Success Measure
Prepare a Environmental Salt Management plan of action	Roads Supt, Program Tech.	Q2	Documentation and training that identify salt management practices in areas of Road salt use
Train sanding staff on proper methods and practices of salt application	Roads Supt, Program Tech	Q3	Staff Trained

Section 6.0: Water/Wastewater

6.1 Objective: Ensure foremen have proper data to make informed field decisions.

Action (\$):	Key Responsibility / Impact on Others	Expected Completion	Success Measure
--------------	---------------------------------------	---------------------	-----------------

Install one laptop computer in a construction foreman vehicle as a pilot.	WWW Supt / ITS, Foreman	Q3	Hardware implemented and software installed in the computer. Foreman using the information available to improve job performance.
---	-------------------------	----	--

6.2 Objective: Develop a long-term sustainable strategy for water meter reading technology.

Action (\$):	Key Responsibility / Impact on Others	Expected Completion	Success Measure
Investigate the various technologies available to read water meters.	WWW Supt , Distribution staff, Utility Billing staff, consultant	Q4	Key technologies will have been evaluated and graded for suitability to suit the future requirements of our utility billing system and compatability with our current billing system.

6.3 Objective: Ensure adequate numbers of staff are certified by Alberta Environment.

Action (\$):	Key Responsibility / Impact on Others	Expected Completion	Success Measure
Provide funding for additional training training courses required to ensure staff retain their certification levels.	WWW Supt, WWW staff	Q4	Certified staff WWW staff will have taken the required training to maintain their Alberta Environment certification.

6.4 Objective: Implement processes that comply with future Measurement Canada requirements for water meter quality control and quality assurance.

Action (\$):	Key Responsibility / Impact on Others	Expected Completion	Success Measure
Investigate the programs currently available for water meter reporting. Determine if there will be additional funding required to comply with new regulations	WWW Supt, ITS	Q4	A means of gathering and reporting test data will be proposed. Projected funding requirements will be identified.

6.5 Objective: Sanitary Sewer Flow Monitoring data collection.

Action (\$):	Key Responsibility / Impact on Others	Expected Completion	Success Measure
Continue to collect sanitary flow data in the sanitary sewer system	WWW Supt, Utilities Engineer, Collection Systems Lead Operator	Q4	Gather data that can be used to plan and monitor the sanitary sewer system. Budget an additional \$9,000 for the 2006 to continue data collection.

Section 7.0: Treatment Plants**7.1 Objective: To eliminate the backlog of maintenance and maintain and develop an effective equipment preventative maintenance program.**

Action (\$):	Key Responsibility / Impact on Others	Expected Completion	Success Measure
Turn temporary operating & maintenance hours into a full time position in both treatment plants.	Lead Operators	June 2005	Backlog of maintenance is caught up & an effective preventative maintenance program is established. Fewer emergency breakdowns

7.2 Objective: The need to develop and update standard operating procedures, hazard assessments and training material. At present cannot actively pursue this on a continuous basis, any effort put towards this is sporadic.

Action (\$):	Key Responsibility / Impact on Others	Expected Completion	Success Measure
Develop and update SOP's, hazard assessments and training materials. Use a temporary Operator to fill in for an experienced Operator on senior assignment to Lead Operator. The Lead Operator will do the SOP's and hazard assessments. In both	Lead Operator Supervisor	Ongoing	All SOP's, will be regularly updated. All hazard assessments will be prepared and routinely updated. All training material will be developed and updated regularly.

treatment plants.			
-------------------	--	--	--

7.3 Objective: Increased reporting, filing, purchasing and receiving, time sheets, quality assurance programs and other clerical duties are backlogged. Without more help, the Lead Operators and Supervisor will need to give up more of their time for these duties and they are already unable to complete their required duties. Nothing has been done on the file management system for 6 months.

Action (\$):	Key Responsibility / Impact on Others	Expected Completion	Success Measure
More clerical activities diverted to a full time Administrative Assistant	Superintendent	December 2005	Lead Operators spending more time on plant performance and maintenance, Superintendent, Supervisor & Lead's doing less clerical work.

7.4 Objective: The need to track down sources of over strength discharges from impacting the wastewater treatment plant.

Action (\$):	Key Responsibility / Impact on Others	Expected Completion	Success Measure
Reduce plant influent solids loading & thermal shock to BNR process by increasing the Disposal Station Technician hours to assist the Source Control Inspector to track down violators.	Source Control Inspector	Ongoing	Reduction on influent suspended solids, few or no thermal shocks & more violators identified.

Section 8.0: Waste Management

8.1 Objective: Develop new site for dry waste materials

Action (\$):	Key Responsibility / Impact on Others	Expected Completion	Success Measure
Develop new dry waste site	Waste Management Superintendent	Q4 2005	New dry waste site open for business

8.2 Objective: Act on the recommendations of the Waste Management Master Plan

Action (\$):	Key Responsibility / Impact on Others	Expected Completion	Success Measure
Implement initiatives recommended in the Waste Management Master Plan	Waste Management Superintendent	Q4 2005	Waste Management Master Plan initiative implemented

8.3 Objective: Review litter receptacle requirements in the downtown area.

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
Investigate upgrading litter receptacles in the downtown area	Waste Management Superintendent	Q2 2005	Recommendation prepared for Council consideration

8.4 Objective: Prepare for new Alberta Environment approval

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
Complete Operations Plan	Waste Management Superintendent	Q4 2005	First version of operations plan complete and ready to use
Prepare Approval Submissions	Waste Management Superintendent	Q4 2006	New approval issued to City

8.5 Objective: Leachate and landfill gas management

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
Determine Leachate Recirculation Method	Waste Management Superintendent	Q1 2005	Leachate Recirculation method selected
Complete Preliminary Design for Landfill Gas Utilization Option	Waste Management Superintendent	Q3 2005	Landfill Gas Utilization Option preliminary design complete

8.6 Objective: Implement school recycling program

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
Roll out recycling program to elementary schools in Red Deer	Waste Management Superintendent	Q3 2005	Recyclables being collected from elementary schools
Confirm market for school recycling	Waste Management Superintendent	Q2 2005	List of schools interested in participating in a recycling program
Obtain costs for school recycling program from	Waste Management	Q2 2005	Cost of implementation calculated for school

Contractor	Superintendent		recycling program
------------	----------------	--	-------------------

8.7 Objective: Improve communication of change over to lane collection

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
Set up change over data in Geo Outlook	Waste Management Superintendent/ GIS Coordinator	Q2 2005	Data set up in Geo Outlook available for staff to use in preparing communications regarding lane changeover
Investigate using a tie wrapped message on blue box	Waste Management Superintendent	Q2 2005	Decision on implementing tie wrapped message on blue boxes

8.8 Objective: Participate in implementation of provincial e-waste program

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
Implement provincial e-waste program	Waste Management Superintendent	Q1 2005	New provincial program operational at WMF

8.9 Objective: Evaluate risk from closed landfills

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
Confirm location of closed landfill sites	Waste Management Superintendent	Q1 2005	Completed list of closed landfill sites
Prepare risk minimization plan for the closed landfill sites	Waste Management Superintendent	Q3 2005	Completed risk minimization plan

8.10 Objective: Evaluate expansion of the Waste Management Facility

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
Investigate possible expansion of WMF through purchase of additional land	Waste Management Superintendent	Q3 2005	Decision on purchase of additional land

8.11 Objective: Develop systems and processes that lessen the risk and opportunity for material being deposited at the WMF from outside of the agreed boundaries.

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
Determine appropriate penalties for haulers residential and commercial.	Waste Management Superintendent	Q3 2005	New measures implemented
Perform planned and random spot checks on loads.	Waste Management Superintendent	Q3 2005	New measures implemented
Require signed letter of representation from main commercial haulers, committing to only hauling from agreed boundaries.	Waste Management Superintendent	Q3 2005	New measures implemented
Develop communication information for the public	Waste Management Superintendent	Q3 2005	

RISK MANAGEMENT DISCLOSURES

Records Management

Records Management is a key risk mitigation measure to defend against legal challenges and to help make well-informed decisions and reports. The management of Department electronic records (emails, digital files) has not been completed yet. Potential implications of not continuing are: fines due to not following FOIP, loss of legal challenges due to incomplete record locating, and wrong decisions due to incomplete information. 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.

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. Changes in storage and application will also drive up the costs of snow and ice control. If the City does not comply with the changes it could be in violation of federal legislation, this could lead to fines and increased public scrutiny for non-compliance with environmental concerns.

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 and Wastewater 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 and wastewater plants are to address some of the new and anticipated changes.

Both plants are getting behind: in preventative maintenance, in preparation of training information, in developing standard operating procedures, and in documentation required for OH&S compliance. Funding requests are included in the Business Plan to help address these concerns. There is a greater potential for improper treatment and for non-compliance with legislation if these items are not addressed, which could intern lead to loss in public confidence in the treatment systems as well as fines.

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 have 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”. This could lead: to ineffective use of resources, to mistakes that result in financial or to intolerable stress levels for

staff. Implementing the recommendations from the Org. Review will help to mitigate this risk in the long-term.

Construction Industry Demands

The construction industry in Alberta is booming. The number of qualified industrial contractors and the availability of skilled labour is becoming very limited. This will have a tendency to drive costs up and lengthen schedules as the industry tries to cope with the extra demands. This is a significant concern due to the amount of plant upgrades that is planned over the next five years. There is a real potential that the anticipated budgets will not be sufficient to fund the planned construction. This will result in requests for increases in budget that could result in more debt being required. Ultimately the increased costs will result higher than anticipated increases in utility rates.

APPENDIX A

2004 Public Works Department Report Card

Table 1 2004 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">a. Met with Personnel reps to begin foreman training program,c. Org review will be completed in October, 2004	✓	
<ul style="list-style-type: none">Continue to maintain a high priority for safety. <i>Measure: Implement actions to reduce risks</i>	<ul style="list-style-type: none">b,d,e established partnership with the Roadway Construction Safety group and funded the Don't RIP through construction zone programdeveloped signing manual for temporary roadway construction sites	✓	
<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">Requesting funding for PWks dedicated IT resource for 2005	✓	
<ul style="list-style-type: none">Ensure that environmental issues are addressed in the operation of our Department. <i>Measure: No AEP violations, any significant environmental program change discussed with EAB</i>	<ul style="list-style-type: none">No AEP violations, Pw Manager city liason with EAB	✓	
<ul style="list-style-type: none">Provide adequate facilities for operation. <i>Measure: Action items implemented in 2004.</i>	<ul style="list-style-type: none">Commissioned preliminary	✓	

OBJECTIVE DESCRIPTION	COMMENTS	ACCOMPLISHED	
		YES	NO
	design study with Group 2 for new Yards, study to be complete in November, 2004.		
<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"> 		✓
<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) 	✓	
<ul style="list-style-type: none"> Determine appropriate strategy for construction practices in City right-of-ways. <i>Measure: Procedures implemented prior to 2004 construction season.</i>	<ul style="list-style-type: none"> Review of current strategies in progress. Formalized or revised strategies will be implemented in 2005 (identified in 2005 Business Plan). 		✓
<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"> exception reports developed converting reports to graphs to be reviewed with PeopleSoft during report running in November/04 variance analysis conducted quarterly 	✓	

OBJECTIVE DESCRIPTION	COMMENTS	ACCOMPLISHED	
		YES	NO
	<ul style="list-style-type: none"> 3rd party rates to be reviewed before year end 		
<ul style="list-style-type: none"> Develop cost and schedule controls <i>Measure: Pilot programs developed in 2004</i>	<ul style="list-style-type: none"> Pilot program implemented 	✓	
<ul style="list-style-type: none"> Develop procedures for Underground Permitting <i>Measure: Implementation in 2004</i>	<ul style="list-style-type: none"> In Progress 		✓
<ul style="list-style-type: none"> Investigate impact of West Nile concerns on Department operations <i>Measure: Implement actions determined to be appropriate.</i>	<ul style="list-style-type: none"> Protective measure implemented 	✓	

OBJECTIVE DESCRIPTION	COMMENTS	ACCOMPLISHED	
		YES	NO
Public Works Administration Objectives			
<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">Indexing of old paper files is still underway Complete by mid-2005. The treatment plants end of 2005. Review of electronic records may be deferred to 2005.	✓	
<ul style="list-style-type: none">Better use of human resources <i>Measure: a. Job descriptions reviewed and adjusted as required by Q1</i> <i>b. Alternate available for most tasks by Q4</i>	Review of job descriptions done. Will be re-visited as retirements occur. b) Cross-training progressing well. Ongoing.	✓	
<ul style="list-style-type: none">Better use of technical resources/software <i>Measure: a. All staff have taken one training course/seminar by Q4</i> <i>b. Procedures in place to enter, retrieve, and track more info in JDE by Q2</i> <i>c. Viability is determined – process implemented, if applicable by Q2</i>	a) No formal training as of yet. Continue to encourage sharing of knowledge b) Defer to 2005 Not viable. Labour recharge process requires work order for every entry.	✓	✓
<ul style="list-style-type: none">Determine if a common department support pool is a viable means of accomplishing clerical tasks <i>Measure: Review is completed and recommendations made to PW Dept Manager – appropriate actions taken by Q4</i>	<ul style="list-style-type: none">Pending results of org review		✓
<ul style="list-style-type: none">Develop and maintain written procedures for specific tasks <i>Measure: Library of procedures built by Q4</i>	<ul style="list-style-type: none">Documentation progressing.		
<ul style="list-style-type: none">Promote cross-training of duties <i>Measure: Library of procedures built by Q4</i>	<ul style="list-style-type: none">Cross-training progressing	✓	

OBJECTIVE DESCRIPTION	COMMENTS	ACCOMPLISHED	
		YES	NO
	well. Key tasks covered.		
<ul style="list-style-type: none"> Improved time management during peak periods of public inquiries and department activities <i>Measure: Position filled, general reduction in stress levels Q1</i>	<ul style="list-style-type: none"> Position not approved in 2004 budget. Better coordination of vacation absences and cross-training helping to keep workload manageable. 		✓
<ul style="list-style-type: none"> Records management program complete for past records and up-to-date for current records <i>Measure: a. Indexing of paper records throughout department complete by Q4</i> <i>b. Current files stored in timely fashion, readily retrievable, annual update of physical location/index complete – Q4</i> <i>c. New electronic file structure in place Q1, staff trained in its use</i> <i>d. Databases at garage, treatment plants and central PW files are consistent</i>	a) Indexing continues with use of casual help. Legislative Services is providing support for the casual help. Will continue into 2005. b) Current PW files being managed by PW clerk steno. Annual rollover of files aided by casual help. Electronic file review/setup deferred to 2005.	✓ ✓	✓
Building Maintenance Group Objectives			
Continue to improve building maintenance group operation <i>Measure: Positive customer satisfaction survey results</i>	a) Annual meetings scheduled and feedback received. Common City	✓	

OBJECTIVE DESCRIPTION	COMMENTS	ACCOMPLISHED	
		YES	NO
	janitorial contract administered by BMG.		
<ul style="list-style-type: none"> Succession planning for building maintenance group personnel (possible retirement in 2007) <i>Measure: Operating Procedures 2005/2006</i>	a) Preventative maintenance scheduling in JDE implemented. b) Formal "Operating Procedures" are no longer a current priority. Formal BMG Safety Plan in progress. Completion expected in 2005.	✓ ✓	✓
<ul style="list-style-type: none"> Improve level of service provided by the Tool Crib to client departments <i>Measure: Positive customer satisfaction survey results Procedures and database by the end of 2004</i>	<ul style="list-style-type: none"> Tool Crib level of service, efficiency and customer satisfaction improved. Development of preventative maintenance record system by the IT Department is expected to continue until February 2005. 	✓ ✓	
<ul style="list-style-type: none"> Establish routine work program for the Co-op Engineering Student <i>Measure: Implemented in 2004</i>	<ul style="list-style-type: none"> Routine activities established. 	✓	
Equipment Fleet Objectives			
<ul style="list-style-type: none"> Focus more effort on Fleet maintenance activities <i>Measure: Work loads backlog are maintained or reduced</i>	<ul style="list-style-type: none"> Budget funding request in place for 2005 	✓	

OBJECTIVE DESCRIPTION	COMMENTS	ACCOMPLISHED	
		YES	NO
	for permanent mechanic		
<ul style="list-style-type: none"> Increase efficiency of data entry for Partsroom and mechanic comment entry <i>Measure: Data entered more efficiently by end of Q3</i>	<ul style="list-style-type: none"> Discussions with I.T. to determine if system is compatible for bar code reader, new software is required, deferred to 2005. 0.5 FTE office staff has been hired 		✓
<ul style="list-style-type: none"> Review of Loaner Fleet and age <i>Measure: Report completed by the end of second quarter of 2004</i>	<ul style="list-style-type: none"> On going, deferred to 2005 		✓
<ul style="list-style-type: none"> Installation of a new hoist to increase lift capacity <i>Measure: Installation of hoist by third quarter of 2004</i>	<ul style="list-style-type: none"> Hoist removal and installation deferred to 2006 budget 		✓
<ul style="list-style-type: none"> Installation of new control system for Garage HVAC system <i>Measure: New system installed and reduced building maintenance costs</i>	<ul style="list-style-type: none"> BMG obtained quote of \$11,600, waiting for approval from purchasing to proceed 	✓	
<ul style="list-style-type: none"> Implement long-term financial plan recommendations for additional equipment. <i>Measure: Plan adapted and implemented by end of Q1</i>	<ul style="list-style-type: none"> New growth rate has been calculated for 2005 budget 	✓	
<ul style="list-style-type: none"> Determine if welding design drawings should be required. <i>Measure: Plan implemented by end of Q2</i>	<ul style="list-style-type: none"> Partially completed, the initial step was to stop manufacturing of all lifting devices unless engineered 	✓	

OBJECTIVE DESCRIPTION	COMMENTS	ACCOMPLISHED	
		YES	NO
	drawings were provided		
<ul style="list-style-type: none"> The majority of Fleet Representatives understand how fleet rates are developed. <i>Measure: Greater than 50% of Fleet users pass the "quiz".</i>	<ul style="list-style-type: none"> A work shop was conducted with fleet representatives 	✓	
Roads Objectives			
<ul style="list-style-type: none"> Ensure snow on ice practices meet the new Environment Canada Salt Management Guidelines <i>Measure: Comply with acceptable salt management practices.</i>	<ul style="list-style-type: none"> will be completed by April 2005 	✓	
<ul style="list-style-type: none"> Investigate solutions to alleviate delays in summer maintenance and construction work caused by late spring snow storms and rain which delays spring clean up. <i>Measure: Summer maintenance and construction is complete</i>	<ul style="list-style-type: none"> tested conveyer system behind parks, saved both time and money 	✓	
<ul style="list-style-type: none"> Succession planning to replace aging workforce and document knowledge base. <i>Measure: Succession plan is complete.</i>	<ul style="list-style-type: none"> Have not started 		✓
<ul style="list-style-type: none"> Minimize road closure risks for construction activities and special events. <i>Measure: a. Ensure staff and volunteers are trained. b. Investigate tamper proof signing.</i>	<ul style="list-style-type: none"> Trained volunteers 	✓	
<ul style="list-style-type: none"> Maintain level of service relative to growth of the City. <i>Measure: a. Increase budgets or find more efficiencies. b. Conduct comprehensive field pavement inspection (MPMS) (\$90K)</i>	<ul style="list-style-type: none"> Consultant retained to complete Infrastructure Assessment MPMA data collection completed. Present Status Report expected shortly. 	✓ ✓	
<ul style="list-style-type: none"> Recover the true long-term costs of utility trenching on pavement construction from utility companies. <i>Measure: a. Contact other municipalities that have done similar studies. b. Conduct literature search on the topic.</i>	<ul style="list-style-type: none"> In Progress 		✓

OBJECTIVE DESCRIPTION	COMMENTS	ACCOMPLISHED	
		YES	NO
<i>c. Meet with stakeholders to obtain their input.</i> <i>d. Develop recommendations for change.</i>			
<ul style="list-style-type: none"> Determine long-term infrastructure maintenance impacts and requirements of roads. <i>Measure: a. Review growth and project maintenance costs.</i> <i>b. Identify resource requirements to maintain current levels of service.</i> <ul style="list-style-type: none"> <i>c. Report prepared documenting results.</i> 	<ul style="list-style-type: none"> 		✓
<ul style="list-style-type: none"> Review City's involvement in maintenance of Terrace Park. <i>Measure a. Research history of maintenance agreement.</i> <i>b. Recommend action plan.</i>	<ul style="list-style-type: none"> 		✓
<ul style="list-style-type: none"> Develop permanent South snow storage site <i>Measure: a. Receive public input on proposed location</i> <i>b. Obtain approval of Alberta Environmental Protection</i> <i>c. Commission detailed design and construction</i>	<ul style="list-style-type: none"> Complete 	✓	
<ul style="list-style-type: none"> Develop storage area and procedures for identifying and handling hazardous materials <i>Measure: a. Review regulatory requirements</i> <i>b. Design and prepare construction budget in 2004</i> <i>c. Prepare procedures for identification and handling</i>	<ul style="list-style-type: none"> Allowance to Construct facilities budgeted in 2005. 	✓	✓
<ul style="list-style-type: none"> Review Used Winter Sand Recycling <i>Measure: a. Review regulatory requirements for disposal of used winter sand</i> <i>b. Review feasibility and costs to recycle used winter sand</i>	<ul style="list-style-type: none"> Completion anticipated by December 31, 2005. 		✓
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 2004</i>	<ul style="list-style-type: none"> Deferred 		✓
<ul style="list-style-type: none"> Determine impact of changing regulations on stormwater management requirements. <i>Measure: Report with recommendations in 2004.</i>	<ul style="list-style-type: none"> Stormwater quality baseline monitoring in progress. Met with AE to discuss storm water issues - Attended meeting in Calgary to discuss strategies and methods to implement a storm sewer bylaw 	✓	✓

OBJECTIVE DESCRIPTION	COMMENTS	ACCOMPLISHED	
		YES	NO
	<ul style="list-style-type: none"> - Attended a presentation by The City of Edmonton detailing their storm sewer bylaw. • 		
<ul style="list-style-type: none"> • Assure detention ponds operate properly. During periods of heavy rainfall, problems may result that require immediate attention. <i>Measure: No significant maintenance problems in ponds.</i>	<p>Working with Greg Sikora on standards and requirements for detention ponds including operation</p> <ul style="list-style-type: none"> - Operational plans and as-builts have been prepared for existing ponds. • - Three existing ponds have been identified for modifications to allow access and maintenance. Estimates are being prepared. 	✓	
<ul style="list-style-type: none"> • De-Chlorinate water used for flushing water mains <i>Measure: Flushing water de-chlorinated.</i>	<p>De-Chlorinator has been purchased for use.</p> <ul style="list-style-type: none"> • -Costs will be tracked in 2005 and compared to previous costs associated with flushing. 	✓	
<ul style="list-style-type: none"> • Excavate existing anodes installed fifteen years ago to determine usable life <i>Measure: Program of replacement established by end of Q2</i>	<p>Not anodes have been excavated to date.</p> <ul style="list-style-type: none"> • Map of anode locations is being 	✓	✓

OBJECTIVE DESCRIPTION	COMMENTS	ACCOMPLISHED	
		YES	NO
	developed		
<ul style="list-style-type: none"> Identify services that were installed with thin wall P.E. and schedule for proactive replacement <i>Measure: Plan in place for replacement by end of Q2</i>	<p>Services installed prior to 1984 with PE tubing were identified.</p> <ul style="list-style-type: none"> Leak stats were reviewed for pattern of failures. - There were no areas identified that currently require replacement. This will be monitored to ensure a pattern of failures does not develop. 	✓	
<ul style="list-style-type: none"> Review Hydroscope Cost benefits <i>Measure: Review completed with recommendation by end of Q1</i>	<p>Comparison of costs to replace mains vs rehabilitation utilizing hydroscoping was undertaken.</p> <ul style="list-style-type: none"> - There was a cost advantage to rehabilitate water mains vs total replacement. - Anode installations have been streamlined. - Hydroscope contractor was unable to come to Red Deer in 2004. - Plans for work in 2005 are being prepared. 	✓	
<ul style="list-style-type: none"> Determine if developers should be billed for water consumption when constructing new subdivisions or properties <i>Measure: Provide recommendation by end of Q2</i>	Other communities in Alberta and BC were polled about their practices. No	✓	✓

OBJECTIVE DESCRIPTION	COMMENTS	ACCOMPLISHED	
		YES	NO
	<p>other communities we contacted are currently charging for construction water.</p> <ul style="list-style-type: none"> - No plans to charge for construction water have been formulated. However, this objective is still valid and will be reviewed in 2005. 		
Treatment Plants Objectives			
<ul style="list-style-type: none"> Pursue regional partnerships for water and wastewater treatment. <p><i>Measure: Regional partnership entered into.</i></p>	<ul style="list-style-type: none"> The North Red Deer River Water Commission will sign agreement October 8 2004. Signed water sales agreement with Red Deer County Executed new sewer agreement with Waskasoo Board 	✓	
<ul style="list-style-type: none"> Establish a fully functional QA / QC laboratory program per AENV for Water Treatment Plant and WWTP <p><i>Measure: The QA / QC program will meet all AENV and CRD requirements by end of the second quarter of 2005</i></p>	<ul style="list-style-type: none"> hired a QA / QC Technician. Program is progressing on schedule 	✓	
<ul style="list-style-type: none"> Continue to develop a comprehensive water rationing program & matrix <p><i>Measure: A more detailed water rationing program, refined</i></p>	<ul style="list-style-type: none"> continue to further develop 		✓

OBJECTIVE DESCRIPTION	COMMENTS	ACCOMPLISHED	
		YES	NO
<i>matrix and bylaw by end of first quarter of 2004</i>	program, additions to the protocol will be developed in 2005		
<ul style="list-style-type: none"> To implement automatic reporting of monthly data to AENV and meet the AENV additional bacteriological testing requirements <i>Measure: a. The plant will be automatically reporting by the fourth quarter of 2004</i> <i>b. All bacteriological testing will be done in the distribution system by the beginning of the first quarter of 2004</i>	<ul style="list-style-type: none"> Alberta Environment have temporarily slowed down the progress of this program & expect it to be implemented in 2005. 		✓
<ul style="list-style-type: none"> Implement reasonable security measures for the WTP facilities <i>Measure: Measures implemented by the end of the fourth quarter of 2004</i>	<ul style="list-style-type: none"> progress in this area led to a decision to design a security fence around the entire facility. The design of the fence has been delayed, pending other upgrades. 		✓
<ul style="list-style-type: none"> Develop benchmarks that improve performance and operation efficiency. <i>Measure: Establish key benchmarks for the WTP & WWTP that assist in monitoring plant performance and efficiencies by the first quarter of 2004</i>	<ul style="list-style-type: none"> continue to participate in the Earth Tec benchmarking program and to monitor benchmarks. 	✓	
<ul style="list-style-type: none"> Finalize Water Treatment Plant Approval to Operate <i>Measure: Successful approval in place</i>	<ul style="list-style-type: none"> provided AENV with a proposed Approval on schedule but AENV have yet to provide a draft Approval. The Approval is 		✓

OBJECTIVE DESCRIPTION	COMMENTS	ACCOMPLISHED	
		YES	NO
	still under negotiation.		
<ul style="list-style-type: none"> A smooth transition and expansion of the Source Control program <p><i>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</i></p>	<ul style="list-style-type: none"> Many violators have been identified and have taken corrective measures to improve discharge quality. Great progress in reducing restaurant oil and grease discharge. 	✓	
<ul style="list-style-type: none"> Evaluate the Disposal Station Monitor position effectiveness as a part time or full time requirement <p><i>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</i></p>	<ul style="list-style-type: none"> Control of the Disposal station is much improved from 1.5 years ago. 	✓	
<ul style="list-style-type: none"> Evaluate cost effectiveness to land farm yearly or every second year <p><i>Measure: 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</i></p>	<ul style="list-style-type: none"> With the wet summer and fall in 2004 we may not be able to land farm in the fall of 2004 	✓	
<ul style="list-style-type: none"> Establish the additional BNR sampling, testing and trending of the results for the upgraded BNR process (\$10.5K) <p><i>Measure: a. Identify all additional sampling and tests required and justify the economic feasibility of contract verses in house analysis</i></p>	<ul style="list-style-type: none"> In progress, Q1 2005 scheduled completion 		✓
Waste Management Objectives			
<ul style="list-style-type: none"> Determine if a partnership with members of CARWC would be in the best interests of the City. <p><i>Measure: Report completed with Recommendation to Council.</i></p>	<ul style="list-style-type: none"> Reported to Council, decision not to continue accepting CARWC waste 	✓	

OBJECTIVE DESCRIPTION	COMMENTS	ACCOMPLISHED	
		YES	NO
<ul style="list-style-type: none"> Address increased levels of litter in public areas <i>Measure: Litter control person hired by middle second quarter 2004</i> 	<ul style="list-style-type: none"> Improved litter control has resulted from this person being in place 	✓	
<ul style="list-style-type: none"> Implement recommendations from Environmental Management Plan for old Landfill <i>Measure: Recommendations implemented by end of 3rd Quarter.</i> 	<ul style="list-style-type: none"> Recommendations have been implemented 	✓	
<ul style="list-style-type: none"> Refine closure and post closure costs <i>Measure: Updated closure and post closure costs available by end of second quarter 2004</i> 	<ul style="list-style-type: none"> Closure and post closure costs have been updated 	✓	
<ul style="list-style-type: none"> Update the Solid Waste Master Plan (SWMP) <i>Measure: SWMP updated by end of fourth quarter 2004</i> 	<ul style="list-style-type: none"> SWMP Update has been started. Scheduled for completion by end of fourth quarter 2004 	✓	
<ul style="list-style-type: none"> Increase waste diversion <i>Measure: Recommendations in place by end of second quarter 2004</i> 	<ul style="list-style-type: none"> Waste diversion options will be investigated as part of the SWMP Update 		✓
<ul style="list-style-type: none"> Investigate feasibility/need for a facility to accept car wash/sump waste materials <i>Measure: Recommendations in place by end of second quarter 2004</i> 	<ul style="list-style-type: none"> Continuing to meet with car wash sump waste generators 		✓
<ul style="list-style-type: none"> Identify future site for dry landfill operations <i>Measure: Sitting report completed by end of fourth quarter 2004</i> 	<ul style="list-style-type: none"> Not started yet 		✓
<ul style="list-style-type: none"> Implement recommendations from Waste Management Communications Plan <i>Measure: Reduced calls to Public Works</i> 	<ul style="list-style-type: none"> New Waste Management advertising program in place and will continue in 2005. 	✓	

**THE CITY OF RED DEER 2005 BUDGET
DEPARTMENT OPERATING BUDGET SUMMARY**

DEPARTMENT: Public Works
DIVISION: Development Services

DESCRIPTION OF PROGRAM - Public Works Department -

The mandate of the Public 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 2004 budget	\$ 6,283,953	
Reallocated Salary Settlements	70,075	
Position Evaluations	6,253	
2004 Reallocated Approved Budget		\$ 6,360,281
Yearend carry forwards from 2003 removed	(18,382)	
2004 one-time funding request reversal	(25,000)	
2004 funding request reversal	(39,999)	
CPI increase of 2.1% on contracted services,		
material, supplies & fleet equipment expense	51,855	
GST legislation change - reduction in expenses	(52,013)	
Salary Settlements	52,598	
Exempt Step changes	3,567	
Change in Debenture Payments	2,101	
Net change		(25,273)
2005 Budget Guideline		6,335,008
2005 Budget to date		6,331,172
Allocation of Unit #349 (Increase BU 270 \$2,289, BU 222 \$1,547)		(3,836)

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

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$7,452,712	\$8,134,692	\$8,573,913	5.4%
General & Contracted Services	\$8,617,847	\$9,564,574	\$9,584,742	0.2%
Materials, Supplies & Utilities	\$6,485,449	\$6,574,542	\$6,596,699	0.3%
Other	\$4,086,613	\$6,349,379	\$7,585,009	19.5%
SUB-TOTAL	\$26,642,621	\$30,623,187	\$32,340,363	5.6%
Internal Charges & Transfers	\$7,644,732	\$3,771,702	\$3,830,536	1.6%
TOTAL EXPENDITURE	\$34,287,353	\$34,394,889	\$36,170,899	5.2%
REVENUE	(\$27,832,709)	(\$28,034,608)	(\$29,839,727)	6.4%
NET TAX LEVY	\$6,454,644	\$6,360,281	\$6,331,172	-0.5%
Percent Change		-1.5%	-0.5%	
EQUIVALENT FULL TIME POSITIONS		149.1	155.2	4.1%

**THE CITY OF RED DEER 2005 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

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,132,801	\$1,192,077	\$1,230,317	3.2%
General & Contracted Services	594,252	584,210	625,065	7.0%
Materials, Supplies & Utilities	2,141,285	1,796,800	2,097,675	16.7%
Other	(16,209)	1,851,772	1,879,118	1.5%
SUB-TOTAL	\$3,852,129	\$5,424,859	\$5,832,175	7.5%
Internal Charges & Transfers	(3,590,741)	(5,249,859)	(5,675,175)	8.1%
TOTAL EXPENDITURE	\$261,388	\$175,000	\$157,000	-10.3%
REVENUE	(261,388)	(175,000)	(157,000)	-10.3%
NET TAX LEVY	\$0	(\$0)	(\$0)	
Percent Change		0.0%	0.0%	
EQUIVALENT FULL TIME POSITIONS		19.6	19.5	-0.6%

**THE CITY OF RED DEER 2005 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

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,122,041	\$1,171,232	\$1,197,971	2.3%
General & Contracted Services	57,241	96,222	79,637	-17.2%
Materials, Supplies & Utilities	63,094	56,600	59,300	4.8%
Other	1,525,789	1,474,961	1,472,938	-0.1%
SUB-TOTAL	\$2,768,165	\$2,799,015	\$2,809,846	0.4%
Internal Charges & Transfers	(364,966)	(584,432)	(571,370)	-2.2%
TOTAL EXPENDITURE	\$2,403,199	\$2,214,583	\$2,238,476	1.1%
REVENUE	(474,805)	(218,101)	(261,432)	19.9%
NET TAX LEVY	\$1,928,394	\$1,996,482	\$1,977,044	(\$19,438)
Percent Change		3.5%	-1.0%	
EQUIVALENT FULL TIME POSITIONS		18.5	17.7	-4.5%

**THE CITY OF RED DEER 2005 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

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$2,036,151	\$2,100,779	\$2,164,599	3.0%
General & Contracted Services	1,901,699	1,819,101	1,806,993	-0.7%
Materials, Supplies & Utilities	901,603	923,035	883,856	-4.2%
Other	94,664	94,664	94,664	0.0%
SUB-TOTAL	\$4,934,117	\$4,937,579	\$4,950,112	0.3%
Internal Charges & Transfers	679,592	543,346	567,588	4.5%
TOTAL EXPENDITURE	\$5,613,709	\$5,480,925	\$5,517,700	0.7%
REVENUE	(1,268,204)	(1,303,446)	(1,309,894)	0.5%
NET TAX LEVY	\$4,345,505	\$4,177,479	\$4,207,806	30,327
Percent Change		-3.9%	0.7%	
EQUIVALENT FULL TIME POSITIONS		41.8	43.0	2.9%

**THE CITY OF RED DEER 2005 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

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$0	\$0	\$0	#DIV/0!
General & Contracted Services	0	0	0	#DIV/0!
Materials, Supplies & Utilities	247	0	0	#DIV/0!
Other	588,922	186,359	146,353	-21.5%
SUB-TOTAL	\$589,169	\$186,359	\$146,353	-21.5%
Internal Charges & Transfers	(408,378)	0	0	#DIV/0!
TOTAL EXPENDITURE	\$180,791	\$186,359	\$146,353	-21.5%
REVENUE	(47)	(39)	(31)	-20.5%
NET TAX LEVY	\$180,744	\$186,320	\$146,322	(39,998)
Percent Change		3.1%	-21.5%	
EQUIVALENT FULL TIME POSITIONS		0.0	0.0	#DIV/0!

**THE CITY OF RED DEER 2005 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

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,807,333	\$1,953,675	\$2,135,117	9.3%
General & Contracted Services	254,193	582,109	629,010	8.1%
Materials, Supplies & Utilities	2,423,170	2,759,905	2,467,663	-10.6%
Other	376,872	1,438,030	1,842,829	28.1%
SUB-TOTAL	\$4,861,568	\$6,733,719	\$7,074,619	5.1%
Internal Charges & Transfers	4,570,009	3,155,302	3,604,807	14.2%
TOTAL EXPENDITURE	\$9,431,577	\$9,889,021	\$10,679,426	8.0%
REVENUE	(9,431,577)	(9,889,021)	(10,679,426)	8.0%
NET TAX LEVY	\$0	(\$0)	(\$0)	
Percent Change		0.0%	0.0%	
EQUIVALENT FULL TIME POSITIONS		41.2	44.5	7.9%

**THE CITY OF RED DEER 2005 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

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,233,773	\$1,565,921	\$1,660,727	6.1%
General & Contracted Services	305,203	779,073	538,108	-30.9%
Materials, Supplies & Utilities	902,001	977,752	1,028,205	5.2%
Other	1,287,473	1,273,848	2,124,069	66.7%
SUB-TOTAL	\$3,728,450	\$4,596,594	\$5,351,109	16.4%
Internal Charges & Transfers	4,244,213	3,830,134	3,771,361	-1.5%
TOTAL EXPENDITURE	\$7,972,663	\$8,426,728	\$9,122,470	8.3%
REVENUE	(7,972,663)	(8,426,728)	(9,122,470)	8.3%
NET TAX LEVY	\$0	(\$0)	(\$0)	
Percent Change		#DIV/0!	188.4%	
EQUIVALENT FULL TIME POSITIONS		25.8	28.0	8.6%

**THE CITY OF RED DEER 2005 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

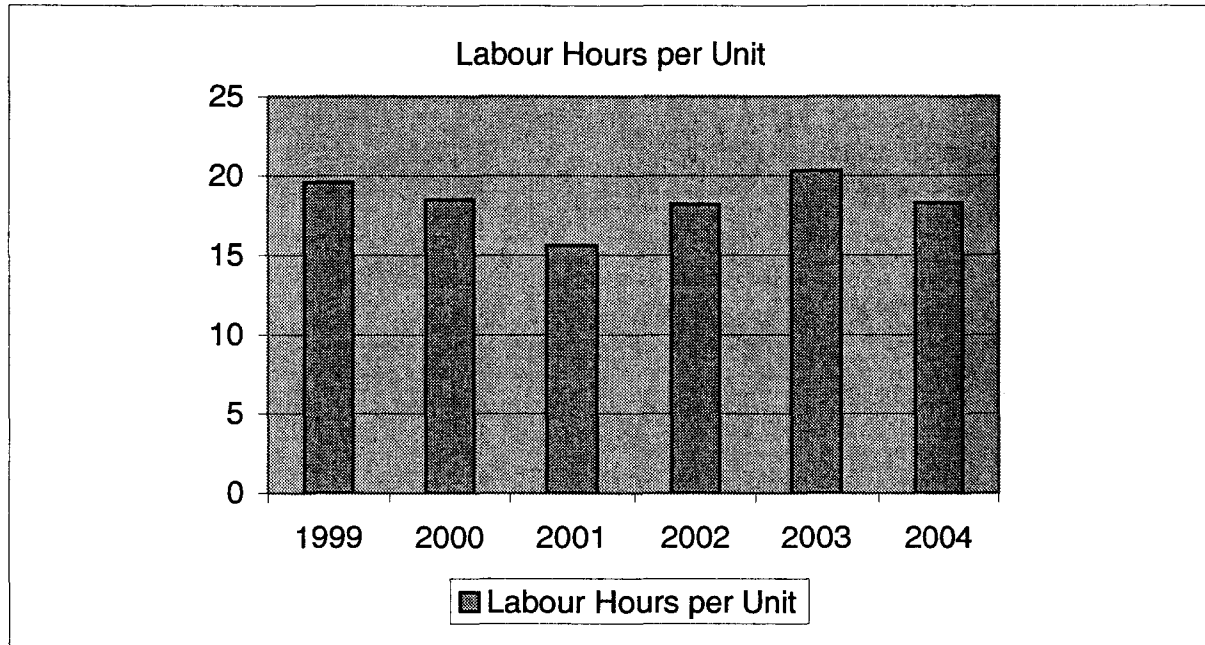
	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$120,613	\$151,008	\$185,182	22.6%
General & Contracted Services	5,505,259	5,703,859	5,905,929	3.5%
Materials, Supplies & Utilities	54,048	60,450	60,000	-0.7%
Other	229,102	29,745	25,038	-15.8%
SUB-TOTAL	\$5,909,022	\$5,945,062	\$6,176,149	3.9%
Internal Charges & Transfers	2,515,003	2,077,211	2,133,325	2.7%
TOTAL EXPENDITURE	\$8,424,025	\$8,022,273	\$8,309,474	3.6%
REVENUE	(8,424,026)	(8,022,273)	(8,309,474)	3.6%
NET TAX LEVY	(\$1)	\$0	\$0	
Percent Change		-100.0%	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS		2.1	2.5	17.4%

THE CITY OF RED DEER 2005 BUDGET 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

Reduction due to evaluated rate for admin assistant	(3,627)	
Increase in hourly wages	41,055	37,428

General & Contracted Services

Increase in freight/courier costs	100	
Increase in cell phone costs	400	
Increase in laundry costs	900	1,400

Materials, Supplies & Utilities

Increase in equipment parts - commercial	1,000	
Increase in equipment parts - inventory	10,000	
Decrease in tire cost	(600)	
Increase in equipment & fixtures	5,000	15,400

Other

Internal Charges & Transfers

Increase in sub-fleet costs	1,164	
Increase in radio rental	1,000	
Increase in labour recharge recovery	(52,538)	
Increase in parts/fuel markup	(14,000)	

0

**THE CITY OF RED DEER 2005 BUDGET
AREA OPERATING BUDGET SUMMARY**

PROGRAM: Garage Operation (Area 300)
SECTION: Equipment Fund (Section 300)
DEPARTMENT: Public Works

DESCRIPTION OF PROGRAM - Business Unit - 300 (Cont'd)

Increase in administration recovery	(1,651)	
Decrease in transfers from operating	72	
Increase to fuel tank reserve	108,758	
Prepaid debenture finished in 2004	(46,314)	
Reduction in risk mgmt allocation	(7,252)	
No Equipment & Fixtures over \$10,000	(50,000)	(60,761)
Revenue		
Misc revenue reduce to reflect actual experience	27,000	
Added fuel tax recovery to budget	(10,000)	
Increase in other revenue	(1,000)	16,000
Net Change		<u>9,467</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Maintain current level of service

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Possible expansion in garage staff levels to accommodate increase in workloads. Tentative staffing would be a minimum of 1 general mechanic, 1 serviceman and 1 partsman. Based on 2004 labour rates, these staffing increases would be approximate cost of \$130,600 annually.

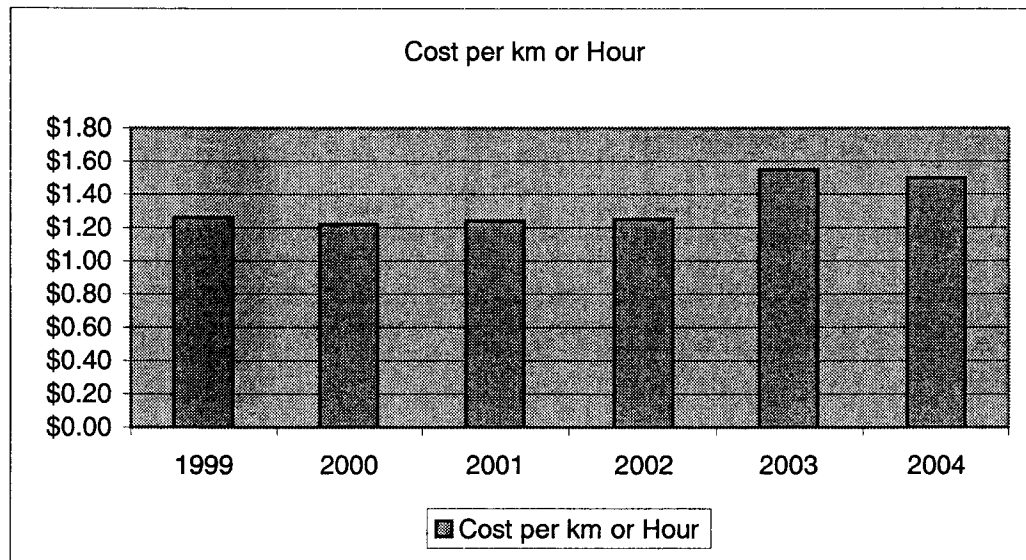
	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,022,597	\$1,072,479	\$1,109,907	3.5%
General & Contracted Services	79,847	60,790	62,190	2.3%
Materials, Supplies & Utilities	118,449	122,635	138,035	12.6%
Other	(1,263,152)	1,300	1,300	0.0%
SUB-TOTAL	(\$42,259)	\$1,257,204	\$1,311,432	4.3%
Internal Charges & Transfers	(364,108)	(1,234,671)	(1,295,432)	4.9%
TOTAL EXPENDITURE	(\$406,367)	\$22,533	\$16,000	-29.0%
REVENUE	(134,027)	(32,000)	(16,000)	-50.0%
NET TAX LEVY	(\$540,394)	(\$9,467)	(\$0)	
Percent Change		-98.2%	-100.0%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

**THE CITY OF RED DEER 2005 BUDGET
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 hourly wages	1,200	
Decrease in regular salaries	(388)	812

General & Contracted Services

Decrease in course travel	(320)	
Increase in radio rental	2,000	
Increase in hired equipment	10,000	
Increase in insurance	26,775	38,455

Materials, Supplies & Utilities

Decrease in general goods & services	(1,500)	
Increase in parts commercial	67,000	
Increase in parts inventory	80,000	
Increase in fuel	140,000	
Decrease in natural gas	(17,000)	
Decrease in natural gas	(25)	268,475

Other

Increase in depreciation		27,346
--------------------------	--	--------

**THE CITY OF RED DEER 2005 BUDGET
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 (Cont'd)

Internal Charges & Transfers

Decrease in utility charges	(160)	
Decrease in other internal charges	(2,700)	
Decrease in internal revenue	881	
Increase in labour recharge	81103	
Increase in fuel markup cost	16000	
Increase in admin overhead	1651	
Increase in inflation/growth contributions	115082	
Increase in fleet equipment revenue to recover costs	(585,593)	
Increase to operating	181	(373,555)

Revenue

Decrease in other revenue	<u>29,000</u>	
---------------------------	---------------	--

Net change (9,467)

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Maintain current level of service

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

With the rising cost of fuel, it is anticipated that oil related products will continue to increase in cost. Also, due to growth, sub-fleets are increasing their usage of oil related products in order to maintain current level of services.

The cost of parts continues to increase due to fuel and manufacturing costs. It is anticipated that costs will continue to rise in the next two budget years.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$110,203	\$119,598	\$120,410	0.7%
General & Contracted Services	513,859	523,420	561,875	7.3%
Materials, Supplies & Utilities	1,879,915	1,576,665	1,845,140	17.0%
Other	1,246,943	1,850,472	1,877,818	1.5%
SUB-TOTAL	\$3,750,920	\$4,070,155	\$4,405,243	8.2%
Internal Charges & Transfers	(3,210,517)	(4,029,688)	(4,403,243)	9.3%
TOTAL EXPENDITURE	\$540,403	\$40,467	\$2,000	-95.1%
REVENUE	(11)	(31,000)	(2,000)	-93.5%
NET TAX LEVY	\$540,392	\$9,467	\$0	
Percent Change		-98.2%	-100.0%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

**THE CITY OF RED DEER 2005 BUDGET
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		0
General & Contracted Services		
Increase in freight courier		1,000
Materials, Supplies & Utilities		
Increase in equipment parts -commerical	5000	
Increase in equipment parts - inventory	10000	
Increase in tires	2000	17,000
Other		
Internal Charges & Transfers	0	
Increase in labour recharge	7,382	
Increase in parts/fuel markup	11,000	
Increase other internal charges	150	
Increase in other internal revenue	(9,532)	9,000
Revenue		
Full recovery of costs		(27,000)
Net change		<u>0</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Maintain current level of service

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$0	\$0	\$0	#DIV/0!
General & Contracted Services	546	0	1,000	#DIV/0!
Materials, Supplies & Utilities	142,920	97,500	114,500	17.4%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$143,466	\$97,500	\$115,500	18.5%
Internal Charges & Transfers	(16,116)	14,500	23,500	62.1%
TOTAL EXPENDITURE	\$127,350	\$112,000	\$139,000	24.1%
REVENUE	(127,350)	(112,000)	(139,000)	24.1%
NET TAX LEVY	\$0	\$0	\$0	
Percent Change		#DIV/0!	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

THE CITY OF RED DEER 2005 BUDGET 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:

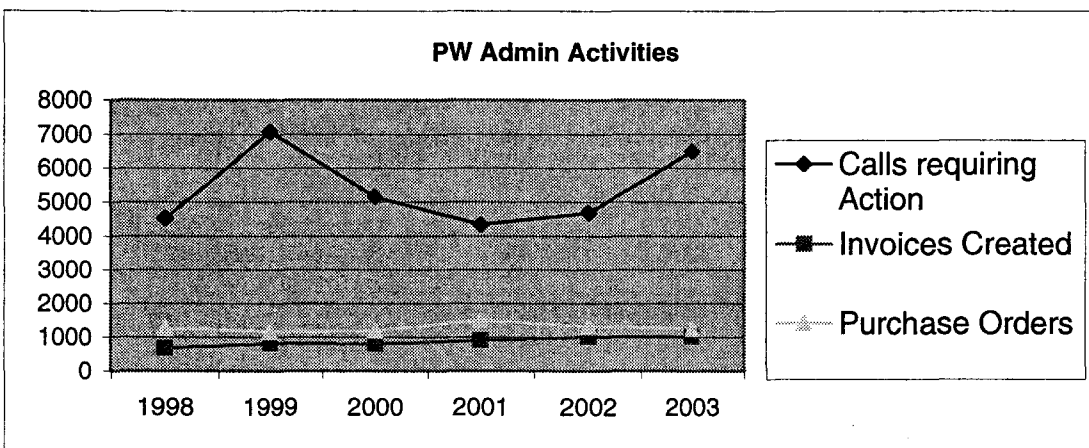
- provide clerical and accounting services for the Public Works operation
- provide prompt, courteous and effective response to requests for service, assistance and information
- ensure salary, labour, equipment and material costs are allocated correctly
- time entry for bi-weekly and daily timesheets (over 25,000 time sheets)
- 7,637 calls logged for 2003, 4,268 calls logged for January through June 2004

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

CUPE 2005 wage increase 3.15%	22,570	
Increase in labour for 3rd party work (recoverable)	4,342	
Miscellaneous adjustments	(173)	
		26,739

General & Contracted Services

Remove one-time funding for Road Safety Awareness	(25,000)	
Combined impact of CPI increase & GST refund	(866)	
Increase for 3rd party work (recoverable)	1,809	
Decrease in BU 310 consulting services	(3,500)	
Increase in training for succession planning	12,000	
Other adjustments	(1,028)	
		(16,585)

Material, Supplies & Utilities

Remove carry forward from 2003	(9,000)
Combined impact of CPI increase & GST refund	301

**THE CITY OF RED DEER 2005 BUDGET
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 (Cont'd)

Increase for 3rd party work (recoverable)	12,607	
BU 310 materials adjusted to reflect actual costs	(915)	
Other adjustments	(293)	
		2,700
Other		
Reduction in debt principle & interest payments	(2,023)	
		(2,023)
Internal Charges & Transfers		
2.1% increase in fleet increase	2,286	
salary allocation recovery from utilities	(8,483)	
Increase for 3rd party work (recoverable)	24,265	
Transfer unit 349 to BU 305	(3,836)	
Net other adjustments	0	
	(1,170)	13,062
Revenue		
Reduced interest grant subsidy	4,123	
Higher price for scrap metal	(500)	
Increased 3rd party revenue (historical trend)	(46,954)	
		(43,331)
		(19,438)

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

None

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,122,041	\$1,171,232	\$1,197,971	2.3%
General & Contracted Services	57,241	96,222	79,637	-17.2%
Materials, Supplies & Utilities	63,094	56,600	59,300	4.8%
Other	1,525,789	1,474,961	1,472,938	-0.1%
SUB-TOTAL	\$2,768,165	\$2,799,015	\$2,809,846	0.4%
Internal Charges & Transfers	(364,966)	(584,432)	(571,370)	-2.2%
TOTAL EXPENDITURE	\$2,403,199	\$2,214,583	\$2,238,476	1.1%
REVENUE	(474,805)	(218,101)	(261,432)	19.9%
NET TAX LEVY	\$1,928,394	\$1,996,482	\$1,977,044	
Percent Change		3.5%	-1.0%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

THE CITY OF RED DEER 2005 BUDGET 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 (11,307 signs in 2003). 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.

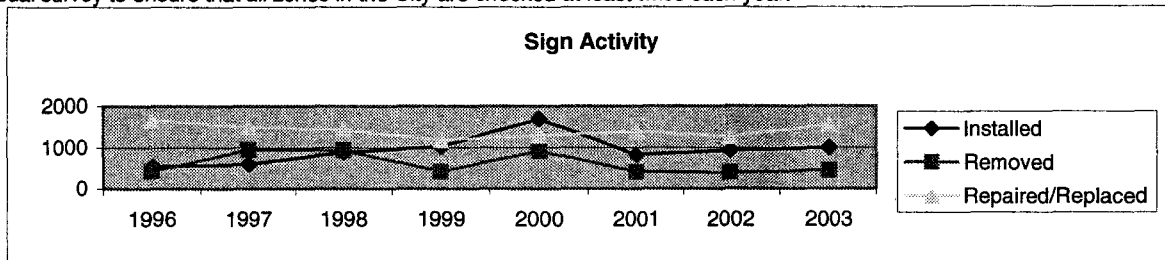
Replace Stop/Yield signs within 1 hour from notice during regular working hours 99% of the time. Outside normal working hours

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

CUPE increase to base 5,576

General & Contracted Services

CPI & GST adjustment to base (69)

Materials, Supplies & Utilities

CPI & GST adjustment to base (922)

Decrease in equipment & fixtures (5,000) (5,922)

Internal Charges & Transfers

CPI adjustment for fleet 525

full recovery of costs in BU 313 (1,622) (1,097)

(1,512)

	2004 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$161,937	\$177,043	\$182,619	3.1%
General & Contracted Services	2,202	7,483	7,414	-0.9%
Materials, Supplies & Utilities	122,460	110,500	104,578	-5.4%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$286,599	\$295,026	\$294,611	-0.1%
Internal Charges & Transfers	(111,340)	(71,416)	(72,513)	1.5%
TOTAL EXPENDITURE	\$175,259	\$223,610	\$222,098	-0.7%
REVENUE	(1,999)	(4,000)	(4,000)	0.0%
NET TAX LEVY	\$173,260	\$219,610	\$218,098	(1,512)
Percent Change		26.8%	-0.7%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

**THE CITY OF RED DEER 2005 BUDGET
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 a number of City buildings and structures, and provides an efficient tool crib operation to support various operating departments

CHANGES IN BUDGET -

Personnel:

BU 305: Base budget adjustment	5,857	
BU 316: Transfer costs for Parks Maintenance to 'Internal Charges'	(1,500)	4,357

General & Contracted Services

BU 305/315/316: Base budget adjustments	(2,227)	
BU 316: New allowance for floor mat cleaning	750	
BU 316: New allowance for fire extinguisher recharging	350	
BU 316: New allowance for hazardous waste removal	1,000	
BU 316: Frame & insulate abandoned OH door	2,500	
BU 316: Paint office foyer & lunchroom	2,000	
BU 316: Other miscellaneous decreases	(140)	4,233

Materials, Supplies & Utilities

BU 305/315/316: Base budget adjustments	(3,712)	
BU 316: increase equipment & fixtures	2,500	(1,212)

Internal Charges & Transfers

BU 305/315/316: Base budget adjustments	(2,389)	
BU 305 Unit #349 transferred from BU 310	6,444	
BU 305 Unit #389 fleet increases	2,724	
BU 305 Increased recovery	(9,168)	
BU 316: BMG: Fleet increases	1,800	
BU 316: Parks: Transfer from 'Personnel' costs	1,500	
BU 316: Parks: Annual Increase	600	
BU 316: Decrease Miscellaneous Allowances	(2,512)	
BU 316: Fleet increase	(48)	(1,049)
		<u>6,329</u>

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

**THE CITY OF RED DEER 2005 BUDGET
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 (Cont'd)

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Preparation to relocate from West Yards to facilities on Riverside Drive. Major capital and infrastructure budgets assumes construction of the new facilities in 2015 (ten year horizon).

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$141,442	\$185,962	\$190,319	2.3%
General & Contracted Services	133,749	154,487	158,720	2.7%
Materials, Supplies & Utilities	119,542	152,007	150,795	-0.8%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$394,733	\$492,456	\$499,834	1.5%
Internal Charges & Transfers	(193,187)	(244,279)	(245,328)	0.4%
TOTAL EXPENDITURE	\$201,546	\$248,177	\$254,506	2.6%
REVENUE	(11,131)	(10,875)	(10,875)	0.0%
NET TAX LEVY	\$190,415	\$237,302	\$243,631	6,329
Percent Change		24.6%	2.7%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

**THE CITY OF RED DEER 2005 BUDGET
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

Personnel

CUPE increase in base 5,125

General & Contracted Services

CPI & GST base adjustments (9)

Materials & Supplies

CPI & GST base adjustments (453)

Internal Transfers

CPI & GST base adjustments 1,260

Revenues

Full recovery of costs (5,923)
 0

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR - None

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS - None

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$162,393	\$162,731	\$167,856	3.1%
General & Contracted Services	262	1,000	991	-0.9%
Materials, Supplies & Utilities	121,768	120,000	119,547	-0.4%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$284,423	\$283,731	\$288,394	1.6%
Internal Charges & Transfers	(23,470)	(7,750)	(6,490)	-16.3%
TOTAL EXPENDITURE	\$260,953	\$275,981	\$281,904	2.1%
REVENUE	(297,748)	(275,981)	(281,904)	2.1%
NET TAX LEVY	(\$36,795)	\$0	\$0	0
Percent Change		-100.0%	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

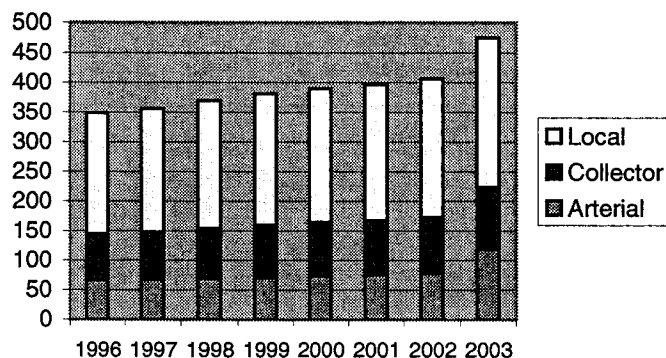
THE CITY OF RED DEER 2005 BUDGET AREA OPERATING BUDGET SUMMARY

PROGRAM: Roads Maintenance (Area 321)
SECTION: Street, Roads & Sidewalks (Section 321)
DEPARTMENT: Public Works

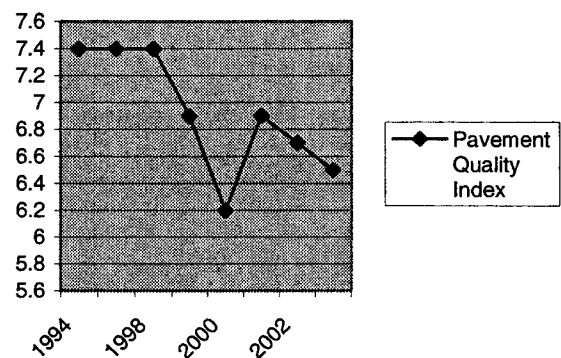
DESCRIPTION OF PROGRAM - Business Units - 321, 322, 324, 325, 326, 327, 330, 331 & 356

- 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

CUPE increase to base	16,779	
Transfer to BU 328 (within PW)	(5,500)	
Transfer to BU 323 (within PW)	(9,000)	2,279

General & Contracted Services

CPI & GST adjustments to base		(14,608)
-------------------------------	--	----------

Materials, Supplies & Utilities

CPI & GST adjustments to base	(1,793)	
Transfer to BU 328 (within PW)	(2,500)	
Transfer to BU 323 (within PW)	(7,000)	
Reduction in equipment & fixture purchases	(13,877)	(25,170)

Other

0

**THE CITY OF RED DEER 2005 BUDGET
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 (Cont'd)

Internal Charges & Transfers

CPI & GST adjustments to base	3,419	
Transfer to BU 328 (within PW)	(2,000)	
Transfer to BU 323 (within PW)	(4,000)	(2,581)

Revenues

Net reduction in grants		(525)
		<u>(40,605)</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

None. Transfers to BU 328 and BU 323 within the PW Roads budget adjusts the budgeted expenses to better reflect actual expenditures while maintaining service levels in both roads and lane maintenance areas. However, current budget levels for sidewalk rehabilitation does not allow us to comply with Council policy 4601. A funding request has been submitted to increase the budget for BU 327 to allow priority 1 repairs to be made.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$488,184	\$559,773	\$562,052	0.4%
General & Contracted Services	1,352,653	1,461,788	1,447,180	-1.0%
Materials, Supplies & Utilities	127,353	202,486	177,316	-12.4%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$1,968,190	\$2,224,047	\$2,186,548	-1.7%
Internal Charges & Transfers	274,833	210,250	207,669	-1.2%
TOTAL EXPENDITURE	\$2,243,023	\$2,434,297	\$2,394,217	-1.6%
REVENUE	(939,326)	(1,012,590)	(1,013,115)	0.1%
NET TAX LEVY	\$1,303,697	\$1,421,707	\$1,381,102	(40,605)
Percent Change		9.1%	-2.9%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

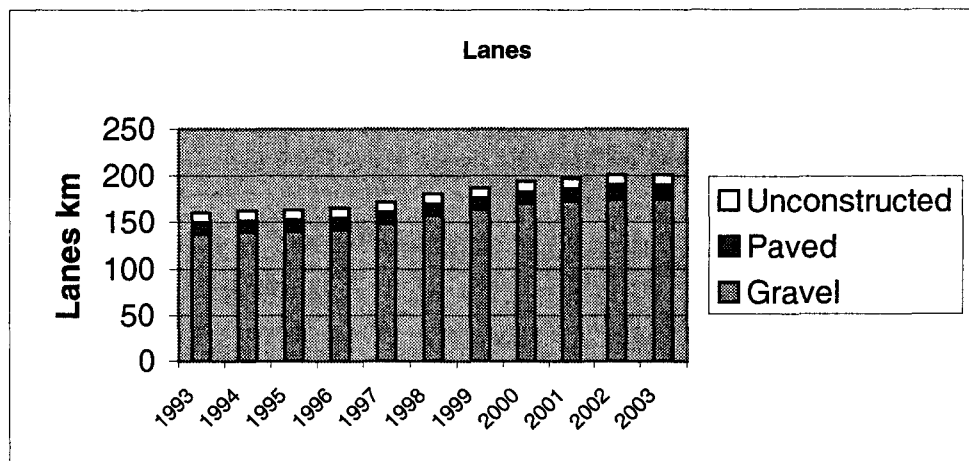
**THE CITY OF RED DEER 2005 BUDGET
AREA OPERATING BUDGET SUMMARY**

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 190 km of constructed, and 11 km of unconstructed lanes. The major lane grading takes place in the spring. Additional gravel is added to gravelled 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

CUPE Increase in base	2,325	
Transfer from BU 321 (within PW)	4,500	
Transfer from BU 325 (within PW)	10,000	16,825

General & Contracted Services

0

Materials, Supplies & Utilities

CPI & GST base adjustment	(292)	
Transfer from BU 321 (within PW)	3,300	
Transfer from BU 325 (within PW)	3,000	6,008

Other

0

Internal Charges & Transfers

CPI & GST base adjustment	1,030	
Transfer from BU 321 (within PW)	2,200	
Transfer from BU 325 (within PW)	7,000	10,230

Revenues

0

33,063

**THE CITY OF RED DEER 2005 BUDGET
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 (Cont'd)

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

None. Transfer of budget from other BU within Public Works allows us to keep up with current growth, continue to grade lanes in the fall and complete required lane restorations.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

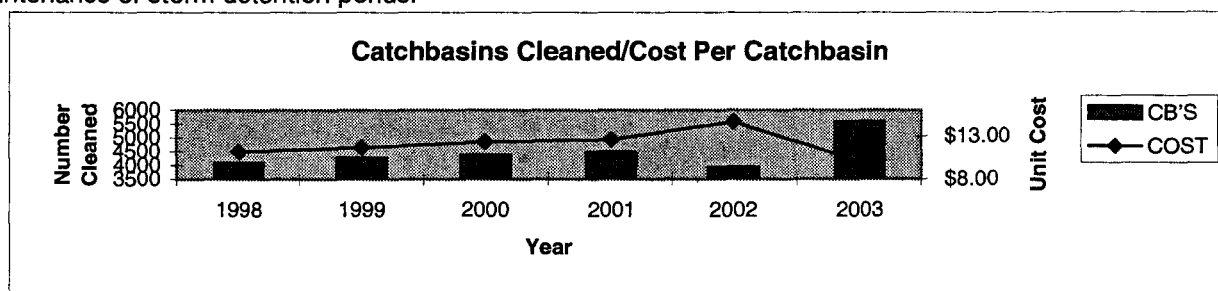
	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$67,852	\$73,789	\$90,614	22.8%
General & Contracted Services	304	0	0	#DIV/0!
Materials, Supplies & Utilities	27,685	33,362	39,370	18.0%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$95,841	\$107,151	\$129,984	21.3%
Internal Charges & Transfers	54,249	49,070	59,300	20.8%
TOTAL EXPENDITURE	\$150,090	\$156,221	\$189,284	21.2%
REVENUE	(81)	0	0	#DIV/0!
NET TAX LEVY	\$150,009	\$156,221	\$189,284	
Percent Change		4.1%	21.2%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

THE CITY OF RED DEER 2005 BUDGET 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		
CUPE increase to base	4,062	4,062
General & Contracted Services		
CPI & GST adjustments to base	(169)	
Adjust to better reflect actual	39	(130)
Material, Supplies & Utilities		
CPI & GST adjustments to base	(311)	
Adjust to better reflect actual	116	(195)
Internal Charges & Transfers		
CPI & GST adjustments to base	1,271	
Adjust to better reflect actual	4,293	5,564
Revenue		0
		9,301

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR
SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Catch Basin Inlet control devices require additional maintenance. These devices are being installed in newly constructed area and retrofitted in the East Hill. Additional cleaning costs will result.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$101,230	\$128,935	\$132,997	3.2%
General & Contracted Services	19,377	19,790	19,660	-0.7%
Materials, Supplies & Utilities	19,251	22,378	22,183	-0.9%
Other	94,664	94,664	94,664	0.0%
SUB-TOTAL	\$234,522	\$265,767	\$269,504	1.4%
Internal Charges & Transfers	(29,430)	22,931	28,495	24.3%
TOTAL EXPENDITURE	\$205,092	\$288,698	\$297,999	3.2%
REVENUE	(252)	0	0	#DIV/0!
NET TAX LEVY	\$204,840	\$288,698	\$297,999	
Percent Change		40.9%	3.2%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

**THE CITY OF RED DEER 2005 BUDGET
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

CUPE Increase in base 3,005

General & Contracted Services

0

Materials, Supplies & Utilities

CPI & GST base adjustment (60)

Other

0

Internal Charges & Transfers

CPI & GST base adjustment 777

Revenues

0

3,722

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

None

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$93,892	\$95,381	\$98,386	3.2%
General & Contracted Services	3,076	0	0	#DIV/0!
Materials, Supplies & Utilities	4,913	6,834	6,774	-0.9%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$101,881	\$102,215	\$105,160	2.9%
Internal Charges & Transfers	27,950	37,000	37,777	2.1%
TOTAL EXPENDITURE	\$129,831	\$139,215	\$142,937	2.7%
REVENUE	0	0	0	#DIV/0!
NET TAX LEVY	\$129,831	\$139,215	\$142,937	
Percent Change		7.2%	2.7%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

**THE CITY OF RED DEER 2005 BUDGET
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. Snow removal when necessary in the downtown area and designated snow removal areas. 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 installation of snow fence and markers on curbs and culverts are also done. 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 2003 dollars:

1994	1,249,177
1995	1,125,006
1996	1,579,749
1997	1,104,951
1998	1,062,553
1999	1,024,451
2000	948,194
2001	923,750
2002	1,134,758
2003	1,590,053
2004 - projected to year end	1,113,092
Five year average	1,141,969 based on 2000 to 2004 projected year end

CHANGES IN BUDGET -

Personnel		
CUPE increase to base		14,800
General & Contracted Services		
CPI & GST adjustments to base		(870)
Materials, Supplies & Utilities		
CPI & GST adjustments to base	(9,017)	
decrease in equipment & fixtures	(3,000)	(12,017)
Internal Transfers		
CPI & GST adjustments to base		5,776
		<u>7,689</u>

**THE CITY OF RED DEER 2005 BUDGET
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 (Cont'd)

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Maintaining existing level of service will require increased funding.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

City growth will require budget increases to maintain current level of service.
 Environmental Management of Roads Salts in areas of storage, snow disposal, and training

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$587,869	\$469,837	\$484,637	3.2%
General & Contracted Services	301,762	99,656	98,786	-0.9%
Materials, Supplies & Utilities	336,333	257,399	245,382	-4.7%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$1,225,964	\$826,892	\$828,805	0.2%
Internal Charges & Transfers	381,753	286,200	291,976	2.0%
TOTAL EXPENDITURE	\$1,607,717	\$1,113,092	\$1,120,781	0.7%
REVENUE	(17,667)	0	0	#DIV/0!
NET TAX LEVY	\$1,590,050	\$1,113,092	\$1,120,781	
Percent Change		-30.0%	0.7%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

**THE CITY OF RED DEER 2005 BUDGET
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.
 Miscellaneous location specific proactive and reactive sweeping throughout the City.

CHANGES IN BUDGET -

Personnel

CUPE increases to base 7,791

General & Contracted Services

CPI & GST adjustments to base (655)

Materials, Supplies & Utilities

CPI & GST adjustments to base (158)

Internal Transfers

CPI & GST adjustments to base 5,362
 12,340

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Maintain existing level of service with budget increases.

Funding Requests

Increase Spring Cleanup \$30 000 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.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$231,352	\$247,328	\$255,119	3.2%
General & Contracted Services	88,312	74,897	74,242	-0.9%
Materials, Supplies & Utilities	22,299	18,069	17,911	-0.9%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$341,963	\$340,294	\$347,272	2.1%
Internal Charges & Transfers	298,233	261,340	266,702	2.1%
TOTAL EXPENDITURE	\$640,196	\$601,634	\$613,974	2.1%
REVENUE	0	0	0	#DIV/0!
NET TAX LEVY	\$640,196	\$601,634	\$613,974	
Percent Change		-6.0%	2.1%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

**THE CITY OF RED DEER 2005 BUDGET
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 -

Increase in Debenture payments	2
Less Capital Funding (ended in 2004)	(40,000)
	<u>(39,998)</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

None

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

None

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$0	\$0	\$0	
General & Contracted Services	0	0	0	
Materials, Supplies & Utilities	247	0	0	
Other	588,922	186,359	146,353	-21.5%
SUB-TOTAL	\$589,169	\$186,359	\$146,353	-21.5%
Internal Charges & Transfers	(408,378)	0	0	#DIV/0!
TOTAL EXPENDITURE	\$180,791	\$186,359	\$146,353	-21.5%
REVENUE	(47)	(39)	(31)	-20.5%
NET TAX LEVY	\$180,744	\$186,320	\$146,322	
Percent Change		3.1%	-21.5%	
EQUIVALENT FULL TIME POSITIONS		0.0	0.0	

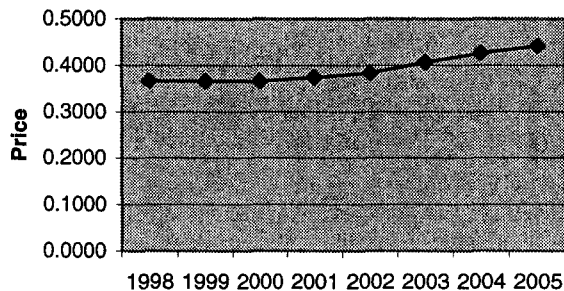
THE CITY OF RED DEER 2005 BUDGET AREA OPERATING BUDGET SUMMARY

PROGRAM: Water Utility Revenue (Area 390)
SECTION: Water Utility (Section 390)
DEPARTMENT: Public Works

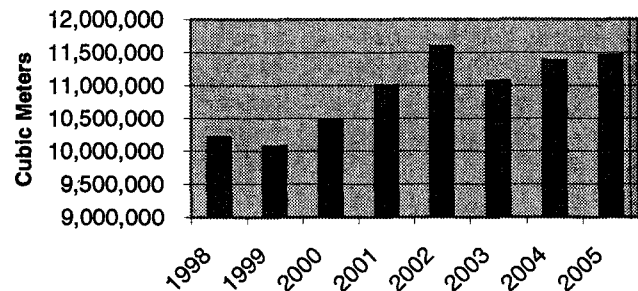
DESCRIPTION OF PROGRAM - Business Units - 387 & 390

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

CPI & GST adjustment (9)

Material, Supplies & Utilities

CPI & GST adjustment (4)

Natural gas & electricity fully recovered (12,200) (12,204)

Internal Transfers

decrease in hydrant rental revenue 27,961

Water/WW recovered from customers (2,000)

increase in building mcte (Dairyworld) 7,500

corrected rental revenue to exclude GST 1,816 35,277

Revenues

South regional sales (73,513)

Growth (2.3% residential, 1.15% commercial) (54,575)

Increase in connection fees (10,000)

Increase in penalties (%of revenue) (2,141)

Utility rate increase of 3.5% (648,842) (789,071)

(766,007)

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$27	\$0	\$0	#DIV/0!
General & Contracted Services	0	1,000	991	-0.9%
Materials, Supplies & Utilities	7,090	12,700	496	-96.1%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$7,117	\$13,700	\$1,487	-89.1%
Internal Charges & Transfers	(431,623)	(572,531)	(537,254)	-6.2%
TOTAL EXPENDITURE	(\$424,506)	(\$558,831)	(\$535,767)	-4.1%
REVENUE	(9,214,122)	(9,671,887)	(10,460,958)	8.2%
NET TAX LEVY	(\$9,638,628)	(\$10,230,718)	(\$10,996,725)	
Percent Change		6.1%	7.5%	
EQUIVALENT FULL TIME POSITIONS		0.0	0.0	#DIV/0!

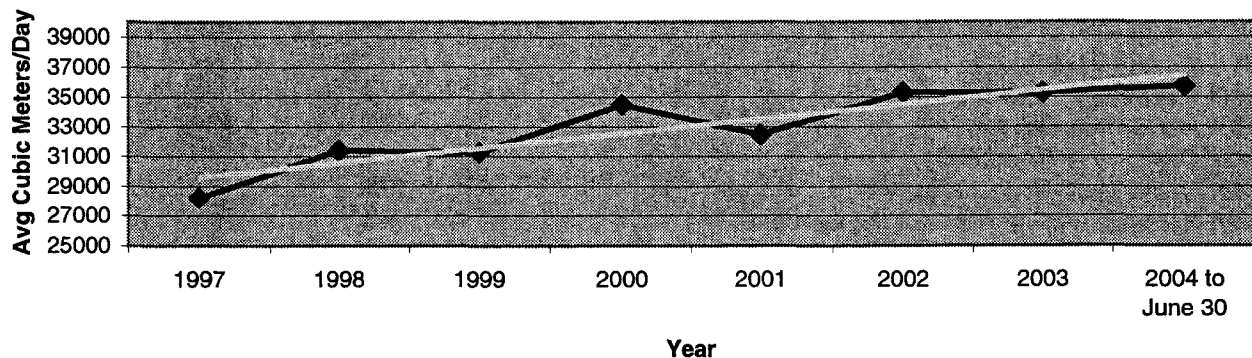
THE CITY OF RED DEER 2005 BUDGET AREA OPERATING BUDGET SUMMARY

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 To become a regional provider for the North Water Commission.
- 4 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."
- 5 Treatment Plant production is indicated by the graph following, representing the average annual daily flow for the last 7 years.
- 6 Budget is based on 60% deemed Debt/Equity ratio

Average Annual Daily Flow in Cubic Meters Per Day



CHANGES IN BUDGET

Personnel

391 Admin Clerk 1/2 time to full time	22,027	
393 QC Tech - less than estimated	(5,170)	
393 OT Allowance for meetings	3,577	
393 Additional temporary operator	49,581	
394 Add permanent mtce labourer	45,877	
Rate adjustments, salary increases	42,665	158,557

**THE CITY OF RED DEER 2005 BUDGET
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 (Cont'd)

General & Contracted Services

391 Training increase OH&S	5,000	
391 Consulting - remove one-time org review	(25,000)	
391 increase Legal Services	6,000	
391 increase in Equipment rental - copier	1,400	
393 Contracted Svcs (moved to 394)	(30,000)	
394 Clearview landscaping, etc.	35,000	
394 Inst/Elect Svc Contracts (from 393)	30,000	
Misc	(1,598)	20,802

Materials, Supplies, Utilities

391 Materials (moved to 393.7373)	(1,400)	
391 General Goods	5,000	
393 Treatment Chemicals	(23,489)	
393 Natural Gas	(80,430)	
393 Minor Capital	(94,141)	
394 Minor Capital	(30,901)	
Misc adjustment - GST/Cost of living	(52,789)	(278,150)

Other

391 Debenture Interest (new debt)	277,672	
391 increase in depreciation	127,127	404,799

Internal Charges & Transfers

391 Decrease in projected deficit	374,157	
391 Support cost & PW Allocation increase	72,982	
391 Decrease in return on rate base	(105,710)	
392 Increase in Utility Billing Costs	71,254	
Misc	3,313	415,996
		<u>722,004</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

See Supplementary Attached

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

See Supplementary Attached

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$1,074,791	\$1,227,227	\$1,385,785	12.9%
General & Contracted Services	135,648	447,674	468,476	4.6%
Materials, Supplies & Utilities	2,260,219	2,528,495	2,250,345	-11.0%
Other	1,178,055	1,438,030	1,842,829	28.1%
SUB-TOTAL	\$4,648,713	\$5,641,426	\$5,947,435	5.4%
Internal Charges & Transfers	4,029,307	3,531,481	3,947,477	11.8%
TOTAL EXPENDITURE	\$8,678,020	\$9,172,907	\$9,894,912	7.9%
REVENUE	(170,348)	(165,200)	(165,200)	0.0%
NET TAX LEVY	\$8,507,672	\$9,007,707	\$9,729,712	
Percent Change		5.9%	8.0%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

**THE CITY OF RED DEER 2005 BUDGET
AREA OPERATING BUDGET SUMMARY**

PROGRAM: Water Treatment Plant (Area 394)
SECTION: Water Utility (Section 390)
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.

Filtration upgrade being undertaken in 2004 will also increase plant capacity and enable us to meet increasingly stringent AENV regulations.

Plant upgrade work totalling \$3,947,000 being undertaken in 2005

Administrative Clerk hours increased to provide increased support to plant personnel

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Programming for new processes in 2006 - \$100,000, upgrade for existing in 2006 - \$50,000, in 2007 - \$500,000
Intake work 2006 - \$105,000, 2007 - \$315,000
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
Replace HLP 102 VFD in 2007 - \$300,000
Treatment Plants Risk Assessment 2007 - \$25,000

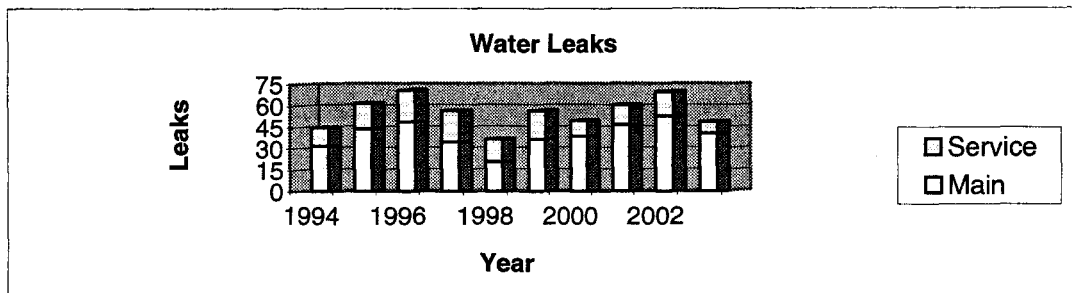
**THE CITY OF RED DEER 2005 BUDGET
AREA OPERATING BUDGET SUMMARY**

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 **1,900** fire hydrants, **3,945** water valves and **23,900** 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

CUPE Increase in salary 22,884

General & Contracted Services

Water meter measurement consulting 25,000
 Miscellaneous adjustments (392) 24,608
 Additional Training Courses 1,500

Materials, Supplies & Utilities

Decrease construction material to better reflect actual (1,888)

Internal Charges & Transfers

Increase in recovery for meter cost from WW utility (7,701)
 Miscellaneous adjustments to better reflect actual 5,933 (1,768)

Revenue

Increase in service kills (1,334)
44,002

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Maintaining Certification will require additional training funds.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$732,515	\$726,448	\$749,332	3.2%
General & Contracted Services	118,544	133,435	159,543	19.6%
Materials, Supplies & Utilities	155,861	218,710	216,822	-0.9%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$1,006,920	\$1,078,593	\$1,125,697	4.4%
Internal Charges & Transfers	171,142	196,352	194,584	-0.9%
TOTAL EXPENDITURE	\$1,178,062	\$1,274,945	\$1,320,281	3.6%
REVENUE	(47,106)	(51,934)	(53,268)	2.6%
NET TAX LEVY	\$1,130,956	\$1,223,011	\$1,267,013	44,002
Percent Change		8.1%	3.6%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

THE CITY OF RED DEER 2005 BUDGET AREA OPERATING BUDGET SUMMARY

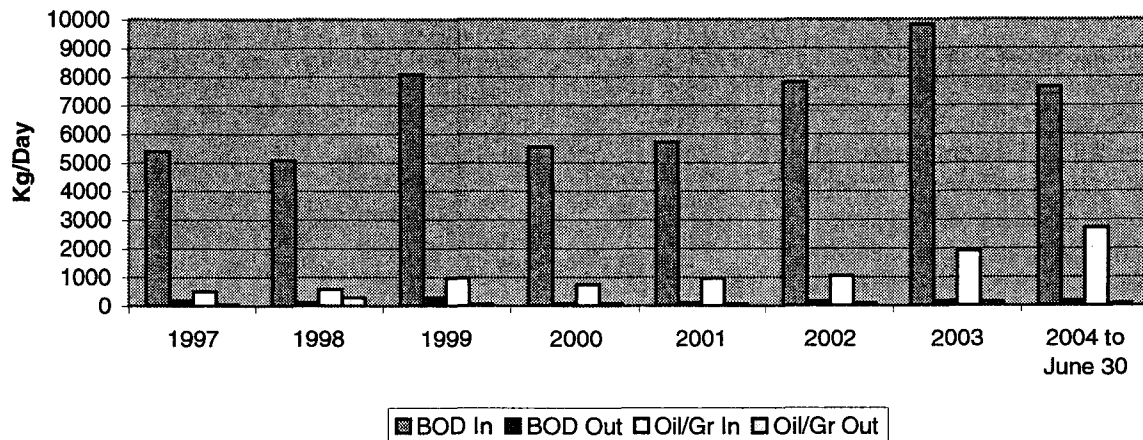
PROGRAM: Wastewater Treatment Plant (Area 419)
& Wastewater Revenue (Area 415)

SECTION: Wastewater Utility (Section 415)

DEPARTMENT: Public Works

DESCRIPTION OF PROGRAM - Business Units - 415 to 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

416 Admin Clerk 1/2 time to full time, adj benefit rate	22,020	
418 QC Tech less than estimated	(5,022)	
418 Additional hours for monitor	3,200	
419 Change temp mtce to full time, adj benefit rate	32,839	
Misc, including negotiated increase	36,859	89,896

General & Contracted Services

416 Reduction in consulting services	(20,350)	
416 Increase in training	4,675	
417 Increase for industrial sampling contract	57,732	
418 No sludge to land application	(300,000)	
418 Janitorial reduction	(4,549)	
418 Move electrical, instrumentation contract work	(30,000)	
418 Insurance increase	8,840	
418 Increase lab contract	10,000	
419 Move electrical, instrumentation contract work	30,000	
416 Move radio rental to 8614	(4,716)	
419 Additional equip/repair/mtce	23,000	
Miscellaneous adjustments	(16,347)	(241,715)

**THE CITY OF RED DEER 2005 BUDGET
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 to 419 (Cpnt'd)

Material, Supplies & Utilities

416 Additional for CD/Back up discs	500	
417 Some supplies required	2,000	
418 Decrease natural gas	(43,306)	
418 Increase electrical costs	33,827	
418 Decrease const/mtce supplies	(3,500)	
418 Increase minor capital	28,200	
419 Increase minor capital	29,400	
Misc adjustments	(730)	46,391

Other

416 Increased debenture interest	541,391	
416 Increased depreciation	308,830	850,221

Internal Charges & Transfers

416 Projected deficit from reserves	(111,092)	
416 No surplus to transfer to reserves	(193,962)	
416 Increase in return on rate base	58,777	
416 Increase in support cost allocation	69,148	
416 Increase in allocation from Public Works	10,673	
417 Utility billing allocation increase	80,501	
417 Add Source control inspector truck	6,240	
Misc adjustments	12,254	(67,461)

Revenue

Reduction in interest grant subsidy	10,813	
Growth (residential @ 2.3%, commercial @ 1.15%)	(170,106)	
Utility rate increase of 6.5%	(536,449)	(695,742)
		<u>(18,410)</u>

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$971,721	\$1,227,030	\$1,316,927	7.3%
General & Contracted Services	266,395	731,803	490,088	-33.0%
Materials, Supplies & Utilities	869,039	942,679	989,070	4.9%
Other	1,123,642	1,209,471	2,059,692	70.3%
SUB-TOTAL	\$3,230,797	\$4,110,983	\$4,855,777	18.1%
Internal Charges & Transfers	4,273,189	3,743,064	3,675,603	-1.8%
TOTAL EXPENDITURE	\$7,503,986	\$7,854,047	\$8,531,380	8.6%
REVENUE	(7,942,627)	(8,426,728)	(9,122,470)	8.3%
NET TAX LEVY	(\$438,641)	(\$572,681)	(\$591,090)	(18,409)
Percent Change		30.6%	3.2%	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

**THE CITY OF RED DEER 2005 BUDGET
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 to 419 (Cpnt'd)**CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR**

Plant upgrade work totalling \$9,930,000 being undertaken in 2005

Administrative Clerk position becoming full time to provide increased support to plant personnel

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.

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

Plant Upgrades 2006 - \$9,299,000
Plant Upgrades 2007 - \$1,301,000
Boiler Efficiency Study 2006 - \$50,000

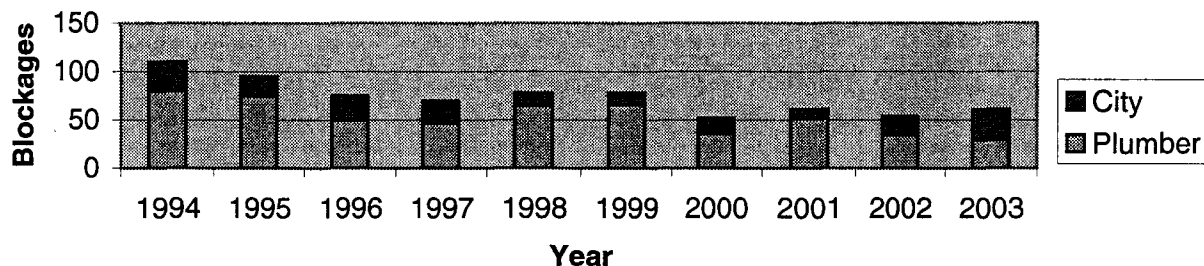
THE CITY OF RED DEER 2005 BUDGET AREA OPERATING BUDGET SUMMARY

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.

Sanitary Service Blockages



CHANGES IN BUDGET -

CUPE increase in wages		4,909
Certification training due to changes in regulations		750
Lift Station materials reflect actual	525	
Equip & Fix. Service Camera	3,537	4,062
Fleet CPI increase	2,879	
Additional Fleet Equipment Radio Costs	5,809	8,688
		<u>18,409</u>

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

An additional \$ 9,000 will be required in 2006 for flow monitoring. The Infrastructure Canada Alberta Program has been providing cost sharing but will not be available in 2006.
 Maintaining Certification will require additional training funds.

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$262,052	\$338,891	\$343,800	1.4%
General & Contracted Services	38,808	47,270	48,020	1.6%
Materials, Supplies & Utilities	32,962	35,073	39,135	11.6%
Other	64,377	64,377	64,377	0.0%
SUB-TOTAL	\$398,199	\$485,611	\$495,332	2.0%
Internal Charges & Transfers	70,477	87,070	95,758	10.0%
TOTAL EXPENDITURE	\$468,676	\$572,681	\$591,090	3.2%
REVENUE	(30,036)	0	0	#DIV/0!
NET TAX LEVY	\$438,640	\$572,681	\$591,090	
Percent Change		30.6%	3.2%	

**THE CITY OF RED DEER 2005 BUDGET
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 -

Personnel		28,113
General & Contracted Services		
Net impact of CPI and GST Changes	(33,282)	
Decrease in Consulting Services	(5,000)	
Increase in Advertising and Promotion	3,000	
Increase in Membership Fees	515	
Increase in Insurance	2,714	(32,053)
Materials Supplies & Utilities		(500)
Internal Charges and Transfers		
Increase in Fleet Equipment	980	
Changes in Allocations and Transfers	71,427	72,407
Revenue		(67,967)
Net Change from 2004		<u>0</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Level of service will not change if solid waste collection rate increases from \$7.05 to \$7.13 effective 05 03 01

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

None

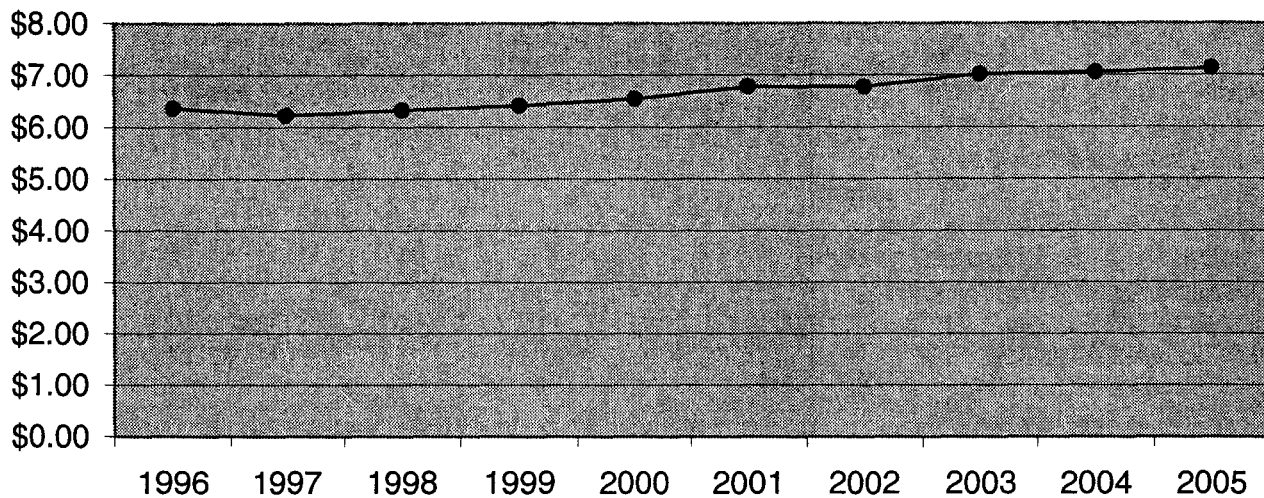
	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$17,250	\$30,306	\$58,419	92.8%
General & Contracted Services	3,406,573	3,415,966	3,387,787	-0.8%
Materials, Supplies & Utilities	221	1,000	500	-50.0%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$3,424,044	\$3,447,272	\$3,446,706	0.0%
Internal Charges & Transfers	661,801	489,285	557,818	14.0%
TOTAL EXPENDITURE	\$4,085,845	\$3,936,557	\$4,004,524	1.7%
REVENUE	(4,001,580)	(3,936,557)	(4,004,524)	1.7%
NET TAX LEVY	\$84,265	\$0	(\$0)	
Percent Change		-100.0%	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

**THE CITY OF RED DEER 2005 BUDGET
AREA OPERATING BUDGET SUMMARY SUPPLEMENTARY**

PROGRAM: Garbage (Area 435)
SECTION: Waste Utility (Section 460)
DEPARTMENT: Public Works

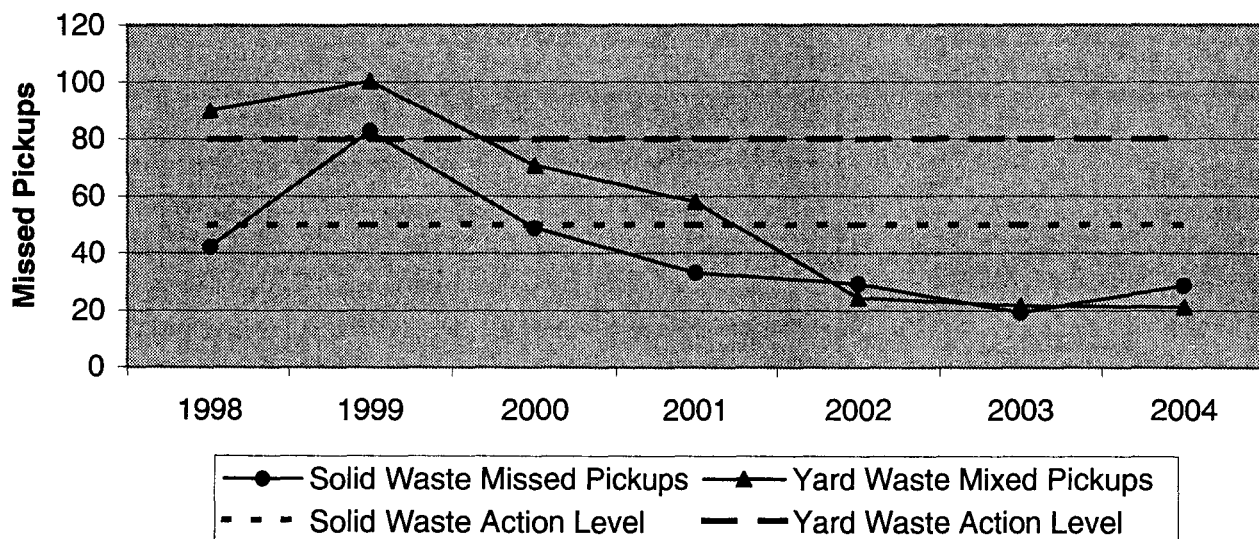
PERFORMANCE MEASURES

**Monthly Charge for Residential Solid and Yard
Waste Collection**



Proposed charge indicated for 2005

**Average Monthly Solid Waste and Yard Waste Missed
Pickups**



2004 values based on first 6 months only

**THE CITY OF RED DEER 2005 BUDGET
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 -

Personnel	13,861
General & Contracted Services	
Increase in Contracted Services	63,280
Decrease in Advertising	(5,000)
Increase in Insurance	692
Materials, Supplies & Utilities	
Decrease in Clothing and Shoes	(200)
Decrease in Construction/ Mtce Mate	2,000
Internal Charges and Transfers	
Changes in Allocations and Transfer:	52,601
Revenue	(127,234)
Net Change	0

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Level of service will not change if multifamily recycling rate increases from \$2.94 to \$3.00 per month and single family recycling rate increases from \$3.32 to \$3.49 per month

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

none

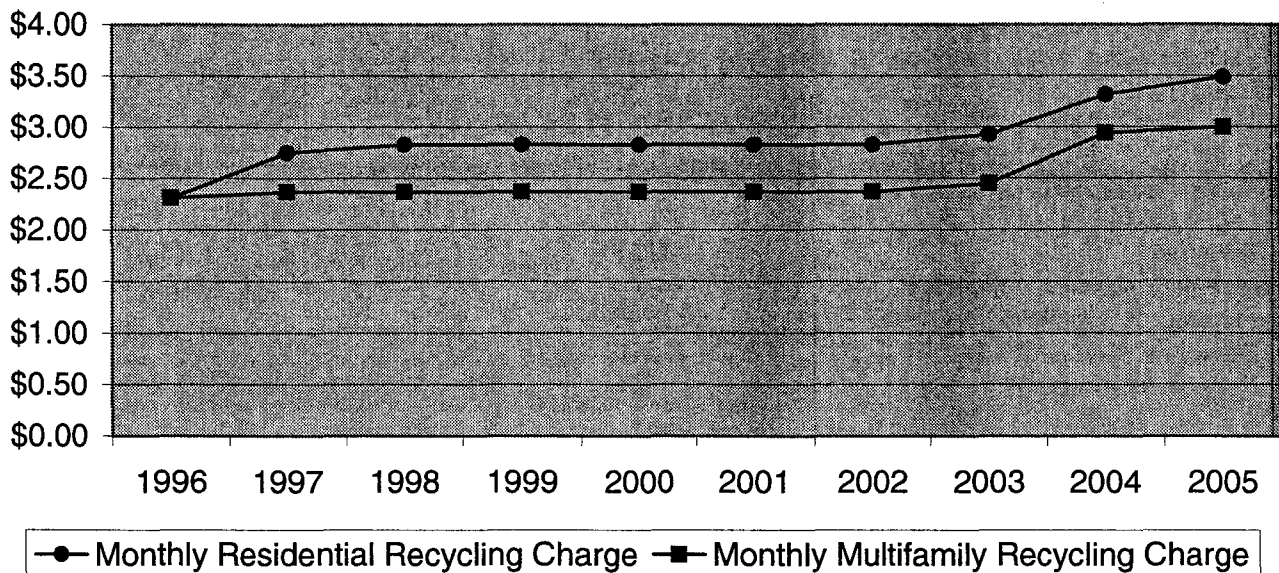
	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$43,271	\$21,223	\$35,084	65.3%
General & Contracted Services	870,580	1,006,508	1,065,480	5.9%
Materials, Supplies & Utilities	29,202	24,200	26,000	7.4%
Other	0	0	0	#DIV/0!
SUB-TOTAL	\$943,053	\$1,051,931	\$1,126,564	7.1%
Internal Charges & Transfers	190,115	248,785	301,386	21.1%
TOTAL EXPENDITURE	\$1,133,168	\$1,300,716	\$1,427,950	9.8%
REVENUE	(1,217,434)	(1,300,716)	(1,427,950)	9.8%
NET TAX LEVY	(\$84,266)	\$0	\$0	
Percent Change		-100.0%	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

**THE CITY OF RED DEER 2005 BUDGET
AREA OPERATING BUDGET SUMMARY SUPPLEMENTARY**

PROGRAM: Recycling (Area 445)
SECTION: Waste Utility (Section 460)
DEPARTMENT: Public Works

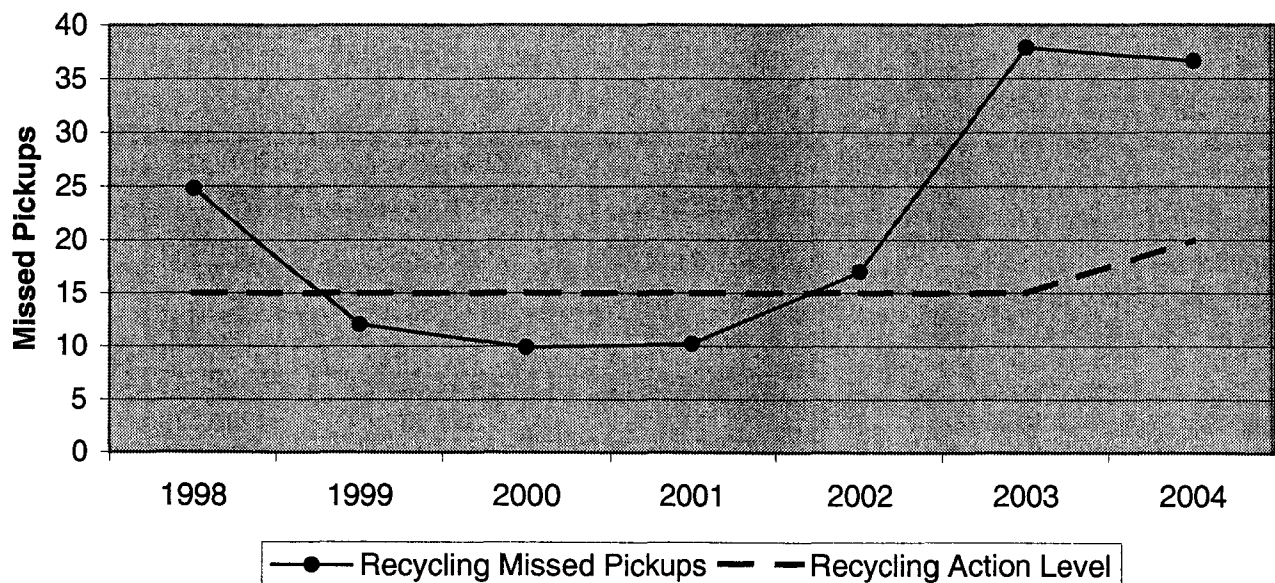
PERFORMANCE MEASURES

Monthly Charge for Recycling Collection



Proposed charges indicated for 2005

Average Monthly Recycling Missed Pickups



2004 values based on first 6 months only

**THE CITY OF RED DEER 2005 BUDGET
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 -

Personnel

Salary increases	12,333	
Reduction in landscaping to reflect actual	(20,133)	(7,800)

General & Contracted Services

Increased volume means premium due to contractor	50,518	
Increase in Consulting Services to implement WMMP	100,000	
Increase in site monitoring above CPI	28,317	
Misc adjustments to better reflect actual	(7,558)	171,277

Materials, Supplies & Utilities

Misc adjustments to better reflect actual	(2,000)	
Increase in Equipment & Fixtures	250	(1,750)

Other

Closure Expense Provision based on revised 2004 costs		(4,707)
---	--	---------

Internal Charges & Transfers

Fleet equip adjusted to reflect actual landscaping etc.	(14,040)	
Decrease in support cost allocation	(37,703)	
Increase in franchise fee due to increased revenue	46,703	
Increase in trsfr to reserves for future cell construction	55,880	
Decrease in surplus	(135,727)	
Miscellaneous adjustments	19,867	(65,020)

Revenue

Increase in volume 2,500 tonnes x \$36	(90,000)	
Adjust scrap metal sales to better reflect actual	(2,000)	(92,000)

Net Change

0

**THE CITY OF RED DEER 2005 BUDGET
AREA OPERATING BUDGET SUMMARY**

PROGRAM: Solid Waste Disposal (Area 460)
SECTION: Waste Utility (Section 460)
DEPARTMENT: Public Works

DESCRIPTION OF PROGRAM - Business Units - 460 (Cont'd)

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

Level of service will not change

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

none

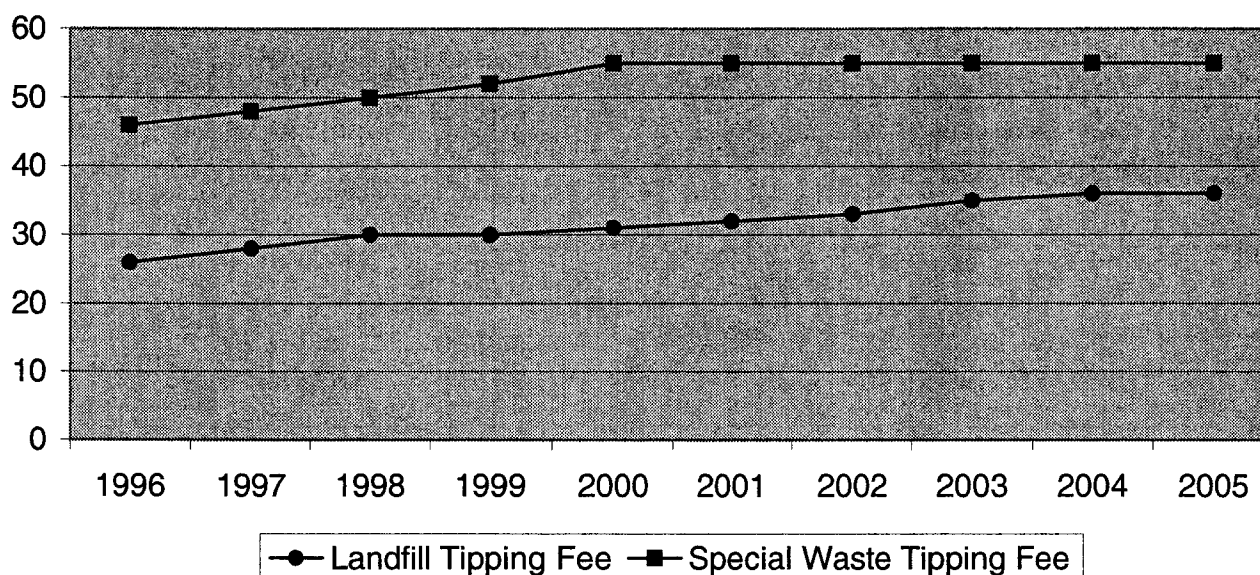
	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$60,092	\$99,479	\$91,679	-7.8%
General & Contracted Services	1,228,106	1,281,385	1,452,662	13.4%
Materials, Supplies & Utilities	24,625	35,250	33,500	-5.0%
Other	229,102	29,745	25,038	-15.8%
SUB-TOTAL	\$1,541,925	\$1,445,859	\$1,602,879	10.9%
Internal Charges & Transfers	1,663,087	1,339,141	1,274,121	-4.9%
TOTAL EXPENDITURE	\$3,205,012	\$2,785,000	\$2,877,000	3.3%
REVENUE	(3,205,012)	(2,785,000)	(2,877,000)	3.3%
NET TAX LEVY	\$0	\$0	\$0	
Percent Change		#DIV/0!	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS				#DIV/0!

THE CITY OF RED DEER 2005 BUDGET AREA OPERATING BUDGET SUMMARY

PROGRAM: Solid Waste Disposal (Area 460)
SECTION: Waste Utility (Section 460)
DEPARTMENT: Public Works

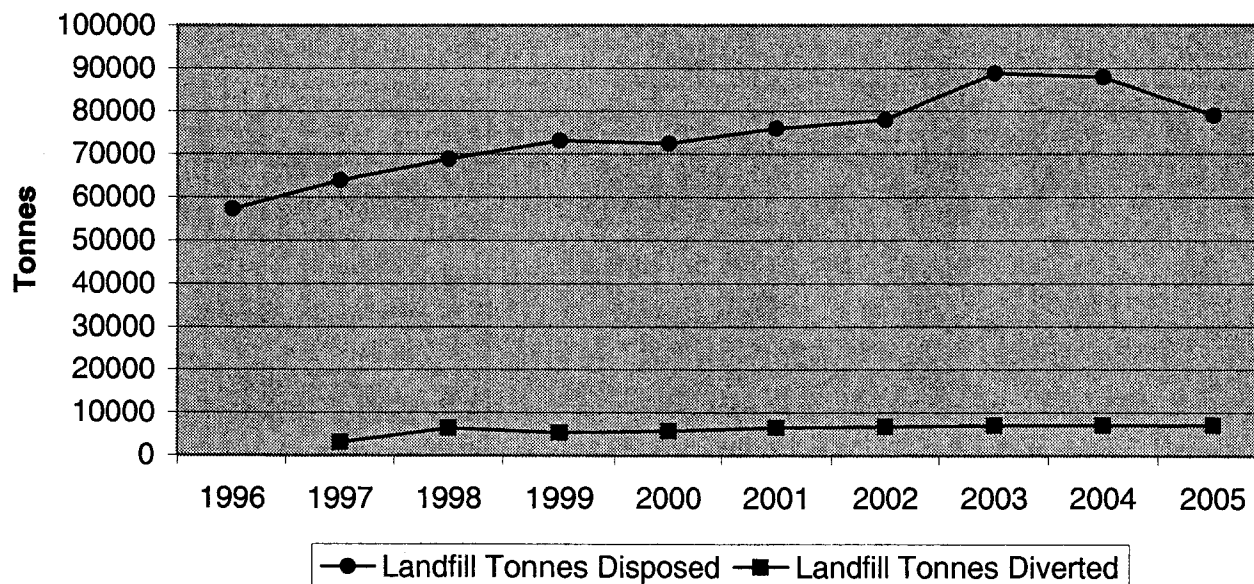
DESCRIPTION OF PROGRAM - Business Units - 460 (Cont'd)
PERFORMANCE MEASURES

Landfill Tipping Fees



Proposed tipping fee indicated for 2005

Landfill Tonnes Disposed and Diverted



Projected tonnages indicated for 2004 and 2005

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Public Works Organizational Change
Department Name & Reference #: Public Works Dept.- #PW14
Business Unit No.: Various**

A. Funds Required¹:

i) One time ☒ or, Ongoing ☒

See Table 1:

Table 1 Public Works Re-Organization Implementation - Forecasted Annual Costs

Year	Utility Based	Tax Based	Total
2005	258,000	143,000	401,000
2006	319,000	234,000	553,000
2007 & Ongoing	294,000	210,000	504,000

Notes: -Includes benefit allowances of 20.0% for Exempt and 21.0% CUPE
 -Allocation split based on existing PW Salary Allocations to Utilities 2005 Budget split
 -Assumes use of Stores Building for Public Works additional offices
 -Cost estimates are based on 2004 dollars and do not include inflation, or regular salary and wage adjustments.

Table 2 Public Works Re-Organization Implementation – One Time and Operating Costs

Year	One Time	Operating	Total
2005 Utility Based	178,000	81,000	258,000
2005 Tax Based	87,000	56,000	143,000
Sub Total	264,000	137,000	401,000
2006 Utility Based	25,000	294,000	319,000
2006 Tax Based	25,000	210,000	234,000
Sub Total	50,000	504,000	553,000
2007 Utility Based	0	294,000	294,000
2007 Tax Based	0	210,000	210,000
Sub Total	0	504,000	504,000

B. BPFR Description:

The City is growing at a rate that is generating many more demands on existing resources. The number of calls received that result in memos for service has increased by over 50% (4194 in 1998 to 6445 in 2003)² over the last five years. Over that same period the amount of budget that each Department Supervisor is responsible for has increased by 47% (\$3.35M in 1998 to \$4.94M in 2003). The population of the city has increased by 13.7% in the last five years; this leads to a proportional increase in demands for service. In addition:

- there are ever increasing levels of complexity (more government regulations OH&S changes, Alberta Environment focus, technological changes and obsolescence),
- the demographics of the workforce are resulting in significant levels of retirements over the next few years, and
- the public is becoming more and more demanding for instant response to concerns.

During 2004 a review of the Public Works Department organizational structure was completed to determine if the Department should be restructured to better address current and future service demands. The results of the independent review indicated a number of key drivers for change:

- Internal pressures are building – from a workload and complexity perspective,
- Environmental issues are becoming more of a driver, and
- There is an increased emphasis and need for teamwork, empowerment, customer service, and quality focus.

The outcome is a recommendation to create a new department, the Environmental Services Department, which would have an environmental focus. The new structure is shown in Figure 1 New Structure. Environmental Services mandate would be to manage the utilities that are currently part of Public Works (ie. water, wastewater, and waste management). The role will be:

- Ensure environmentally responsible policies, plans, standards and operations related to environmental impacts of the water, wastewater, and waste management utilities,
- Monitor the impact on the environment of human actions and decisions regarding water, wastewater, and waste management, and
- Provide a corporate focus, contact, and awareness for cross department environmental concerns.

The new structure is required to position the City on a proactive basis to better handle existing and future challenges.

The ultimate new structure requires the addition of five new positions: department manager, office supervisor/accountant, environmental initiative coordinator, superintendent, and an engineering technician. It is expected that it will take 18 to 24 months to fully staff and implement the new structure. During the transition phase resources will be required to: develop a change management plan; revise, create, and evaluate job descriptions; modify accounting systems and business processes; modify and create department policies; reassign, recruit, and train staff; and determine and acquire space and office requirements.

² Public Works 2003 Annual Report, Chart: Inquiries Requiring Memos 1994 to 2003.

C. Implications:

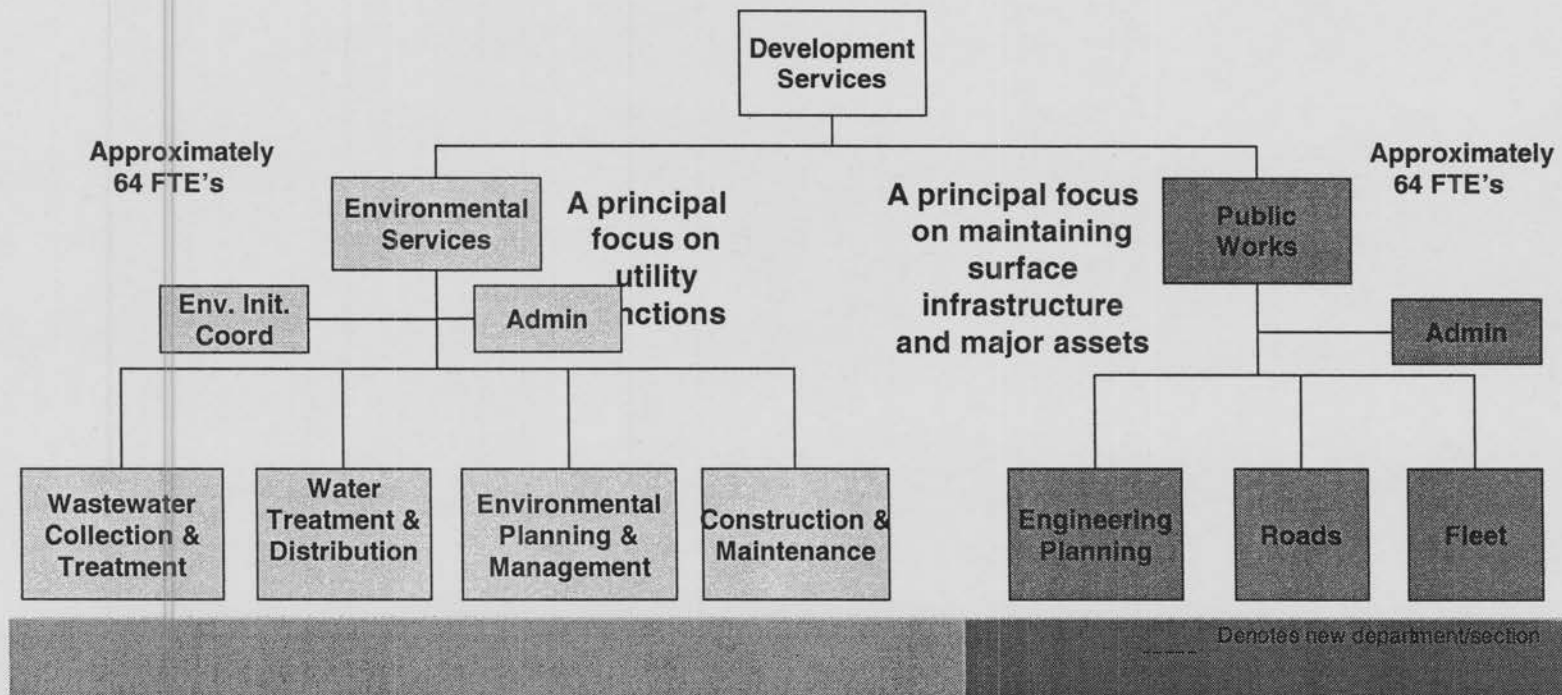
Some of the identifiable implications of not funding this request are:

- Staff work related stress will continue to increase,
- As work load increases mistakes will get made,
- Impact of regulatory changes will not be adequately understood or implemented,
- Levels of service will decline, response times to customer concerns will slow,
- Quality staff will find other employment,



Figure 1 - Recommended Changes

New Structure Two Departments



Section 4

Public Works Organizational
Change
Forecasted Implementation Budget and Ultimate
Budget Impact

Cost Item ****	Ultimate Ongoing Cost	Net 2005 Cost Impact				Net 2006 Cost Impact				Net 2007 & Ongoing Cost Impact			
		Utility Based**	Tax Based	% Phase In	Total Year	Utility Based**	Tax Based	% Phase In	Total Year	Utility Based**	Tax Based	% Phase In	Total Year
Implementation:													
New Manager	-	67,635 75%	22,545 25%	75%	90,180								
Furnishing & Equipment	-	12,500 50%	12,500 50%		25,000	12,500 50%	12,500 50%		25,000	-	-		-
Personnel Dept - Term Resources		25,000 50%	25,000 50%		50,000	10,000 50%	10,000 50%		20,000				
Positions *:													
Dept. Manager	120,240	- 35%	- 65%	0%	-	42,084 35%	78,156 65%	100%	120,240	42,084 35%	78,156 65%	100%	120,240
Office Supervisor	83,340	14,585 35%	27,086 65%	50%	41,670	29,169 35%	54,171 65%	100%	83,340	29,169 35%	54,171 65%	100%	83,340
Superintendent	97,718	24,430 100%	- 0%	25%	24,430	97,718 100%	- 0%	100%	97,718	97,718 100%	- 0%	100%	97,718

Section 4

Support??		-	-	-		-	-	-		-	-	-	
		50%	50%			50%	50%			50%	50%		
Program Tech	61,677	15,419	15,419	50%	30,839	30,839	30,839	100%	61,677	30,839	30,839	100%	61,677
		50%	50%			50%	50%			50%	50%		
Revised Jobs	15,000	3,750	3,750	50%	7,500	7,500	7,500	100%	15,000	7,500	7,500	100%	15,000
		50%	50%			50%	50%			50%	50%		
Sub Total:	377,976	163,323	106,304		269,618	229,814	193,169		422,976	207,313	170,668		377,976
Environmental Initiative Coordinator	80,000	15,000	5,000	25%	20,000	60,000	20,000	100%	80,000	60,000	20,000	100%	80,000
		75%	25%			75%	25%			75%	25%		
Facilities													
Removed, plan on using Stores for PWks	-	-	-	50%	-	-	-	100%	-	-	-	100%	-
		75%	25%			75%	25%			75%	25%		
Leasehold Improve		56,250	18,750		75,000								
		75%	25%										
Subtotal:	80,000	71,252	23,751		95,000	60,002	20,001		-80,000	60,002	20,001		-80,000
Total:	457,976	234,576	130,055	-	364,618	289,816	213,170		-502,976	267,315	190,669		-457,976

Section 4

Contingency (10%)	45,798	23,458	13,005	-	36,462	28,982	21,317	-50,298	26,731	19,067	-45,798
Forecast Total:	503,773	258,033	143,060	-	401,080	318,797	234,487	-553,273	294,046	209,736	-503,773
Rounded Total:	504,000	258,000	143,000		401,000	319,000	234,000	-553,000	294,000	210,000	-504,000

* Includes allowances for benefits @ 20.0% Exempt
and 21.0% Union Inside

** allocation based on existing PW Salary Allocations to Utilities
2005 Budget split

Public Works Implementation with Personnel costs Dec 2 2004.xls

**** Cost estimates are based on 2004 dollars and do not include inflation, nor salary
and wage adjustments

THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS BUSINESS PLAN FUNDING REQUIREMENT

Initiative Title: Equipment Fleet Growth – All Departments w/ Fleet
Department Name & Reference #: Public Works - #PW15
Business Unit No.: Various

A. Funds Required¹:

- i) One time or, Ongoing ☐ - See individual department requests.

Table 1 – Individual Subfleet Growth Amounts

Sub-Fleet	2005 Mid-Year Replacement		Growth Factor	2005	2005 Incremental Allocation
	Cost of Existing Equipment				
Bylaw	130,875	5.00%	6,544	1,424	
E.L.&P.	2,670,164	1.50%	40,052	8,715	
Engineering	173,802	2.00%	3,476	756	
Garage	176,420	2.00%	3,528	768	
Solid Waste	50,256	7.00%	3,518	765	
Parks Maintenance	3,329,460	2.00%	66,589	14,490	
Recreation	628,200	1.75%	10,994	2,392	
Roads	6,168,905	1.50%	92,534	20,135	
Stores	271,173	2.00%	5,423	1,180	
Transit	4,315,734	3.00%	129,472	28,173	
W & WW	3,999,540	1.80%	71,992	15,665	
WTP	107,841	4.00%	4,314	939	
WWTP	135,325	4.00%	5,413	1,178	
Parks Facilities	554,387	2.00%	11,088	2,413	
P.W./Eng. Maint.	54,444	7.00%	3,811	829	
Emergency Services	8,867,043	0.70%	62,069	13,506	
Total 2005 Mid-Year Replacement Value	32,013,629				
2005 Subfleet specific Growth contribution			520,817	113,327	

Notes: - Future annual amounts will change based on inflationary impacts, changing growth expectations, changing replacement schedules, and changing equipment level needs.

B. BPFR Description:

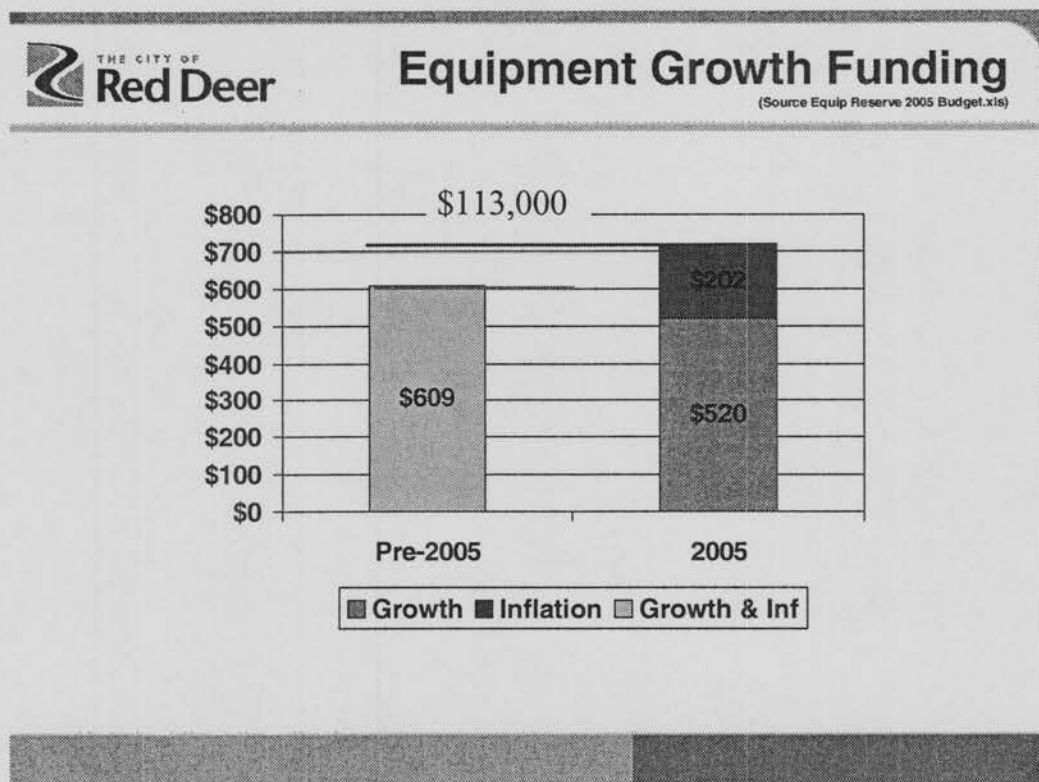
In 2003 Senior Management decided that funding for future growth equipment be identifiable and separate from regular replacement funds. The reason for this is to prevent cross subsidization between tax and non-tax funded programs and to lessen the risk of a slow growth program subsidizing a fast growing program. This concept was presented to Council as part of the 2004 Budget discussions. This was to be accomplished by surcharging individual fleet user groups based on the anticipated

growth estimated for the individual groups. The concept is that the funds must be set aside in a reserve allocated for growth equipment, yet still be approved by Council prior to being spent.

Based on this concept, each Fleet user was asked to provide projections for growth over the next 10 years. The total Fleet growth projected between 2005 and 2014 is \$6,000,000. A 2005 contribution of \$520K (plus annual adjustments for inflation) is required to fund this growth. These percentages were then used to forecast the funds required from each Fleet User on an annual basis as shown in Table 1.

In previous years an interest cost was charged to equipment. This was intended to cover the costs of inflation and allow for growth of the Fleet. Calculations have been done to determine how much of the new growth related costs was actually all ready accounted for in the rates. A financial model was developed that projects that a net incremental increased annual cost of \$113K would cover the projected growth of the entire Fleet. The results are shown in Figure 2. Based on the 2004 budgeted revenue, the average rate would have to incrementally increase by 2.0% (\$113K/\$5.8M) to fund the projected growth and adjustments for inflation.

Figure 2 – Equipment Growth Funding



If the growth is not funded through an equipment rate increase the overall Fleet is likely to under recover in 2005. If the choice is made to not fund equipment growth through

the Fleet rates at all, then the overall rates could be decreased by \$170K (\$609k + 81k inf -\$520 growth). This would leave two options, not allow the numbers of equipment to grow, or to fund future growth from another source.

To help ensure that there is little cross subsidization between fleet users, it is recommended that the fleet users have rates prorated based on the individually projected growth amounts. In this manner the \$113K will be recovered over the entire fleet, but on a user pay based method. The last column in Table 1 shows the amounts that would be allocated to each Fleet User Group. This should form the basis for the individual Department's business plan funding requirements. Some Departments may be able to absorb these changes due to offsets from other business units or due to changing use patterns for their equipment. Some Departments may be submitting BPFR requests specifically for these amounts.

C. Implications:

If the growth is not funded through the equipment rates the overall Fleet is likely to under recover in 2005. If the choice is made to not fund equipment growth through the Fleet rates, then:

- the Fleet will not be able to grow to meet service related demands as the community grows, or
- an alternate source will be needed to fund the growth demands of the Fleet.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Increase Sidewalk Repair
Department Name & Reference #:Public Works, Roads Section #PW03
Business Unit No.: 327

A. Funds Required:

- i) One time ☐ or, Ongoing X
- ii) 2005 Net Budget Requirement \$52,000
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for: Sidewalk Construction Repair and replacement of priority 1 as per council Policy 4601
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$35,000
 - b. Inflation \$17,000

C. Implications (include only those that apply):

- i) Legislative Requirements
- ii) Financial Risk/Payback
- iii) Organizational Risk/Payback
 - Expanding the budget will enable that the repairing of sidewalks can be done which have a significant amount of cracking, and where vertical or horizontal separation is greater than 25 mm when inspected. Because of material increases contracted services have increased by 16%.
- iv) Community Risk/Payback
 - By not repairing separation more than 25 mm there is more risk for people to be injured from trips and falls.

Account Distribution:

327.7305 52,000

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Spring Cleanup

Department Name & Reference #: Public Works, Roads section #PW04

Business Unit No.:349

A. Funds Required:

- i) One time ☐ or, Ongoing X
- ii) 2005 Net Budget Requirement \$30,000
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for: Spring cleanup
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$30,000

C. Implications (include only those that apply):

- i) Financial Risk/Payback
 - Liability risk with sanding material left for longer periods, windshield breakage, falls, cyclists and motorcycle accidents.
- ii) Organizational Risk/Payback
 - Lower level of service. We will not be able to clean winter sanding material from all sub-divisions. Newly developed sub-divisions will not be able to be cleaned. We will either have to sweep around parked cars to reduce signing or use signs at entrances to sub-divisions only to warn residences of sweeping operations, instead of on-street signage.
- iii) Community Risk/Payback
 - Not all streets will be cleaned in the spring

History:

Year	Budget	Actual	Shortfall
2004	\$532,000	\$563,000	\$31,000
2003	473,000	571,000	98,000
2002	458,000	511,000	53,000
2001	400,000	467,000	67,000
2000	362,000	464,000	102,000
5yr average	446,000	515,000	70,000

Account Distribution:

349.7371 30,000

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Red Deer Regional Airport Annual Capital Grant
Department Name & Reference #: Development Services
Business Unit No.:361

A. Funds Required:

- i) One time ☐ or, Ongoing ☒
- ii) 2005 Net Budget Requirement \$ 40,000
- iii) 2010 Budget (Incremental costs from 2009) \$(40,000)

B. BPFR Description:

- i) The funds will be used for:
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$40,000 Explain: Continuance of Capital grant to Red Deer Regional Airport for an additional five years

C. Implications (Include only those that apply):

- i) Legislative Requirements
 - Nil
- ii) Financial Risk/Payback
 - Nil
- iii) Organizational Risk/Payback
 - A more viable airport will enable our staff to more effectively market Red Deer
- iv) Community Risk/Payback
 - A more viable airport will result in benefits to the Red Deer community and to Central Alberta.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Roads Sub-fleet Growth
Department Name & Reference #: Public Works, Roads Section #PW05
Business Unit No.: various

A. Funds Required:

- i) One time ☐ or, Ongoing X
- ii) 2005 Net Budget Requirement \$20,135
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for: To fund future growth of Roads equipment fleet
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$20,135

C. Implications (include only those that apply):

- i) Organizational Risk/Payback
 - To fund the increase in equipment growth for the next ten years. If not funded, future equipment will not be able to be cash financed and will require debt or capital leasing.
- ii) Community Risk/Payback

Mayor and City Manager's Office 2005 Business Plan

Our Mission

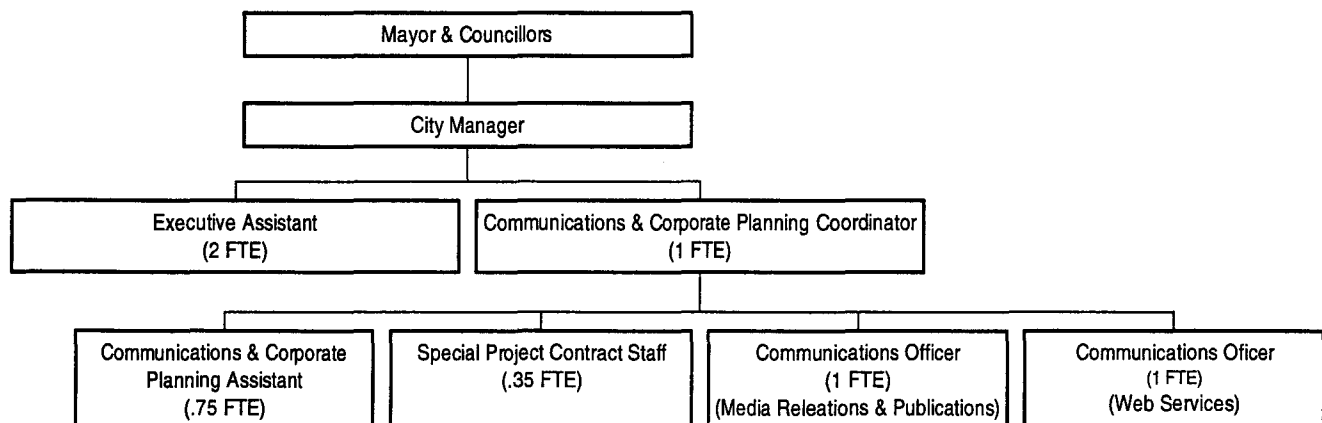
Through effective leadership, ensure that the business of The City of Red Deer is carried out and communicated to Council, staff and the community at large.

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, issues management, 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

Office of the Mayor and City Manager



Introduction

2004 Key Accomplishments

- Achieved significant progress, in collaboration with others, in having the Provincial and Federal Governments acknowledge the need for new fiscal arrangements with local governments.
- Achieved significant progress in our deliberations with Red Deer County on industrial land annexation.
- Ensured the successful transition of Utility Billing function back within The City through comprehensive communications planning and implementation targeted at affected residents.
- Completed and executed Communications and Public Consultation Plan for Residential Annexation, which supported successful application for annexation.
- Redesigned and facilitated a two day orientation workshop for Mayor, Councillors and Senior management team to introduce concepts of governance, management, Municipal Government Act, and planning and decision making models.
- Generated over \$85,000 in gratis print media coverage through the Media Relations function. This total does not include any media initiated coverage.

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 2005 include completing annexation process to address long-term needs for serviced industrial lands, providing guidance to the development and redevelopment of major community facilities, and support the new Mayor and Councillors in the effective governance of the corporation.
- Develop/maintain effective relationships with public and private sector organizations that are key to the strategic direction of The City.
- 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 and the Federation of Canadian Municipalities in influencing and shaping Provincial and Federal policy impacting the roles, responsibilities, and resources 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 opportunities.

Objective 4 **To advance the recommendations and strategies of the Greater Downtown Action Plan and Riverside Meadows Redevelopment Plan**

Actions

- 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

- Support the update of the 3 year Strategic Plan.
- Continue to develop and maintain the Senior Management Team as the principal advisor to the City Manager.
- Conduct Mayor/Councillor/Staff workshops related to strategic issues.
- Continue to 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 and implement development of an Intranet site for staff.
- 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 Office of the Mayor and City Manager. 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 4.1 FTEs**. We continue to be flexible in the way we deploy these resources (.35 FTE of the staff complement is used for contract resources) to provide greater ability to respond to department communications requirements and corporate planning responsibilities.

This flexibility 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.

In 2004, media relations showed the strongest growth, partially in response to the number of initiatives that The City is currently involved in. In 2002, The City issued 110 news releases, in 2003 we issued 164 news releases, and by October 30, 2004 we had issued 191 news releases. We continue to see excellent returns on the media relations function as in 2004 alone, it generated over \$85,000 in gratis print media coverage. This total does not include any media initiated coverage.

The volume of facility development and redevelopment projects scheduled for 2005 and 2006, in addition to major change communications including potential changes to employee benefits, Public Works organizational review, Treasury Services organizational review, and implementation of the

Transit and Special Transportation and Policing and Crime Prevention Study will require enhanced communications support for a concentrated 18 month period. A BPFR has been prepared to support these needs.

****Please refer to organizational chart on page 1 for a complete overview of the structure.**

**THE CITY OF RED DEER 2005 BUDGETS
DEPARTMENT OPERATING BUDGET SUMMARY**

DEPARTMENT: Office of the Mayor and City Manager

DIVISION: Mayor And City Manager

DESCRIPTION OF PROGRAM - Business Units - 109, 110, 111, 112, 113

Please refer to 2005 Business Plan (attached).

CHANGES IN BUDGET -

2004 Council approved budget	1,028,150
Add: Salary Increase as Negotiated (CUPE & Exempt)	20,145
Less: Redistribution of funds	-5,000
2004 Reallocated Council Approved Budget	1,043,295
Less: GST Legislation Change	-5,759
Less: Year End Carry Forwards	-11,800
Less: Misc. Adjustments	-130
Add: Transfer from BU 59	27,925
Add: CPI Increase of 2.1%	4,307
Add: Salary Settlements	5,883
Add: Full year funding of new position in 2004	11,639
2005 Budget Guideline	1,075,360

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$552,281	\$609,849	\$636,334	4.3%
General & Contracted Services	321,347	359,171	339,001	-5.6%
Materials, Supplies & Utilities	69,345	58,375	54,125	-7.3%
Other	56,500	27,000	54,400	101.5%
SUB-TOTAL	\$999,473	\$1,054,395	\$1,083,860	2.8%
Internal Charges & Transfers	(73,537)	(9,100)	(6,500)	-28.6%
TOTAL EXPENDITURE	\$925,936	\$1,045,295	\$1,077,360	3.1%
REVENUE	(1,257)	(2,000)	(2,000)	0.0%
NET TAX LEVY	\$924,679	\$1,043,295	\$1,075,360	
Percent Change		12.8%	3.1%	
EQUIVALENT FULL TIME POSITIONS	6.0	5.8	7.1	22.4%

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Strategic Communications Advisor (Term)
Department Name & Reference #: Mayor & City Manager's –
Communications & Corporate Planning
Business Unit No.: 112**

A. Funds Required:

- i) One time ☒ or, Ongoing ☐
- ii) 2005 Net Budget Requirement \$76,000 (Net of \$ revenue)
- iii) 2006 Budget (Incremental costs from 2005) \$71,000
- iv) 2007 Budget (Incremental costs from 2006) \$ N/A

Funds should be split between capital (75 per cent of costs) and operating (25 per cent of costs) funding sources.

Funding Breakdown:

Salary – \$117,000 (spread over two years)
Computer & Furniture – \$5,000
Communications Tactics – \$25,000 (spread over two years)

B. BPFR Description:

- i) The funds will be used for: An 18 month term position to provide communications expertise to a number of facility development and redevelopment projects (Museum & Archives, City Hall/RCMP Space, Recreation Centre Renovation, Dawe Centre Renovation, West Yards relocation) as well as major change communications including potential changes to employee benefits, Public Works organizational review, Treasury Services organizational review. This work will supplement the core services provided through Communications and Corporate Planning.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$50,100
 - b. Increased service \$35,000
 - c. Legislative & new complexities \$15,000
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
 - Although not truly legislative, the Facility Planning and Design template includes several communication and public input points for community facility development. The increased emphasis on transparency, public input and communications requires additional resources to ensure that the requirements outlined in the Facility Planning and Design template are met. The amount of communications work generated due to the large amount of major community facilities scheduled for development within the next 18 months cannot be absorbed within the current communications function. There is a need to contract out a level of communications support for each of these projects. There is an advantage to pooling contract resources into one term position

that would tap into systems and communications vehicles that already exist. There are also significant synergies to be gained by consolidating several potential small contracts into one position that will support all.

ii) Financial Risk/Payback

-

iii) Organizational Risk/Payback

- Several projects slated to begin within the next year could have major impacts on staff, especially the Public Works organizational review, the Treasury Services organizational review, and proposed changes to the benefits program. These changes require communications support to ensure that staff has the information they need to continue to feel supported and respected throughout these change processes. Without strong communications efforts, staff can feel misinformed and undervalued, ultimately resulting in decreased productivity and poor work environments. This term resource will provide additional expertise to the organization to support these change processes.

iv) Community Risk/Payback

- Facility development is always done under close public scrutiny. There is an expectation that the community will have access to detailed information about project scope, costs, planning processes, and timing as well as have the ability to give input into any development options. Strong communications support is essential to meeting the public's expectations. Without it, there is a possibility of public criticism and mistrust. Open and clear communications during these projects will work toward maintaining the community's trust and support as we spend significant dollars to upgrade a series of community facilities.

PERSONNEL DEPARTMENT BUSINESS PLAN 2005 – 2007

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.”

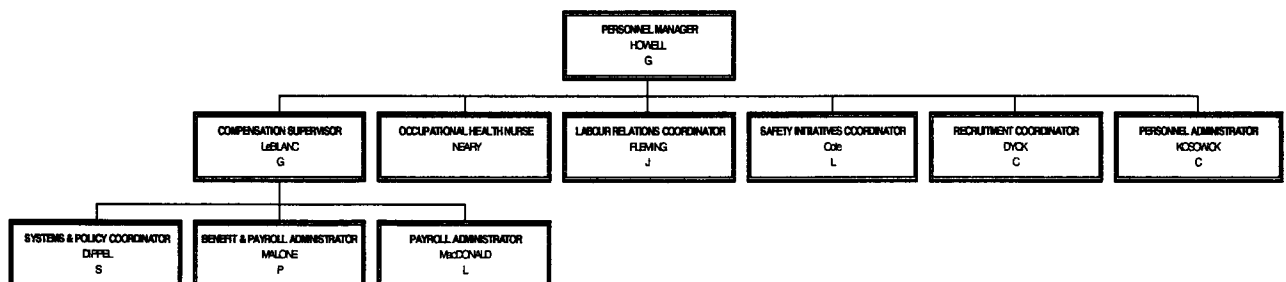
A. Mission

“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.”

B. 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 leadership and support to the organization’s safety programs

C. Organizational Structure



FTE¹ Table

Year	2002	2003	2004	2005 (proposed)
# FTE's	8.8	9.8	10	11.

D. Overview**Looking Back on 2004:****i) Key Strategies, New Directions & Achievements**

- Three of The City's four collective agreements were re-negotiated in 2004 - Transit, CUPE and IAFF.
- The City's "Competency Development Program" was introduced, with work commencing in a number of departments.
- Team development for Department Heads and Directors has become an important component of our organization's development.
- Progress was made in making better management information available to managers and supervisors.

ii) Challenges

- We have been stretched to provide quality services to employees, given the growth in the organization and the community, as well as the increasing complexity of the workplace and government regulations and requirements. Transactions involved in hiring, paying and terminating employees continue to increase and we have not been able to effectively keep pace with the records management requirements involved. We must respond to these challenges.

Looking Ahead to 2005 and Beyond:**i) Continuing Strategies**

- The Competency Development Program will be continued and expanded to provide development opportunities for employees that will be targeted to their needs.
- More work will be done on making appropriate information available online for employees and supervisors.

ii) New Initiatives

- A significant communications program will be undertaken to improve employees' understanding of their benefits program, including associated costs.

¹ FTE – Full Time Equivalent staff

D. Objectives for 2005:**Objective 1**

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
Implement a comprehensive communications program for Personnel	Grant Howell/ Impact on Communications	4Q 2005	employees understand their benefits. Departments understand Personnel services

Objective 2

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
Develop strategies and programs to meet competency development needs	John Fleming/ Departments will be partners	4Q 2005	Development needs identified for employees, then met.

Objective 3

Action	Key Responsibility/ Partners/Impact on Others	Expected Completion	Success Measure
Complete CUPE Job Evaluation	Greg Leblanc/ impact on John Fleming re labour relations	4Q 2005	System approved and implemented

F. Risk Management Disclosure:

- Rapidly increasing benefits costs
- Changing government legislation/regulations which place additional requirements (and potential penalties) on the organization
- Unfunded liabilities – e.g. short term and sick plan benefits

**THE CITY OF RED DEER 2005 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 -

2004 Council approved budget	1,158,607
Add: Minor operational increases such as:	9,571
Tool/boot allowances, printing/copy charges, award banquet, memberships	
Add: CPI increase	6,083
Add: Salary adjustments	7,359
Add: Awards Banquet costs (increased employees)	6,500
Less: GST change	(4,643)
Less: Reallocation of funds to pool account	(15,000)
Less: Employee Climate survey (every second year)	(8,000)
Less: One time funding request for CUPE job evaluation	(10,000)
	<u>1,150,477</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$919,329	\$944,943	\$868,707	-8.1%
General & Contracted Services	221,600	288,864	318,608	10.3%
Materials, Supplies & Utilities	31,959	28,700	41,262	43.8%
Other				
SUB-TOTAL	\$1,172,888	\$1,262,507	\$1,228,577	-2.7%
Internal Charges & Transfers	(109,397)	(100,000)	(29,200)	-70.8%
TOTAL EXPENDITURE	\$1,063,491	\$1,162,507	\$1,199,377	3.2%
REVENUE	(104,409)	(3,900)	(48,900)	1153.8%
NET TAX LEVY	\$959,082	\$1,158,607	\$1,150,477	
Percent Change		20.8%	-0.7%	
EQUIVALENT FULL TIME POSITIONS	9.8	10.0	10.0	0.0%

**THE CITY OF RED DEER 2005 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Personnel Services

DEPARTMENT: Personnel

DIVISION: City Manager

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 -

2004 Council approved budget	940,033
Add: Minor operational increases such as:	7,071
Printing/copy charges, award banquet, memberships, cell phone	
Add: CPI increase	5,350
Add: Salary adjustments	7,359
Add: Awards Banquet costs (increased employees)	6,500
Less: GST change	(4,643)
Less: Reallocation of funds to pool account	(15,000)
Less: Employee Climate survey (every second year)	(8,000)
	<u>938,670</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$744,003	\$782,443	\$795,307	1.6%
General & Contracted Services	108,348	149,790	135,502	-9.5%
Materials, Supplies & Utilities	11,689	11,700	11,761	0.5%
Other				
SUB-TOTAL	\$864,040	\$943,933	\$942,570	-0.1%
Internal Charges & Transfers	(9,092)			
TOTAL EXPENDITURE	\$854,948	\$943,933	\$942,570	-0.1%
REVENUE	(13,264)	(3,900)	(3,900)	0.0%
NET TAX LEVY	\$841,684	\$940,033	\$938,670	
Percent Change		11.7%	-0.1%	
EQUIVALENT FULL TIME POSITIONS	9.8	10.0	10.0	0.0%

**THE CITY OF RED DEER 2005 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Personnel Work Orders

DEPARTMENT: Personnel

DIVISION: City Manager

DESCRIPTION OF PROGRAM - Business Unit - 102

Is a Business Unit that tracks the costs of the Safety Audit, Safety Awards, training courses and the incident investigations. The PIR rebate is reported as the income for this BU and it offsets the costs. Any surplus or deficit is transferred at year-end to the Safety reserve.

CHANGES IN BUDGET -

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$7,767		\$8,400	100.0%
General & Contracted Services	34,442		53,400	100.0%
Materials, Supplies & Utilities	12,345		12,400	100.0%
Other				
SUB-TOTAL	\$54,554	\$0	\$74,200	100.0%
Internal Charges & Transfers	(84)		(29,200)	
TOTAL EXPENDITURE	\$54,470	\$0	\$45,000	100.0%
REVENUE	(90,556)		(45,000)	100.0%
NET TAX LEVY	(\$36,086)	\$0	\$0	
Percent Change		#DIV/0!	#DIV/0!	
EQUIVALENT FULL TIME POSITIONS				

**THE CITY OF RED DEER 2005 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 -

2004 Council approved budget	116,000
Add: CPI increase	<u>419</u>
	<u><u>116,419</u></u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$38,234	\$45,000	\$45,000	0.0%
General & Contracted Services	52,122	71,000	71,419	0.6%
Materials, Supplies & Utilities				
Other	50			
SUB-TOTAL	\$90,406	\$116,000	\$116,419	0.4%
Internal Charges & Transfers				
TOTAL EXPENDITURE	\$90,406	\$116,000	\$116,419	0.4%
REVENUE				
NET TAX LEVY	\$90,406	\$116,000	\$116,419	
Percent Change		28.3%	0.4%	
EQUIVALENT FULL TIME POSITIONS				

**THE CITY OF RED DEER 2005 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 -

2004 Council approved budget	43,120
Add: Tool/boot allowance increase	2,500
Add: CPI increase	22
	<u>45,642</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$18,541	\$17,500	\$20,000	14.3%
General & Contracted Services	16,268	25,620	25,642	0.1%
Materials, Supplies & Utilities	315			
Other				
SUB-TOTAL	\$35,124	\$43,120	\$45,642	5.8%
Internal Charges & Transfers				
TOTAL EXPENDITURE	\$35,124	\$43,120	\$45,642	5.8%
REVENUE				
NET TAX LEVY	\$35,124	\$43,120	\$45,642	
Percent Change		22.8%	5.8%	
EQUIVALENT FULL TIME POSITIONS				

**THE CITY OF RED DEER 2005 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 -

2004 Council approved budget	7,478
Add: CPI increase	44
	<u>7,522</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$110,785	\$100,000		-100.0%
General & Contracted Services	8,016	7,478	7,522	0.6%
Materials, Supplies & Utilities	85			
Other				
SUB-TOTAL	\$118,886	\$107,478	\$7,522	-93.0%
Internal Charges & Transfers	(100,000)	(100,000)		-100.0%
TOTAL EXPENDITURE	\$18,886	\$7,478	\$7,522	0.6%
REVENUE	(588)			
NET TAX LEVY	\$18,298	\$7,478	\$7,522	
Percent Change		-59.1%	0.6%	
EQUIVALENT FULL TIME POSITIONS				

**THE CITY OF RED DEER 2005 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 -

2004 Council approved budget	17,000
Add: CPI increase	<u>101</u>
	<u><u>17,101</u></u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel	\$7,525	\$17,000	\$17,101	0.6%
General & Contracted Services				
Materials, Supplies & Utilities				
Other				
SUB-TOTAL	\$7,525	\$17,000	\$17,101	0.6%
Internal Charges & Transfers	(270)			
TOTAL EXPENDITURE	\$7,255	\$17,000	\$17,101	0.6%
REVENUE				
NET TAX LEVY	\$7,255	\$17,000	\$17,101	
Percent Change		134.3%	0.6%	
EQUIVALENT FULL TIME POSITIONS				

**THE CITY OF RED DEER 2005 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Safety Initiatives

DEPARTMENT: Personnel

DIVISION: City Manager's

DESCRIPTION OF PROGRAM - Business Unit - 107

CHANGES IN BUDGET -

2004 Council approved budget	24,976
Add: CPI increase	147
	<u>25,123</u>

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel				
General & Contracted Services	2,403	24,976	25,123	0.6%
Materials, Supplies & Utilities				
Other				
SUB-TOTAL	\$2,403	\$24,976	\$25,123	0.6%
Internal Charges & Transfers				
TOTAL EXPENDITURE	\$2,403	\$24,976	\$25,123	0.6%
REVENUE				
NET TAX LEVY	\$2,403	\$24,976	\$25,123	
Percent Change		939.4%	0.6%	
EQUIVALENT FULL TIME POSITIONS				

**THE CITY OF RED DEER 2005 BUDGETS
BUSINESS UNIT OPERATING BUDGET SUMMARY**

PROGRAM: Compensation Services

DEPARTMENT: Personnel

DIVISION: City Manager's

DESCRIPTION OF PROGRAM - Business Unit - 108

Ensures the orderly management of compensation section, it's programs and procedures

CHANGES IN BUDGET -

CHANGES IN LEVEL OF SERVICE - CURRENT BUDGET YEAR

SIGNIFICANT BUDGET ISSUES - NEXT TWO BUDGET YEARS

	2003 ACTUAL	2004 BUDGET	2005 BUDGET	% CHG.
EXPENDITURE				
Personnel				
General & Contracted Services		10,000	0	-100.0%
Materials, Supplies & Utilities				
Other				
SUB-TOTAL	\$0	\$10,000	\$0	-100.0%
Internal Charges & Transfers				
TOTAL EXPENDITURE	\$0	\$10,000	\$0	-100.0%
REVENUE				
NET TAX LEVY	\$0	\$10,000	\$0	
Percent Change			-100.0%	
EQUIVALENT FULL TIME POSITIONS				

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

**Initiative Title: Personnel Generalist
Department Name & Reference #: Personnel #1
Business Unit No.: 100**

A. Funds Required:

- i) Ongoing ☒ \$52,000 and One time ☒ \$10,000
- ii) 2005 Net Budget Requirement \$62,000
- iii) 2006 Budget (Incremental costs from 2005) \$ ongoing salary
- iv) 2007 Budget (Incremental costs from 2006) \$ ongoing salary

B. BPFR Description:

- i) The funds will be used for: \$52,000 used for the provision of an additional staff member who would be hired to provide generalist Personnel services including Recruitment, Policy Development, Transaction Support and Program Administration. \$10,000 one time costs for furniture, equipment, and renovations.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$52,000
 - b. Increased service \$0 (return to acceptable levels of service)
 - c. Legislative & new complexities \$10,000
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
 - Changes in federal and provincial labour and Occupational Health and Safety legislation require policy development, changes in administration and practice, and implementation.
- ii) Financial Risk/Payback
 - Not responding to legislated requirements such as OH&S Workplace Violence requirements could result in assessment of fines, and increased legal liability.
 - Increased cost can result from inefficient/inadequate recruitment.
- iii) Organizational Risk/Payback
 - More timely response to time sensitive Personnel issues including Staff Replacement.
 - Ability to provide program support to already existing programs in support of Business Plan objectives. Without proper support the value added programs cannot have their intended impact.
 - Basic required functions such as records management cannot adequately be performed.
- iv) Community Risk/Payback
 - Deteriorating service levels resulting from increased department transactions affects the department's ability to serve the public consistently and at the level expected (e.g., response to job applicants).

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: CUPE Job Evaluation Review
Department Name & Reference #: Personnel #2
Business Unit No.: 100

A. Funds Required:

- i) One time ☒
- ii) 2005 Net Budget Requirement \$ 20,000
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

- i) The funds will be used for: completing a review and implementing changes to the Job Evaluation program, which is used to determine pay rates for 400+ 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. This program, with a usual lifespan of less than ten years, has been in place for twenty-five years. Council supported the initiative by funding an audit in 2003. Additional one-time funding (\$20,000) is required to complete the review.
- ii) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$20,000 Explain: Updating and maintenance of a core business program such as a compensation system is necessary (this system determines salaries which total over \$15 million).

C. Implications (include only those that apply):

- i) Legislative Requirements
 -
- ii) Financial Risk/Payback
 - An ineffective salary system can result in inappropriate overpayments of salary and inappropriate underpayments resulting in difficulties with retention and attraction.
- iii) Organizational Risk/Payback
 - 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.

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Recruitment Expenses
Department Name & Reference #: Personnel #4
Business Unit No.: 100

A. Funds Required:

- i) Ongoing ☒
- ii) 2005 Net Budget Requirement \$21,000
- iii) 2006 Budget (Incremental costs from 2005) \$
- iv) 2007 Budget (Incremental costs from 2006) \$

B. BPFR Description:

The funds will be used for: Additional ongoing funding is required for recruitment-related expenses including advertising, search firm assistance, and candidate assessments.

- i) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$13,000
 - b. Increased service \$
 - c. Legislative & new complexities \$
 - d. CPI, extra cost contracts \$
 - e. Other \$8,000 Explain: Costs to replace senior positions and highly technical positions are higher. With the increasing retirement of our senior staff and with the difficulty in recruiting technical positions in a hot labour market, recruitment costs are increasing.

C. Implications (include only those that apply):

- i) Legislative Requirements
 -
- ii) Financial Risk/Payback
 - Poorer decisions made by inappropriately qualified staff could have significant financial impact on the organization.
 - Bad hires often result in increased costs (re-training, severance).
- iii) Organizational Risk/Payback
 - The organization could face longer turnaround times for successful replacement of staff resulting in objectives being delayed and additional workload placed on other staff.
 - Ineffective recruitment can result in a less effective organization. Bad hires take a toll on the organization.
- iv) Community Risk/Payback
 -

**THE CITY OF RED DEER – 2005, 2006, 2007 BUDGETS
BUSINESS PLAN FUNDING REQUIREMENT**

Initiative Title: Corporate Human Resources Plan
Department Name & Reference #: Personnel #5
Business Unit No.: 100

A. Funds Required:

- i) One-time Cost ☒
- ii) 2005 Net Budget Requirement \$35,000
- iii) 2006 Budget (Incremental costs from 2005) \$0
- iv) 2007 Budget (Incremental costs from 2006) \$0

B. BPFR Description:

The funds will be used for: Last year's Business Plan outlined the need to complete a 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.

- i) Costs for this initiative are intended to address (complete all that apply):
 - a. Growth \$15,000
 - b. Increased service \$
 - c. Legislative & new complexities \$20,000
 - d. CPI, extra cost contracts \$
 - e. Other \$ Explain:

C. Implications (include only those that apply):

- i) Legislative Requirements
 -
- ii) Financial Risk/Payback
 - Potential efficiencies can result from effective human resource planning. Potential inefficiencies can result from a lack of human resource planning.
- iii) Organizational Risk/Payback
 - 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.
 - Effective human resource planning can result in a more effective organization structure and culture.
- iv) Community Risk/Payback



CAPITAL BUDGET 2005

The Corporation of The City of Red Deer
Alberta, Canada

MINUTES

of the Budget Meeting of RED DEER CITY COUNCIL
held on TUESDAY, FEBRUARY 1, 2005
in the Council Chambers of City Hall,
commenced at 4:31 p.m.

Present: Mayor M. Flewwelling
Councillor J. Dawson
Councillor B. Hughes
Councillor C. Jefferies
Councillor L. Mulder
Councillor L. Pimm
Councillor T. Veer
Councillor L. Watkinson-Zimmer
Councillor F. Wong

City Manager, Norbert Van Wyk
Director of Community Services, Colleen Jensen
Director of Corporate Services, Rodney Burkard
City Clerk, Kelly Kloss
Deputy City Clerk, Nona Housenga
Assessment & Tax Department, City Assessor, Rod Risling
Public Works Manager, Paul Goranson
Traffic Engineer, Chi Lee
Administrative Supervisor, Teresa Truant
E.L.&P. Manager, Al Roth
Emergency Services Manager, Jack MacDonald
Information Technology Services, Manager, Dan Newton
Inspections & Licensing Manager, Paul Meyeette
Permits & Licensing Supervisor, Joyce Boon
Inspections Supervisor, Russ Pye
Land & Economic Development Manager, Howard Thompson
Personnel Manager, Grant Howell
Recreation, Parks & Culture Manager, Greg Scott
Collicutt Centre Superintendent, Kay Kenny
Culture Development Superintendent, Kerry Dawson
Archivist, Michael Dawe
Staff Archivist, Garth Clark
Planning Manager, Tony Lindhout
R.C.M.P. Superintendent, Jim Steele

Social Planning Manager, Scott Cameron
 Treasury Services Manager, Gary Mullin
 Controller, Dean Krejci
 Transit Manager, Kevin Joll
 Financial Analyst, Mary Bovair
 Business Advisor, Deb Stott
 Sr. Corporate Accountant – Business Support, Joanne Parkin
 Sr. Corporate Accountant – Revenue, Barbara Creighton
 Strategic Initiatives Planner, Deb Comfort
 Communications/Customer Service Coordinator, Jilaire Wagner

2005 OPERATIONAL BUDGET

Consideration was given to the **2005 Operational Budget**. Following discussion the resolutions as set out below were introduced and passed.

Moved by Councillor Hughes, seconded by Councillor Mulder

“Resolved that Council of the City of Red Deer, having considered the 2005 Business Plan funding Requirements, hereby approves the following as part of the 2005 Operating Budget:

Item	Department	Description	Amount
1	General	Estimated additional Tax Revenue from construction growth.	(2,347,000)
2	General	Estimated additional Tax Revenue from market value growth.	(2,520,000)
3	Police	Police Funding Grant (see clawback item 4 below)	(1,129,488)
4	General	Reduction in general Provincial grant due to clawback - police	316,324
5	General	Estimated additional Gas Franchise Fee - new contract rates	(495,000)
6	General	Increase in Interest on Investments	(160,000)
7	General	Increase in transfers from self-supported operations	(161,174)
8	Emerg.Svcs	Ambulance Services - Health Region Funding (Apr. - Dec.)	(3,040,500)
9	Police	Police Service contract - price increase (for 91 members)	640,822
10	Various	GST Legislation Change - full recovery of GST for full year in 2005	(284,174)
11	Various	Changes within each department that are net of other adjustments	(231,326)
12	Various	CPI Increase of 2.1% on Agency Contracts	56,777
13	Various	CPI Increase of 2.1% on Contracted Services, Materials, Supplies & Fleet Equipment Expense	330,545
14	Various	Change in Debenture Interest, Principal and Grant Payments	1,746
15	Various	Additional funding to bring 2004 approvals to a full year's funding	700,400

Item	Department	Description	Amount
16	Various	Personnel Provisions - Full Year Funding of 2004 Additional Positions	396,338
17	Various	Personnel Provisions / Allocations - Salary and Benefit Rate	2,112,854

MOTION CARRIED

Moved by Councillor Watkinson-Zimmer, seconded by Councillor Pimm

"Resolved that Council of the City of Red Deer, having considered the 2005 Business Plan funding Requirements, hereby approves the following as part of the 2005 Operating Budget:

Item	Department	Description	Amount
18	Emerg.Svcs	Fire Prevention Staff Funding (1.0 FTE) Full year 77,000	62,499
19	Emerg.Svcs	Emergency Services mechanic (1.0 FTE) Full year 77,000	54,071
20	Emerg.Svcs	ES Communications Branch staff (2 x .5 FTE) 12 months funds	64,585
21	Eng. Svcs	Traffic Operations Engineer (1FTE) Full year 67,000	33,400
22	Insp. & Lic.	Safety Codes Officer Training (12,000 one time)	17,000
23	Insp. & Lic.	Customer Service Clerk (50/50 Licensing / Front Office)	48,255
24	IT Svcs	New Workstations ongoing support, maintenance and replacement	28,290
25	Personnel	Personnel Generalist (1FTE) (one time 10,000) Full year 69,000	62,000
26	Personnel	Recruitment Expenses	21,000
27	Public Wks	Sidewalk Construction Repair funding increase	52,000
28	RP&C	Increased Parks Maintenance due to Growth	166,040
29	RP&C	Additional Personnel - equivalent of 2 FTE lifeguard positions	87,300
30	Transit	Transit System Staff / Contract Expense Adjustment	74,000

MOTION CARRIED

Moved by Councillor Wong, seconded by Councillor Mulder

"Resolved that Council of the City of Red Deer, having considered the 2005 Business Plan funding Requirements, hereby approves the following as part of the 2005 Operating Budget:

Item	Department	Description	Amount
31	Archives	Supplies, Equipment, Software and Microfilm	6,000
32	Com Svcs	Community Cultural Groups Fee for Service increased funding	38,000
33	EL&P	Street & Traffic Light Growth Costs	67,000
34	Emerg.Svcs	Fire Prevention Support Staff Funding (.5 FTE)	21,600
35	Insp. & Lic.	Alberta Animal Control - Increase in hours of service	36,000

Item	Department	Description	Amount
36	Insp. & Lic.	Customer Service Clerk - part time	15,527
37	Public Wks	Spring Cleanup funding increase	30,000
38	RP&C	Centre Fest - provide a children's area	10,000
39	RP&C	Increased Parks Services including subdivision enhancements & Waskasoo Facilities staffing and security	28,000
40	RP&C	Staff Training and Development	16,300
41	RP&C	Maintenance Supplies for Parks Facilities	35,000

MOTION CARRIED

Moved by Councillor Watkinson-Zimmer, seconded by Councillor Hughes

"Resolved that Council of the City of Red Deer, having considered the 2005 Business Plan funding Requirements, hereby approves the following as part of the 2005 Operating Budget:

Item	Department	Description	Amount
45	Com Srvs	NCNHS limited term executive director and operating costs	47,700
46	Dev. Svcs	Relocate City Hall department (one time 250,000)(full year ongoing 165,000)	123,750
47	Emerg.Svcs	Funding for Fire Medics (5 FTE) 11 months cost; full year cost \$360,145	330,133
48	General	Capital Reserve Contribution - 1% to rebuild the City's Capital capacity. Year 4 of 8.	458,000
53	Insp. & Lic.	Increased City Hall Security - Cdn Corps of Commissionaires	34,092
55	Leg. & Admin.	Training/Orientation for new Audit Committee	10,000
56	Leg. & Admin.	Growth increase for census workers data collection	10,013
59	RCMP	6 officers (\$317,538 in 2005; Full year 649,377); 4 municipal staff (\$107,584 in 2005; Full year 215,168); Overtime \$81,000; one time cost of \$10,000	516,122
60	RCMP	Policing Reserve draw down; set up in 2004; (\$713,164 - 250,000)	(250,000)
61	RP&C	Formation of the Red Deer Active Living Coalition	4,500
63	Transit	Increased staff resource to meet objectives; full year cost is \$55,000	46,500
66	Treasury	Department Reorganization; Full year tax supported cost \$455,400; (One time \$97,000 2005) Note; a further \$145,400 is charged to utilities	296,400
67	Various	Fleet Equipment - expansion of fleet included	188,769
68	Various	Infrastructure Maintenance and Repair Funding - to address prior shortfall on current infrastructure	507,000

Item	Department	Description	Amount
100	Leg. & Admin.	Full Time Committee Secretary	25,536

MOTION CARRIED

Moved by Councillor Veer, seconded by Councillor Mulder

"Resolved that Council of the City of Red Deer, having considered the 2005 Business Plan funding Requirements, hereby approves the following as part of the 2005 Operating Budget:

Item	Department	Description	Amount
42	Com Srvs	Continued funding for Culture Link (to be reviewed in three years)	50,000

MOTION CARRIED

Moved by Councillor Pimm, seconded by Councillor Wong

"Resolved that Council of the City of Red Deer, having considered the 2005 Business Plan funding Requirements, hereby approves the following as part of the 2005 Operating Budget:

Item	Department	Description	Amount
43	Com Srvs	PCPS - Permanent funding for part time staff hours	40,738

Councillors Hughes, Mulder and Dawson registered dissenting votes

MOTION CARRIED

Moved by Councillor Jefferies, seconded by Councillor Hughes

"Resolved that Council of the City of Red Deer, having considered the 2005 Business Plan funding Requirements, hereby approves the following as part of the 2005 Operating Budget:

Item	Department	Description	Amount
44	Com Srvs	Add 1 Personnel - Awareness, Education, Marketing Function (1 FTE - full year funding \$60,000)	50,000

Councillors Dawson and Veer registered dissenting votes

MOTION CARRIED

Moved by Councillor Dawson, seconded by Councillor Pimm

"Resolved that Council of the City of Red Deer, having considered the 2005 Business Plan funding Requirements, hereby approves the following as part of the 2005 Operating Budget:

Item	Department	Description	Amount
50	General	GST Legislation Change - Reduction in GST Unrecoverable portion transferred to Capital Project Reserve	285,000

MOTION CARRIED

Moved by Councillor Dawson, seconded by Councillor Watkinson-Zimmer

"Resolved that Council of the City of Red Deer, having considered the 2005 Business Plan funding Requirements, hereby approves the following as part of the 2005 Operating Budget:

Item	Department	Description	Amount
51	General	Subdivision Fund - Replacement of Investment Income	760,000

Councillors Hughes, Veer, Mulder, Wong, Watkinson-Zimmer, Pimm, and Jefferies, and Mayor Flewwelling registered dissenting votes

MOTION DEFEATED

Moved by Councillor Pimm, seconded by Councillor Watkinson-Zimmer

"Resolved that Council of the City of Red Deer, having considered the 2005 Business Plan funding Requirements, hereby approves the following as part of the 2005 Operating Budget:

Item	Department	Description	Amount
51	General	Subdivision Fund - Replacement of Investment Income	400,000

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 2005 Business Plan funding Requirements, hereby approves the following as part of the 2005 Operating Budget:

Item	Department	Description	Amount
54	Insp. & Lic.	SPCA Grant Increase	7,600

MOTION CARRIED

Prior to consideration of the following resolution Councillor Dawson declared a pecuniary interest as he has a business contract with the Red Deer Regional Airport Authority and left the meeting at 7:14 p.m.

Moved by Councillor Mulder, seconded by Councillor Pimm

"Resolved that Council of the City of Red Deer, having considered the 2005 Business Plan funding Requirements, hereby approves the following as part of the 2005 Operating Budget:

Item	Department	Description	Amount
57	Public Wks	Red Deer Regional Airport Authority request for extension of annual capital grant (five year period of 2005-2009)	40,000

Councillor Dawson was not present during the vote

MOTION CARRIED

Councillor Dawson returned to the meeting at 7:15 p.m.

Moved by Councillor Veer, seconded by Councillor Mulder

"Resolved that Council of the City of Red Deer, having considered the 2005 Business Plan funding Requirements, hereby approves the following as part of the 2005 Operating Budget:

Item	Department	Description	Amount
58	Public Wks	Department reorganization; Full year tax supported cost \$210,000; (One time \$87,000 2005, 25,000 2006) Note; a further \$294,000 is charged to Utilities ongoing)	56,000

MOTION CARRIED

Moved by Councillor Veer, seconded by Councillor Wong

"Resolved that Council of the City of Red Deer, having considered the 2005 Business Plan funding Requirements, hereby approves the following as part of the 2005 Operating Budget:

Item	Department	Description	Amount
62	Soc. Plan.	Community Facilitator; Full year cost is \$77,370	54,910

MOTION CARRIED

Moved by Councillor Watkinson-Zimmer, seconded by Councillor Dawson

"Resolved that Council of the City of Red Deer, having considered the 2005 Business Plan funding Requirements, hereby approves the following as part of the 2005 Operating Budget:

Item	Department	Description	Amount
64	Transit	Extended Public Transit Service Hours (Full year \$379,000)	95,000
65	Transit	Transit Service to West Park Extension (Full year \$61,000)	20,000

Councillor Dawson registered a dissenting vote

MOTION CARRIED

Moved by Councillor Pimm, seconded by Councillor Jefferies

"Resolved that Council of the City of Red Deer, having considered the 2005 Business Plan funding Requirements, hereby approves the following as part of the 2005 Operating Budget:

Item	Department	Description	Amount
101	RP&C	Parkland Airshed Management Zone (PAMZ) Membership	15,300

Councillors Veer and Dawson registered dissenting votes

MOTION CARRIED

Moved by Councillor Wong, seconded by Councillor Pimm

"Resolved that Council of the City of Red Deer, having considered the 2005 Business Plan funding Requirements, hereby approves the following as part of the 2005 Operating Budget:

Item	Department	Description	Amount
102	Public Wks	Increase in snow & ice control	21,000

MOTION CARRIED

Moved by Councillor Veer, seconded by Councillor Hughes

"Resolved that Council of the City of Red Deer, having considered the 2005 Business Plan funding Requirements, hereby approves the following as part of the 2005 Operating Budget:

Item	Department	Description	Amount
103	Public Wks	Street Sweeping - funding for one additional sweeping of the downtown area	5,000

MOTION CARRIED

Moved by Councillor Mulder, seconded by Councillor Veer

"Resolved that Council of the City of Red Deer, having considered the 2005 Business Plan funding Requirements, hereby approves the following as part of the 2005 Operating Budget:

Item	Department	Description	Amount
70	Com Svcs	Grand opening of Alexander Way	25,000
74	Corp. Svcs	Corporate Systems - Long Term Impact Analysis	25,000
75	Dev. Svcs	Contractor to investigate City Hall space requirements	80,000
76	Dev. Svcs	Relocation of a City Hall department & renovations	250,000
77	IT Svcs	City Hall Security System Update	150,000
78	Leg. & Admin.	Volunteer Appreciation (every two years)	4,300
79	Leg. & Admin.	Record Management Department Technical Support - back files	75,000
81	Personnel	CUPE Job Evaluation Review & Implementation	20,000
82	Personnel	Corporate Human Resources Plan	35,000
83	Public Wks	Departmental Reorganizational	87,000
84	RCMP	Enhanced Policing	70,000
87	RP&C	Department Organizational & Functional Review	100,000

Item	Department	Description	Amount
88	RP&C	Heritage Ranch - Funding to allow better access for Emerg Srvs.	9,000
89	RP&C	Ghost/Public Art Assessment & Maintenance (\$8,000 ongoing)	3,500
90	Soc. Plan.	Transit/Special Transportation Study Implementation (\$8,289 ongoing)	63,289
91	Treasury	Departmental Reorganizational (\$169,000 over two years)	97,000
92	Treasury	Hire specific expertise to assist Treasury in critical areas	80,000
93	Various	2004 Year End Carry Forwards	1,021,767
94	General	Transfer from Tax Stabilization Reserve to cover one time items and carry forwards	(2,396,606)

MOTION CARRIED

Moved by Councillor Veer, seconded by Councillor Mulder

"Resolved that Council of the City of Red Deer, having considered the 2005 Business Plan funding Requirements, hereby approves the following as part of the 2005 Operating Budget:

Item	Department	Description	Amount
69	Archives	Temporary Staff to clear up backlogs of records inventories (for period of 1 yr)	45,000

MOTION CARRIED

Moved by Councillor Dawson, seconded by Councillor Jefferies

"Resolved that Council of the City of Red Deer, having considered the 2005 Business Plan funding Requirements, hereby approves the following as part of the 2005 Operating Budget:

Item	Department	Description	Amount
71	Com Srvs	Contract with a consultant to undertake a review of the services of Tourism Red Deer	75,000

Councillor Veer registered a dissenting vote

MOTION CARRIED

Moved by Councillor Jefferies, seconded by Councillor Wong

"Resolved that Council of the City of Red Deer, having considered the 2005 Business Plan funding Requirements, hereby approves the following as part of the 2005 Operating Budget:

Item	Department	Description	Amount
72	Com Srvs	Tourism Red Deer fee for service	30,000

MOTION CARRIED

Moved by Councillor Veer, seconded by Councillor Jefferies

"Resolved that Council of the City of Red Deer, having considered the 2005 Business Plan funding Requirements, hereby approves the following as part of the 2005 Operating Budget:

Item	Department	Description	Amount
73	Com Srvs	NCNHS term position- inventory update	28,000

MOTION CARRIED

Moved by Councillor Jefferies, seconded by Councillor Pimm

"Resolved that Council of the City of Red Deer, having considered the 2005 Business Plan funding Requirements, hereby approves the following as part of the 2005 Operating Budget:

Item	Department	Description	Amount
80	Mayor & CM	Senior Strategic Communications Advisor (18 month term) (\$147,000 with 75% coming from CPR)	22,750

Councillors Veer, Dawson, and Watkinson-Zimmer registered dissenting votes

MOTION CARRIED

Moved by Councillor Pimm, seconded by Councillor Veer

"Resolved that Council of the City of Red Deer, having considered the 2005 Business Plan funding Requirements, hereby approves the following as part of the 2005 Operating Budget:

Item	Department	Description	Amount
85	RCMP	Crime Prevention and Policing Study Implementation	100,000
86	RCMP	Crime Prevention and Policing Study Implementation - funding from Policing Reserve	(100,000)

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 2005 Business Plan funding Requirements, hereby approves the following as part of the 2005 Operating Budget:

Item	Department	Description	Amount
94A	L&Econ Dev	Marketing Research Study (Downtown)	30,000
94B	General	Transfer from Tax Stabilization Reserve to cover one time items	(30,000)

MOTION CARRIED

Moved by Councillor Watkinson-Zimmer, seconded by Councillor Dawson

"Resolved that Council of the City of Red Deer, having considered the 2005 Business Plan funding Requirements, hereby approves the following as part of the 2005 Operating Budget:

Item	Department	Description	Amount
94C	L&Econ Dev	Marketing Downtown	2,500
94D	General	Transfer from Tax Stabilization Reserve to cover one time items	(2,500)

MOTION CARRIED

Moved by Councillor Dawson, seconded by Councillor Mulder

"Resolved that Council of the City of Red Deer, having considered the 2005 Business Plan funding Requirements, hereby approves the following as part of the 2005 Operating Budget:

Item	Department	Description	Amount
52	General	Reduce dependence on Tax Stabilization Reserve	600,000

MOTION CARRIED

Moved by Councillor Pimm, seconded by Councillor Dawson

“Resolved that Council of the City of Red Deer, having considered the 2005 Business Plan funding Requirements, hereby approves the following as part of the 2005 Operating Budget:

Item	Department	Description	Amount
49	General	Capital Reserve Contribution to rebuild the City’s Capital capacity.	1.00

Councillors Hughes, Mulder, Dawson, Watkinson-Zimmer, Jefferies, and Mayor Flewwelling all registered dissenting votes

MOTION DEFEATED

Moved by Councillor Dawson, seconded by Councillor Hughes

“Resolved that Council of the City of Red Deer, having considered the 2005 Business Plan funding Requirements, hereby approves the following as part of the 2005 Operating Budget:

Item	Department	Description	Amount
49	General	Capital Reserve Contribution to rebuild the City’s Capital capacity.	555,578

Councillors Pimm, Wong and Veer registered dissenting votes

MOTION CARRIED

Moved by Councillor Jefferies, seconded by Councillor Mulder

“Resolved that Council of the City of Red Deer, having reviewed the 2005 Operating Budget hereby approves the 2005 operating budget details as shown on Attachment 1 titled “City of Red Deer 2005 Operating Budget, February 1, 2005.”

Councillor Pimm registered a dissenting vote

MOTION CARRIED

Moved by Councillor Dawson, seconded by Councillor Hughes

"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 2005 in order to bring the total number of members to 115 in 2006."

MOTION CARRIED

Moved by Councillor Mulder, seconded by Councillor Pimm

"Resolved that Council of the City of Red Deer, having considered the Red Deer 2005 Operating Budget Summary hereby approves the 2005 Red Deer Library Budget as follows:

Expenditures:	\$2,728,928
Revenues:	\$ 664,801
Requisition Amount:	\$2,064,127"

MOTION CARRIED


Moved by Councillor Veer, seconded by Councillor Dawson

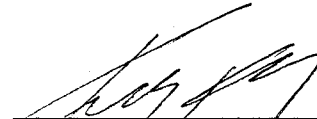
"Resolved that Council of the City of Red Deer, hereby cancels the February 2, 2005 Red Deer City Council Budget Meeting."

MOTION CARRIED

The Tuesday, February 1, 2005 Budget Meeting of Red Deer City Council adjourned at 9:27 p.m. on a motion by Councillor Jefferies, seconded by Councillor Hughes.

MOTION CARRIED



Mayor

City Clerk

ATTACHMENT 1
City of Red Deer 2005 Operating Budget, February 1, 2005

	Property Tax & Levies	BRZ Tax	Requisitions	Govern- ment Transfers (Grants)	Revenue	Expend- itures	Debt Payments	Deprecia- tion on Public Utilities	Transfers From Reserves or Surplus	Transfers To Reserves or Surplus	Transfers To Capital	Transfers From Capital	Transfers To/From Operating	2005 Total
OPERATING - TAX SUPPORTED														
Taxation	(75,059,333)	(165,000)	28,873,162			90,000								(46,261,171)
General City Programs					(4,390,000)	1,679,944			(3,243,117)	900,000	1,533,578		(11,159,030)	(14,678,625)
Legislative & Administrative					(115,875)	1,628,222			(52,462)					1,459,885
Community Services Directorate					(72,300)	958,002								885,702
Community Services - General				(245,215)		1,945,596	45,215		(52,704)	200,000				1,892,892
Corporate Services Directorate						281,195								281,195
Development Services Directorate						333,863					330,000			663,863
Assessment & Tax					(160,100)	1,209,591								1,049,491
EL&P Street & Traffic Lights						1,628,697								1,628,697
Emergency Services					(5,150,480)	14,353,834					45,000		173,500	9,421,854
Engineering Services					(97,500)	2,597,159						(8,120)	(353,914)	2,137,625
Information Technology Services				(22)	(76,500)	3,098,700	22,587			25,000	200,000		(105,000)	3,164,765
Inspections & Licensing					(2,227,700)	2,727,473							27,500	527,273
Land & Economic Development					(500)	300,765								300,265
Mayor & City Manager					(2,000)	1,216,676			(7,000)			(53,250)		1,154,426
Personnel					(48,900)	1,395,847			(29,220)					1,317,727
Police				(1,211,488)	(2,309,500)	13,675,444			(350,000)				(116,656)	9,687,800
Public Works				(1,023,204)	(548,153)	7,736,525	1,588,955				70,625	(94,664)	(784,009)	6,946,075
Recreation Parks & Culture				(795,119)	(5,042,603)	15,815,939	124,825			56,800	36,000		(12,500)	10,183,342
Social Planning				(2,420,364)		3,913,081	26,397							1,519,114
Transit System				(596,943)	(2,690,437)	7,354,911							510	4,068,041
Treasury Services					(5,000)	3,905,664					130,000		(1,380,900)	2,649,764
Total Tax Supported	(75,059,333)	(165,000)	28,873,162	(6,292,355)	(22,937,548)	87,847,128	1,807,979	-	(3,734,503)	1,181,800	2,345,203	(156,034)	(13,710,499)	-
OPERATING - UTILITIES, ETC.														
Electric Light & Power Utility					(22,060,600)	11,071,000		2,464,000	(2,446)	2,054,532	100,000	(600,000)	6,973,514	-
Parking Fund					(1,001,000)	619,199			(763)	73,258			309,306	-
Subdivision Fund				(10,051)	(18,915,000)	215,026	589,882				16,873,590		1,246,553	-
Equipment Fund					(157,000)	(1,920,483)		1,877,818		158,238			41,427	-
Water Utility	(45,200)				(10,514,226)	5,540,772	277,672	1,565,157	(811,505)	2,219,246	44,750		1,723,334	-
Wastewater Utility	(44,800)			(27,039)	(9,050,631)	3,477,073	951,501	1,172,568	(279,685)	1,816,859	24,750	(64,377)	2,023,781	-
Solid Waste Utility					(8,309,474)	6,258,509			(66,923)	712,929	12,375		1,392,584	-
Total Utilities & Business Enterprises	(90,000)	-	-	(37,090)	(70,007,931)	25,261,096	1,819,055	7,079,543	(1,161,322)	7,035,062	17,055,465	(664,377)	13,710,499	-
TOTAL OPERATING BUDGET														
	(75,149,333)	(165,000)	28,873,162	(6,329,445)	(92,945,479)	113,108,224	3,627,034	7,079,543	(4,895,825)	8,216,862	19,400,668	(820,411)	-	-

THE BUDGET

\$ (145,716,095)

\$ 123,814,801

\$ 21,901,294

M I N U T E S

of the Budget Meeting of RED DEER CITY COUNCIL
held on WEDNESDAY, JANUARY 26, 2005
in the Council Chambers of City Hall,
commenced at 4:32 p.m.

Present: Mayor M. Flewwelling
Councillor J. Dawson
Councillor B. Hughes
Councillor C. Jefferies
Councillor L. Mulder
Councillor L. Pimm
Councillor T. Veer
Councillor L. Watkinson-Zimmer
Councillor F. Wong

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
Deputy City Clerk, Nona Housenga
Assessment & Tax Department, City Assessor, Rod Risling
Public Works Manager, Paul Goranson
Utilities Engineer, Greg Sikora
E.L.&P. Manager, Al Roth
Emergency Services Manager, Jack MacDonald
Deputy Chief Operations, Jim Pendergast
Information Technology Services, Manager, Dan Newton
Inspections & Licensing Manager, Paul Meyeette
Land & Economic Development Manager, Howard Thompson
Recreation, Parks & Culture Manager, Greg Scott
Archivist, Michael Dawe
R.C.M.P. Superintendent, Jim Steele
Treasury Services Manager, Gary Mullin
Controller, Dean Krejci
Transit Manager, Kevin Joll
Financial Analyst, Mary Bovair
Business Advisor, Deb Stott
Corporate Analyst, Susan Taylor

The Minutes of the Tuesday, January 25, 2005 Budget Meeting of Red Deer City Council were confirmed as transcribed on a motion by Councillor Jefferies, seconded by Councillor Watkinson-Zimmer.

MOTION CARRIED

2005 GENERAL BUDGET

Consideration was given to the **2005 General Budget**. Following discussion the resolution as set out below were introduced and passed.

Moved by Councillor Dawson, seconded by Councillor Watkinson-Zimmer

"Resolved that Council of the City of Red Deer, hereby agrees:

1. That the funds within the 2004 EL&P Rate Equalization Reserve be transferred to the Capital Budget Reserve; and
2. That with the exception of \$4,000,000 the funds from the EL&P Utility Stabilization Reserve be transferred to the Capital Project Reserve."

MOTION CARRIED

Council recessed for supper at 6:02 p.m. and reconvened at 7:40 p.m.

2005 MAJOR CAPITAL BUDGET

Council considered the following resolutions relative to the **2005 City of Red Deer Major Capital Budget**.

Moved by Councillor Mulder, seconded by Councillor Hughes

"Resolved that Council of the City of Red Deer, having reviewed the Major Capital Budget Worksheet: 2005 – 2009 hereby:

1. Approves the 2005 Major Capital Budget and Funding Sources as shown on Attachment 1, titled "2005 Approved Major Capital Budget – January 26, 2005;
2. Agrees that the 2005 Capital Projects may be commenced with the years 2006 – 2009 approved as a base for future discussion by Council."

MOTION CARRIED

Moved by Councillor Pimm, seconded by Councillor Dawson

"Resolved that Council of the City of Red Deer, having considered the Major Capital Budget Worksheet – 2005 – 2009 hereby approves the following projects as part of the 2005 Major Capital Budget:

Item	Department	Item	2005 Amount	Funding Source
192	Sol. Waste	Landfill Approval Renewal	\$100,000	Other Reserves
205	Wastewater	Wastewater Treatment Plant Upgrade	\$1,930,000	Stabilization Reserve
206	Wastewater	Wastewater Treatment Plant Upgrade	\$8,000,000	Long Term Debt
207	Water	Water Treatment Plant Upgrade	\$1,947,000	Stabilization Reserve
208	Water	Water Treatment Plant Upgrade	\$2,000,000	Long Term Debt
227	Water	Water Trunk Mains (Regional Supply)	\$138,000	Stabilization Reserve
290	ITS	Radio System Upgrade	\$350,000	Other Reserves

Council further agrees that as these projects span beyond 2005 the expenditure is approved for those subsequent years."

MOTION CARRIED

Moved by Councillor Jefferies, seconded by Councillor Dawson

"Resolved that Council of the City of Red Deer, having considered the Major Capital Budget Worksheet – 2005 – 2009 hereby:

- 1) Approves the following projects as part of the 2005 Major Capital Budget.

Item	Department	Item	2005 Amount	Funding Source
275	Emerg. Srvs	Station 5 – Land & Servicing	\$162,000	Capital Projects Reserve
276	Emerg. Srvs	Station 5 – Building	\$2,451,000	Capital Projects Reserve
277	Emerg. Srvs	Station 5 – Fire Engine and Equipment	\$585,000	Capital Projects Reserve
278	Emerg. Srvs	Station 5 – Thermal Imaging Camera	\$30,000	Capital Projects Reserve
279	Emerg. Srvs	Station 5 – Ambulance and Equip.	\$210,000	Capital Projects Reserve

- 2) Approves the following as part of the 2005 Operating Budget that are related to the above noted Capital Project.

Item	Department	Item	One Time	On Going
95	Emerg. Svcs	Station 5 – Operating Expenses (fourth quarter)		\$16,000
96	Emerg. Svcs	Station 5 – Furnishing of Station	\$65,000	
99	General	Transfer from Tax Stabilization Reserve to Cover One Time Items	(\$65,000)	

MOTION CARRIED

Moved by Councillor Watkinson-Zimmer, seconded by Councillor Mulder

“Resolved that Council of the City of Red Deer, having considered the Major Capital Budget Worksheet – 2005 – 2009 hereby:

- 1) Approves the following project as part of the 2005 Major Capital Budget.

Item	Department	Item	2005 Amount	Funding Source
234	Fleet Utility	Equipment Purchases - Additional	\$534,000	Equipment Replacement Reserve

- 2) Approves the following as part of the 2005 Operating Budget that is related to the above noted Capital Project.

Item	Department	Item	One Time	On Going
234	Emerg. Svcs	Growth in Fleet; operating costs (full year)		\$78,348

MOTION CARRIED

Moved by Councillor Mulder, seconded by Councillor Wong

“Resolved that Council of the City of Red Deer, having considered the Major Capital Budget Worksheet – 2005 – 2009 hereby approves the following project as part of the 2005 Major Capital Budget.

Item	Department	Item	2005 Amount	Funding Source
274	Emerg. Svcs	Fire Training Facility Improvements	\$50,000	Capital Projects Reserve

MOTION CARRIED

Moved by Councillor Dawson, seconded by Councillor Pimm

“Resolved that Council of the City of Red Deer, having considered the Major Capital Budget Worksheet – 2005 – 2009 hereby approves the following project as part of the 2005 Major Capital Budget:

Item	Department	Item	2005 Amount	Funding Source
7	Dwtm Rds	Traffic Calming on 51 Ave.	\$200,000	Capital Projects Reserve

Councillor Veer and Councillor Dawson registered dissenting votes

MOTION CARRIED

Moved by Councillor Dawson, seconded by Councillor Pimm

“Resolved that Council of the City of Red Deer, having considered the Major Capital Budget Worksheet – 2005 – 2009 hereby approves the following project as part of the 2005 Major Capital Budget:

Item	Department	Item	2005 Amount	Funding Source
8	Dwtm Rods	Traffic Calming 47 Ave & 48 St/47 Ave Termination Improvements	\$165,000	Capital Projects Reserve

Councillors Veer and Dawson registered dissenting votes

MOTION CARRIED

Moved by Councillor Dawson, seconded by Councillor Pimm

“Resolved that Council of the City of Red Deer, having considered the Major Capital Budget Worksheet – 2005 – 2009 hereby approves the following project as part of the 2005 Major Capital Budget:

Item	Department	Item	2005 Amount	Funding Source
9	Dwtm Rds	Taylor Drive/48 St fencing & walkway	\$100,000	Capital Reserve Projects

Councillor Dawson registered a dissenting vote

MOTION CARRIED

Moved by Councillor Dawson, seconded by Councillor Pimm

"Resolved that Council of the City of Red Deer, having considered the Major Capital Budget Worksheet – 2005 – 2009 hereby approves the following projects as part of the 2005 Major Capital Budget:

Item	Department	Item	2005 Amount	Funding Source
35	Rd Capacity	43 St widening between 54 Ave & 49 Ave adjacent to the Hospital (Rdwy Mkings & access)	\$800,000	Capital Projects Reserve/Basic Capital Grant

Councillor Dawson 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 – 2005 – 2009 hereby approves the following project as part of the 2005 Major Capital Budget:

Item	Department	Item	2005 Amount	Funding Source
36	Rd Capacity	32 St between 55 Ave and 57 Ave including Red Deer College Access Improvements – Land acquisition & preliminary design in 2005	\$1,200,000	Capital Projects Reserve/Basic Capital Grant/ Customer Contribution

Councillors Veer, Mulder, Wong, Dawson, Watkinson-Zimmer, and Jefferies, and Mayor Flewwelling registered dissenting votes

MOTION DEFEATED

Moved by Councillor Dawson, seconded by Councillor Mulder

"Resolved that Council of the City of Red Deer, having considered the Major Capital Budget Worksheet – 2005 – 2009 hereby approves the following project as part of the 2005 Major Capital Budget:

Item	Department	Item	2005 Amount	Funding Source
36	Rd Capacity	32 St between 55 Ave and 57 Ave including Red Deer College Access Improvements – Land acquisition & preliminary design in 2005	\$200,000	Capital Projects Reserve/ Basic Capital Grant/ Customer Contribution

MOTION CARRIED

Moved by Councillor Dawson, seconded by Councillor Wong

"Resolved that Council of the City of Red Deer, having considered the Major Capital Budget Worksheet – 2005 – 2009 hereby approves the following project as part of the 2005 Major Capital Budget:

Item	Department	Item	2005 Amount	Funding Source
304	Public Works	West Yard Relocation – Land Purchase	\$1,100,000	Capital Projects Reserve/ Other Reserves/Land Sales/Long Term Debt

Councillor Veer, Mulder, Wong, Dawson, Watkinson-Zimmer, and Jefferies and Mayor Flewwelling all registered dissenting votes

MOTION DEFEATED

Moved by Councillor Jefferies, seconded by Councillor Wong

"Resolved that Council of the City of Red Deer, having considered the Major Capital Budget Worksheet – 2005 – 2009 hereby defers the following project, appearing as part of the 2005 Major Capital Budget, to the 2006 Budget deliberations:

Item	Department	Item	2006 Amount	Funding Source
304	Public Works	West Yard Relocation – Land Purchase	\$1,100,000	Capital Projects Reserve/ Other Reserves/Land Sales/Long Term Debt

MOTION CARRIED

Moved by Councillor Watkinson-Zimmer, seconded by Councillor Jefferies

"Resolved that Council of the City of Red Deer, having considered the Major Capital Budget Worksheet – 2005 – 2009 hereby approves the following project appearing as part of the 2005 Major Capital Budget:

Item	Department	Item	2005 Amount	Funding Source
305	Public Works	West Yard Relocation – Facility Design	\$1,000,000	Capital Projects Reserve/ Other Reserves/Land Sales/Long Term Debt

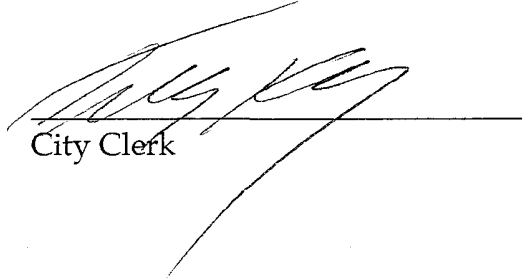
Councillor Dawson registered a dissenting vote

MOTION CARRIED

The Wednesday, January 26, 2005 Budget Meeting of Red Deer City Council adjourned at 8:36 p.m. on a motion by Councillor Watkinson-Zimmer, seconded by Councillor Jefferies.

MOTION CARRIED


Mayor


City Clerk

Attachment 1

2005 Approved Major Capital Budget - January 26, 2005

projects subject to Council review through the capital template process

Item #	Dep't	Project	2005	2006	2007	2008	2009
1	Engineering Rehabilitation	Spruce Drive Retaining Wall - West Side		150			
2	Engineering Rehabilitation	Deck Rehabilitation on 49 Av River Bridge			1,100		
3	Engineering Rehabilitation	Gaetz Ave River Bridge - Deck rehab and Painting					2200
4	Engineering Rehabilitation	Gaetz Ave / 60 St Overpass Rehabilitation					600
5	Engineering Rehabilitation	Taylor Dr / River Bridge Girder Rehabilitation					
6	Engineering Rehabilitation	43 Street / Piper Creek Culvert Replacement					
10	Eng - GDAP	53rd & 54th Streets -convert to two way		275			
11	Eng - GDAP	Gaetz/51 St Parking Mall - convert to two way			240		
12	Eng - GDAP	Realign 55 St. west of Gaetz Ave by Water Treatment Plant.				1,000	
13	Eng - GDAP	Taylor Drive/48 St Pedestrian Overpass					2,100
14	Eng - GDAP	Pedestrian Overpass on 55 St. west of Gaetz Ave.					
15	Eng - GDAP	Alexander Way Construction Stage 2					
16	Eng - GDAP	Footbridge - Promenade to Bower Ponds					
17	Eng-Service Improvement	Oriole Park School Layby - revised estimate for 2005 construction +20K	20				
18	Engineering Development	Kingston (80) St - 4 lane collector west of Gaetz Ave.	250				
19	Engineering Development	Gaetz Ave / Delburne Road Intersection	800				
20	Engineering Development	Potential Industrial Development (Arterial Roadway Improvements)	300	2,700			

Attachment 1

2005 Approved Major Capital Budget - January 26, 2005

projects subject to Council review through the capital template process

Item #	Dep't	Project	2005	2006	2007	2008	2009
21	Engineering Development	Delburne Rd (40 Ave to Irwin Ave - 4 Lane divided	1,400				
22	Engineering Development	30 Av (22 St to Delburne Rd) - 4 lane divided construction Desugn in 2006		150	1,350		
23	Engineering Development	42A Ave and 59 St Road Extension at Lindsay Thurber and River Glen		435			
24	Engineering Development	Memorial Centre parking lot & 58 Street Improvements at Lindsay Thurber		155			
25	Engineering Development	Delburne Rd (Irwin Ave to 30 Av) - 4 lane divided Design in 2006		50	950	-	
26	Engineering Development	Northland Drive & new River Bridge - 30 Av Extension- Construction of first 2 lanes only (future o/s basin)			300		
27	Engineering Development	Ross Street (Rideout Av to 20 Av) - 4 lane divided Design in 2007			100	1,100	
28	Engineering Development	20 Avenue (Ross St to 55 St) - Initial 2 lanes Design in 2007			100	1,200	
29	Engineering Development	Oak Drive Extension -Kerry Wood Drive (the Falls Development) To Oriole Park S Design in 2007			100	800	
30	Engineering Development	20 Avenue (32 St to Ross St) - Initial 2 lanes					
31	Engineering Development	32 St (Daines Av to 20 Av) - 4 lane divided					
32	Engineering Development	67 ST / 30 AVE Intersection improvements			-	-	
33	Engineering Development	Northland Drive (Gaetz Av to Riverside Dr)- construction of initial 2 lanes only			-		
34	Engineering Capacity	22 St east of Taylor Dr Realignment for land sale	295				

Attachment 1

2005 Approved Major Capital Budget - January 26, 2005

projects subject to Council review through the capital template process

Item #	Dep't	Project	2005	2006	2007	2008	2009
37	Engineering Capacity	32 St./Gaetz Av - intersection upgrade Functional Planning /Design in 2006		250	2,500		
38	Engineering Capacity	Transportion Improvements - SE Red Deer Functional Planning in 2006		150	-		3,000
39	Engineering Capacity	Golden West Avenue access to 67 Street (north & south)		-	300		-
40	Engineering Capacity	67 St / Taylor Drive Intersection Upgrades				1,000	-
41	Engineering Capacity	40 AVE / Ross ST Intersection Improvement Preliminary Design in 2008		-	-	200	2,300
42	Engineering Capacity	Gaetz Av (Delurne Rd to 32 St) Widening & Service Road Improvement Design in 2009		-	-		700
43	Engineering Capacity	Spruce Drive widening and curve improvement (37 St to 43 St)		-	-		1,000
44	Engineering Capacity	Taylor Drive / Ross St Intersection		-	-		-
45	Engineering Capacity	Gaetz Ave & Hwy 11A (71 St to 11A - widen to 6 lanes; includes intersection improvements at 11A)	2,800				
46	Eng-Service Improvement	New Sidewalk Construction Program	200	200	200	200	200
47	Eng-Service Improvement	Transit - Road and Sidewalk Improvements	30	30	30	30	30
48	Eng-Service Improvement	Street Light / Power Pole Relocation Program	100	100	100	100	100
49	Eng - Traffic	Misc - signal displays, loops, count down ped. displays, conv. ped., audible signals, signal control relocation.	80	80	80	80	80
50	Eng - Traffic	Traffic Study (Consultant) to Update Traffic Signal Priority List	40			40	

Attachment 1

2005 Approved Major Capital Budget - January 26, 2005

projects subject to Council review through the capital template process

Item #	Dep't	Project	2005	2006	2007	2008	2009
51	Eng - Traffic	Traffic Safety Initiative Study (high accident locations)	50			50	
52	Eng - Traffic	Safety Initiatives at High Accident Intersections	0	100		0	100
53	Eng - Traffic	Traffic Control Infrastructure Study	150				
54	Eng - Traffic	Traffic Control Infrastructure - Upgrade Central Signal Computer System	100	300			
55	Eng - Traffic	Traffic Controller and Field Equipment Upgrade (upgrades schedule to be determined by study conducted in 2005)		400	400	400	400
56	Eng - Traffic	Traffic Signal Conversion to LED Lights (upgrades schedule to be determined by study conducted in 2005)			300	300	300
57	Eng - Traffic	New Signal @ Delburne Rd & Westerner Access	120				
58	Eng - Traffic	New Signal @ Taylor Dr & 22 St	120				
59	Eng - Traffic	New Signal @ 49 Ave/Delburne Road	100				
60	Eng - Traffic	Upgrade Ped. To Full Signal at Ayers Av / 32 St	60				
61	Eng - Traffic	Upgrade Ped. To Full Signal at Lancaster Dr / 30 Av	60				
62	Eng - Traffic	Traffic Signal Replacement @ 32 St / 40 Av	80				
63	Eng - Traffic	New Signal @ 68 St & Taylor Dr		120			
64	Eng - Traffic	New Signal @ Hermary St / 59 Av		120			
65	Eng - Traffic	New Signal @ Ross Street / 36 Av		120			
66	Eng - Traffic	New Signal @ Ross Street / 38 Av		120			
67	Eng - Traffic	New Signal at 43 St / 52 Av		120			
68	Eng - Traffic	New Signal @ 34 St/Gaetz Avenue			120		
69	Eng - Traffic	New Signal @ Ross Street / Rutherford Drive			120		
70	Eng - Traffic	New Signal @ 67 Street / Nagel Avenue			120		

Attachment 1

2005 Approved Major Capital Budget - January 26, 2005

projects subject to Council review through the capital template process

Item #	Dep't	Project	2005	2006	2007	2008	2009
71	Eng - Traffic	New Signal @ 30 Ave/Dawson St/ Ellenwood Dr			120		
72	Eng - Traffic	New Signal at 22 St / 40 Av				120	
73	Eng - Traffic	New Signal @ 32 St / Webster Dr (by College)				120	
74	Eng - Traffic	New Signal @ Jewell St / Taylor Dr				120	
75	Eng - Traffic	New Signal @ 32 St/Alford Ave.					120
76	Eng - Traffic	New Signal @ 48 Ave/43 Street (by Rotary Park)					120
77	Eng - Traffic	New Signal @ 39 Street / Davison Ave					120
78	Eng - Traffic	New Signal @ Collicutt Access / 30 Avenue					
79	Eng - Traffic	New Signal @ 77 St / Kentwood Dr					
80-92	Subdivision	Residential - Servicing Costs	7,775	6,420	5,450	4,200	4,000
93-96	Subdivision	Industrial - Pre-Grade, Servicing, etc.	1,375	2,660	1,960	2,660	2,740
97	RPC	Preservation of Natural Area South of Red Deer College	1250				
98	RPC	Preservation of Natural Area Around College Park	480				
99	Offsites	Rec. Neighborhood Site - Anders South (on the Lake)	32		200	-	
100	Offsites	Rec. Neighborhood Site - Aspen Ridge	40	10	-	200	
101	Offsites	Rec. Neighborhood Site - Clearview	10	-	-	-	
102	Offsites	Rec. Neighborhood Site - Lancaster East (Lonsdale)	5	-	-		
103	Offsites	Rec. Neighborhood Site - Lancaster Green	15	-	-	-	
104	Offsites	Rec. Neighborhood Site - Devonshire	35		200		
105	Offsites	Rec. Neighborhood Site - Davenport	25	10		200	
106	Offsites	Rec. Neighborhood Site - Rosedale	40		85	-	
107	Offsites	Rec. Neighborhood Site - Oriole Park West	175			200	
108	Offsites	Rec. Neighborhood Site - Kentwood East (Kingsgate)	60	10	-	200	

Attachment 1

2005 Approved Major Capital Budget - January 26, 2005

projects subject to Council review through the capital template process

Item #	Dep't	Project	2005	2006	2007	2008	2009
109	Offsites	Rec. Neighborhood Site - Kentwood West	35		200	-	
110	Offsites	Rec. Neighborhood Site - Johnstone Park	55			200	
111	Offsites	Rec. Neighborhood Site - Inglewood West	225	25		200	
112	Offsites	Rec. Neighborhood Site - West lake Subdivision	120	100	30		200
113	Offsites	Rec. Neighborhood Site - Johnstone Crossing	40	200	100	50	
114	Offsites	Rec. Neighborhood Site - Inglewood East		100	150		200
115	Offsites - Sanitary	Inglewood East	430	-	-	-	0
116	Offsites - Sanitary	Anders on the Lake Lift Stn Pmt	65	65	65	65	0
117	Offsites - Sanitary	45 Avenue River Crossing	900	-	-	-	0
118	Offsites - Sanitary	Riverside Drive Trunk Design in 2005	200	2,000	-	-	0
119	Offsites - Sanitary	Future Industrial Development - Study & Design in 2005	300	2,500	-	-	0
	Offsites - Sanitary	Sanitary Model Update		-	-	-	0
120	Offsites - Sanitary	47 Street (48 -50 Av) - Sani Trunk Twinning	-	225	-	-	0
121	Offsites - Sanitary	College Park (NW23) Trunk	-	-	-	153	127
122	Offsites - Sanitary	College Park (SW23) Trunk	-	-	-	-	157
123	Offsites - Sanitary	Future Residential Development	-	-	-	-	0
124	Offsites - Storm	Anders on the Lake Agreement (Outfall Line Payment)	95	95	95	95	

Attachment 1

2005 Approved Major Capital Budget - January 26, 2005

projects subject to Council review through the capital template process

Item #	Dep't	Project	2005	2006	2007	2008	2009
125	Offsites - Storm	Inglewood East Detention Pond & Trunk to 30 AV	1,700				
126	Offsites - Storm	Future Industrial Development Study & Design in 2005	750	7,500			
127	Offsites - Storm	Lindsay Thurber Storm main Realignment	200				
128	Offsites - Storm	Oriole Park (SW19) Detention Pond & Outlet E4C - 'West Pond'	480				
129	Offsites - Storm	Lonsdale SE Pond & Trunk Main	750				
130	Offsites - Storm	Sabash (SW2) Pond C2 & Trunk Main		790			
131	Offsites - Storm	Oriole Park (SW19) Detention Pond & Outlet E5 'East Pond'			750		
132	Offsites - Storm	67 St Storm Trunk Upgrades - from outfall to 30 AV				2,100	
133	Offsites - Storm	College Park (NW23) Detention Pond & Trunk				1,350	390
134	Offsites - Storm	Sabash (SW2) Pond C1 & Trunk				620	
135	Offsites - Storm	College Park (SW23) Detention Pond & Trunk					1170
136	Offsites - Storm	Future Residential Development					
137	Offsites - Water	Delburne Rd - 40 Av to Irwin Av Trunk	460	-	-	-	0
138	Offsites - Water	Future Industrial Development Study & Design in 2005	300	2,400	-	-	-
139	Offsites - Water	Delburne Rd - Irwin Av to 30 Av Trunk	-	-	360	-	0

Attachment 1

2005 Approved Major Capital Budget - January 26, 2005

projects subject to Council review through the capital template process

Item #	Dep't	Project	2005	2006	2007	2008	2009
140	Offsites - Water	30 Ave - 22 St to Delburne Road Trunk	-	-	380	-	-
141	Offsites - Water	Delburne Rd - Bower to 40 Ave Trunk	-	-	-	690	0
142	Offsites - Water	30 Av - 55 St to 67 St Trunk college Park)	-	-	-	780	0
143	Offsites - Water	Future Residential Development	-	-	-	-	-
144	EL&P Cust Serv	Service private subdivision - 600/yr	960	960	960	980	980
145	EL&P Cust Serv	U/G service to new Downtown customers	50	50	50	51	51
146	EL&P Cust Serv	Residential services (O/H & U/G) to single & multi-family units (excluding Downtown)	86	86	86	88	88
147	EL&P Cust Serv	Commercial & Industrial Services - OH & UG (excluding Downtown)	500	500	500	510	510
148	EL&P Meters	Metering equipment	130	130	130	135	135
149	EL&P O/H Systems	Replace/add overhead switches	60	60	60	60	60
150	EL&P O/H Systems	Convert 4kv Substation load to 25kv		50			50
151	EL&P O/H Systems	Pole replacement based on pole testing	25	25	25	25	25
152	EL&P O/H Systems	Reconductor/Rebuild lines 12 & 36, Olymel to 49 Ave	150				
153	EL&P O/H Systems	Reconductor line Riverside Dr to Parkland Mall	50				
154	EL&P O/H Systems	Reconductor line 46 Golden West Ave	15				
155	EL&P O/H Systems	Reconductor/Rebuild lines 13 & 34, Gaetz Ave, 67 St to 77 St				100	

Attachment 1

2005 Approved Major Capital Budget - January 26, 2005

projects subject to Council review through the capital template process

Item #	Dep't	Project	2005	2006	2007	2008	2009
156	EL&P O/H Systems	Reconductor/Rebuild line on 40 Ave, Selkirk Blvd to 39 St	250				
157	EL&P O/H Systems	Reconductor/Rebuild line on 40 Ave, 39 St to Ross St					125
158	EL&P O/H Systems	Reconductor/Rebuild line on 43/39 St, 40 Ave to Hospital		225			
159	EL&P O/H Systems	New line to Industrial west of Hwy 2		100			
160	EL&P O/H Systems	New 2 cct line Delburne Road, 20 Ave to 30 Ave		135			
161	EL&P O/H Systems	New 2 cct line 20 Ave, Altalink R/W to Delburne Road				45	
162	EL&P O/H Systems	Line purchases from Fortis as City grows	20	20	20	20	20
163	EL&P O/H Systems	Install 25 kv Capacitors for power factor			40		
164	EL&P O/H Systems	Reconductor/Rebuild line on 40 Ave, Ross St to 55 St					
165	EL&P O/H Systems	Rebuild line 43 St, Hospital to 55 Ave					
166	EL&P O/H Systems	Reconductor line 23 on Kerrywood Dr					
167	EL&P O/H Systems	Reconductor part line 26 on Taylor Dr, 28 St to 43 St					
168	EL&P O/H Systems	Add circuit to line on 20 Ave, Altalink R/W to 39 St					
169	EL&P O/H Systems	Reconductor/rebuild line on 30 Ave, Substation 17 to 55 St					
170	EL&P O/H Systems	Rebuild to 2 circuit on 20 Ave, 39 St to 55 St					

Attachment 1

2005 Approved Major Capital Budget - January 26, 2005

projects subject to Council review through the capital template process

Item #	Dep't	Project	2005	2006	2007	2008	2009
171	EL&P O/H Systems	Rebuild to 2 circuit on 55 St, 20 Ave to 30 Ave					
172	EL&P O/H Systems	Rebuild line 67 St, Gaetz Ave to 68 Ave					
173	EL&P U/G Systems	Replace/add underground switches	150	150	150	200	200
174	EL&P U/G Systems	Replace corroded primary/secondary underground cable	50	50	100	100	100
175	EL&P U/G Systems	New duct & cable 40 Ave, 32 St to Ross St				380	
176	EL&P U/G Systems	New cable Ross St, 40 Ave to 47 Ave					380
177	EL&P U/G Systems	New line north Kentwood			300		
178	EL&P U/G Systems	Reconductor part of line 22 to Downtown			200		
179	EL&P U/G Systems	Reconductor part of line 11 to Downtown					
180	EL&P U/G Systems	New line Altalink R/W Substation 17 to 20th Ave					
181	EL&P U/G Systems	New line 30 Ave, Sub 17 to 32 St					
182	EL&P U/G Systems	New line Altalink R/W Substation 17 to 40 Ave					
183	EL&P Substations & SCADA	Extend SCADA system into distribution system		100	100	100	100
184	EL&P Substations & SCADA	New Breaker in Substation 14			175		

Attachment 1

2005 Approved Major Capital Budget - January 26, 2005

projects subject to Council review through the capital template process

Item #	Dep't	Project	2005	2006	2007	2008	2009
185	EL&P Substations & SCADA	Replace 4kv Reclosers		30	30		
187	EL&P Substations & SCADA	Replace SCADA system			450		
188	EL&P Substations & SCADA	Add transformer & breakers Substation 15					
189	Sol. Waste	Future Cell Closure	89			159	
190	Sol. Waste	Future Cell Construction	2,022			1,728	
191	Sol. Waste	Future Engineering	202			173	
193	Sol. Waste	Dry Landfill Closure Cost	-	40			
194	Sol. Waste	New Dry Landfill Site Purchase	75				
195	Sol. Waste	New Dry Landfill Site Development	50				
196	Sol. Waste	Waste Management Facility NE Berm Landscaping			100		
197	WW	Wastewater Main Replacement Program	260	265	275	275	275
198	WW	Service Relays & Pipebursting	160	161	162	165	170
199	W W	Process computer replacement				25	
200	W W	Seal Water Pumps					10
201	WW	rebuild plant main electrical breakers (3of)	30				
202	WW	Headworks Heating/Ventilating Units	20				
203	WW	Boiler Efficiency Study		50			
204	WW	Headworks Bar Screen Replacement				25	
209	Water	Plant #2 low lift pump house roof	20				
210	Water	Paint Exterior Horton Spheriod		450			
211	Water	Plant #2 Roof		350			
212	Water	Replace HLP103 VFD		10	300		
213	Water	Dairyworld Roofs				100	
214	Water	Glendale Reservoir Roofs				20	

Attachment 1

2005 Approved Major Capital Budget - January 26, 2005

projects subject to Council review through the capital template process

Item #	Dep't	Project	2005	2006	2007	2008	2009
215	Water	Mountview hot water demand boiler	40				
216	Water	Plant #2 High Lift Pumps & Motors		30	30		
217	Water	Plant #2 Low Lift Pumps & Motors		35			
219	Water	Dredge Plant #1 Intake Channel			50		
218	Water	Clearview Booster Station Pumps			20		
220	Water	WTP#1 sani sewer & lift station			15		
221	Water	Glendale Reservoir Pumps					35
222	Water	Bellevue reservoir pumps					20
223	Water	Isolate/Secure Plant		40	200		
224	Water	WTP Programming upgrades (SCADA, PLC)		50	500		
225	Water	WTP & Distribution System Energy Audit	30				
226	Water	Valve Replacement	87	87	88	89	90
228	Water	Water Meter Maintenance/Installation	161	163	165	167	170
230	Water	Water Main Replacement	492	493	494	495	500
229	Water	Water/Sewer Connections (customer)	205	208	210	210	212
229	Water	Water & Sewer Connections (operating)	20	20	20	20	20
231	Water	Hydrant Replacement	102	103	104	105	107
232	Fleet Utility	Equipment Purchases - Replacement	2,098	4,448	1,537	1,684	2,195
233	Fleet Utility	Transit Buses - Replacement	-	4	1,605	2,006	2,400
235	Fleet Utility	Transit Buses - Additional	1,200	-	2	801	401
236	Fleet Utility	Action Bus - Replacement	75	75	75	75	-
237	PW - Garage	portable vehicle hoist		40			
238	PW - Garage	Bay 2W hoist retrofit		45			
239	PW - Garage	Paint outside of building			20		
240	PW - Garage	Replace south side stucco			20		
241	PW - Garage	Re-roof south end of garage				60	
242	Engineering	Parkade					
243	Archives	Mobile/Custom Shelving	18				
244	Library	Renovate Dawe Library Branch		1,000			
245	FCSS	Museum/Archives Renovations for Golden Circle - design work					622

Attachment 1

2005 Approved Major Capital Budget - January 26, 2005

projects subject to Council review through
the capital template process

Item #	Dep't	Project	2005	2006	2007	2008	2009
246	Normandeau	Detailed design - Museum/Archive	275				
247	Normandeau	Museum Construction		3200	12882	2360	
247	Normandeau	Museum Construction - Grants/Other		2800	1118		
248-256	River Bend	Capital Items	148	240	160	140	
257	River Bend	Clubhouse	600	-			
258	Corporate	City Hall Space Requirements		2500	5000		
259	ES - Suppr.	Heavy Rescue Equipment replacement	42		25		25
260	ES - Suppr.	PASS devices (2005 new standard)		36			
		Self Contained Breathing Apparatus (SCBA)					
261	ES - Suppr.	replacement air tanks			25	30	35
262	ES - Suppr.	Thermal Imaging Cameras (4)				120	
263	ES - Comm	Motorola Centricom Elite Radio System	40				
264	ES - Comm	Electronic Equipment Replacement	10	10	10	10	10
		Additional Communications Position & Radio					
265	ES - Comm	Console		80			
266	ES - Comm	Mobile Emerg. Comm Centre		0	150		
267	ES - Comm	Radio Console Replacement				100	
268	ES - Suppr.	Security Systems Upgrade					40
269	ES - Comm	Mechanic's Shop Hoist	50				
270	ES - EMS	Cardiac Monitor Acquisition & Replacement	45	45	45	45	45
271	ES - EMS	Electronic Patient Care Report (PCR) project	50				
272	ES - EMS	Patient System Training Simulator		60			
273	ES - EMS	Multiple Casualty Incident Resource			60	60	
280	ES - Suppr.	Relocate Station 3 Suppression Function					2300
281	ITS	Citizen Relationship Management		50	250	100	
		Electronic Records Mgmt - PC Docs S/W &					
282	ITS	Licenses	100	100			
283	ITS	Field Automation - ES Response Vehicles		250			
284	ITS	Mobile/ field Automation/Wireless Network	75	50	50	50	50
		Inspections & Licensing Application Upgrades					
285	ITS				100		

Attachment 1

2005 Approved Major Capital Budget - January 26, 2005

projects subject to Council review through the capital template process

Item #	Dep't	Project	2005	2006	2007	2008	2009
286	ITS	Infrastructure/Asset Management System Implementation	75	500	275		
287	ITS	ERP Upgrade/ Replacement					
288	ITS	Human Resource/Payroll Software Upgrade/Replacement		50	75	325	
289	ITS	Phone System Upgrade or Replacement					
291	ITS	Tax & Assessment Software Upgrade/Replacement			400		
292-295	Inspections & Licensing	City Hall Maintenance		367	250		60
296	City Clerk	Mail Machine	27				
297	PW	Paint exterior of the public works building		20			
298	PW	Replace wood windows			11		
299	PW	Replace administration office roof				125	
300	PW	Renovate parking meter roof					10
301	PW	Public Works Parking Lot	15				
302	PW - Storm	Storm Lift Station Pumps		30			
303	PW - Storm	Storm Main Replacement	50	50	50	50	50
306	PW	West Yards Relocation (includes PW, Garage, Transit, Stores, EL&P, Parks)		15000	15000	20000	
307	RPC	Alto Reste Columbarium Construction					25
308	RPC	Alto Reste - Land Acquisition			250		
309	RPC	Alto Reste - Road Extension				45	
310	RPC	Annie L Gaetz Shelter Renovation	140				
311	RPC	Bower Ponds Building & Area Renovation		2,000			
312	RPC	Bower Ponds Foundation	14				
313	RPC	Dawe Centre Renovations		3,000	3,000		
314	RPC	Great Chief Park Fastball #3 Retrofit	80				
315	RPC	Heritage Ranch Redevelopment & Utility Connection		2,000			
316	RPC	New Indoor Ice Arena				5,000	

Attachment 1

2005 Approved Major Capital Budget - January 26, 2005

projects subject to Council review through the capital template process

Item #	Dep't	Project	2005	2006	2007	2008	2009
317	RPC	Kinsmen Arena B - Dressing Room Enlargement	70				
318	RPC	Lions Campground Electrical Upgrade			65		
319	RPC	Memorial Centre Roof Repair	120				
320	RPC	Normandeau Shelter Renovation				120	
321-324	RPC	Parks Maintenance, Storage and Facilities renovations		1,118	432	325	
325	RPC	Playground CSA Renovations	36	36	36	36	36
326	RPC	Recreation Centre Renovations	1,000				
327	RPC	Develop Rotary Recreation Park Site		1,019	1,000		1,000
328	RCMP	Concept design - New Building with EMS Station 2 (67th St)	50				
329	RCMP	Detail design - New Building with EMS Station 2(67th St)	130				
330	RCMP	Concept design - Present Police Building Renovation	50				
331	RCMP	Renovation of Present Police Building & Addition of Police Facilities with EMS Station		5000	2500		
332	Social Planning	Museum/Archives Renovations for Seniors Centre			235	2,250	
333	Tranist	Scheduling Software	100				
			38,921	81,684	71,477	63,290	36,191

M I N U T E S

of the Budget Meeting of RED DEER CITY COUNCIL
held on TUESDAY, JANUARY 25, 2005
in the Council Chambers of City Hall,
commenced at 4:32 p.m.

Present: Mayor M. Flewwelling
Councillor J. Dawson
Councillor B. Hughes
Councillor C. Jefferies
Councillor L. Mulder
Councillor L. Pimm
Councillor T. Veer
Councillor L. Watkinson-Zimmer
Councillor F. Wong

City Manager, Norbert Van Wyk
Director of Corporate Services, Rodney Burkard
Director of Development Services, Bryon Jeffers
Public Works Manager, Paul Goranson
Land & Economic Development Manager, Howard Thompson
Controller, Dean Krejci
Financial Analyst, Mary Bovair

The Minutes of the Monday, January 24, 2005 Budget Meeting of Red Deer City Council were confirmed as transcribed on a motion by Councillor Mulder, seconded by Councillor Veer.

MOTION CARRIED

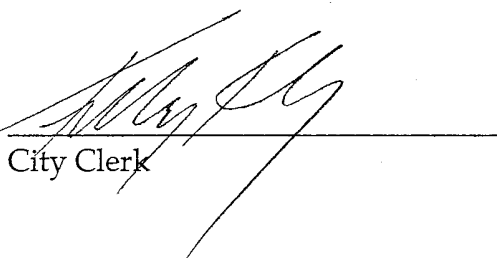
Consideration was given to the 2005 Annual Budget Report submitted by Treasury Services with the business plans and budgets for the following departments being reviewed:

<u>Department</u>	<u>Budget Section</u>
Land & Economic Development	23
Engineering	21
Public Works	24

Council recessed for supper at 6:10 p.m. and reconvened at 7:15 p.m.

The Tuesday, January 25, 2005 Budget Meeting of Red Deer City Council adjourned at 8:30 p.m. on a motion by Councillor Mulder, seconded by Councillor Veer.

MOTION CARRIED


Mayor
City Clerk

MINUTES

of the Budget Meeting of RED DEER CITY COUNCIL
held on MONDAY, JANUARY 24, 2005
in the Council Chambers of City Hall,
commenced at 4:30 p.m.

Present: Mayor M. Flewwelling
Councillor J. Dawson
Councillor B. Hughes
Councillor C. Jefferies
Councillor L. Mulder
Councillor L. Pimm
Councillor T. Veer
Councillor L. Watkinson-Zimmer
Councillor F. Wong

City Manager, Norbert Van Wyk
Director of Corporate Services, Rodney Burkard
Director of Development Services, Bryon Jeffers
City Clerk, Kelly Kloss
Deputy City Clerk, Nona Housenga
Assessment & Tax Department, City Assessor, Rod Risling
E.L.&P. Manager, Al Roth
Emergency Services Manager, Jack MacDonald
Information Technology Services, Manager, Dan Newton
Inspections & Licensing Manager, Paul Meyette
Treasury Services Manager, Gary Mullin
Financial Analyst, Mary Bovair

The Minutes of the Wednesday, January 19, 2005 Budget Meeting of Red Deer City Council were confirmed as transcribed on a motion by Councillor Jefferies, seconded by Councillor Veer.

MOTION CARRIED

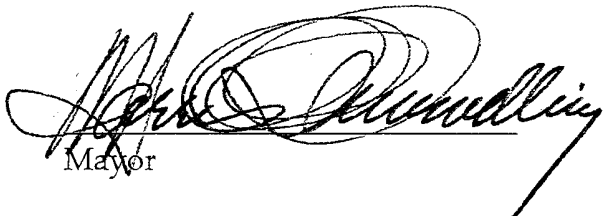
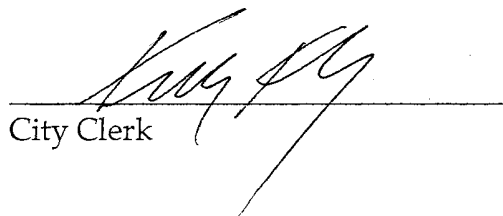
Consideration was given to the 2005 Annual Budget Report submitted by Treasury Services with the business plans and budgets for the following departments being reviewed:

<u>Department</u>	<u>Budget Section</u>
Corporate Services	13
Treasury Services	17
Assessment & Tax	14
Legislative & Administrative Services	16
Information Technology Services	15
Development Services	18
Inspections & Licensing	22
Electric, Light & Power	19
Emergency Services	20

Council recessed for supper at 6:04 p.m. and reconvened at 7:19 p.m.

The Monday, January 24, 2005 Budget Meeting of Red Deer City Council adjourned at 10:00 p.m. on a motion by Councillor Veer, seconded by Councillor Wong.

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 19, 2005
in the Council Chambers of City Hall,
commenced at 4:32 p.m.

Present: Mayor M. Flewwelling
Councillor J. Dawson
Councillor B. Hughes
Councillor C. Jefferies
Councillor L. Mulder
Councillor L. Pimm
Councillor T. Veer
Councillor L. Watkinson-Zimmer
Councillor F. Wong

City Manager, Norbert Van Wyk
Director of Community Services, Colleen Jensen
Director of Corporate Services, Rodney Burkard
Director of Development Services, Bryon Jeffers
R.C.M.P. Superintendent, Jim Steele
Social Planning Manager, Scott Cameron
Transit Manager, Kevin Joll
Controller, Dean Krejci
Financial Analyst, Mary Bovair

The Minutes of the Tuesday, January 18, 2005 Budget Meeting of Red Deer City Council were confirmed as transcribed on a motion by Councillor Wong, seconded by Councillor Pimm.

MOTION CARRIED

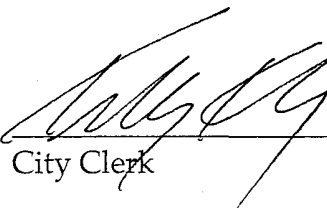
Consideration was given to the 2005 Annual Budget Report submitted by Treasury Services with the business plans and budgets for the following departments being reviewed:

<u>Department</u>	<u>Budget Section</u>
RCMP	9
Transit	12
Recreation, Parks & Culture	10

Council recessed for supper at 6:06 p.m. and reconvened at 7:15 p.m.

The Wednesday, January 19, 2005 Budget Meeting of Red Deer City Council adjourned at 8:45 p.m. on a motion by Councillor Veer, seconded by Councillor Watkinson-Zimmer.

MOTION CARRIED


Mayor
City Clerk

M I N U T E S

of the Budget Meeting of RED DEER CITY COUNCIL
held on TUESDAY, JANUARY 18, 2005
in the Council Chambers of City Hall,
commenced at 4:37 p.m.

Present: Mayor M. Flewwelling
Councillor J. Dawson
Councillor B. Hughes
Councillor C. Jefferies
Councillor L. Mulder
Councillor L. Pimm
Councillor T. Veer
Councillor L. Watkinson-Zimmer
Councillor F. Wong

City Manager, Norbert Van Wyk
Director of Community Services, Colleen Jensen
Director of Corporate Services, Rodney Burkard
City Clerk, Kelly Kloss
Deputy City Clerk, Nona Housenga
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, Greg Scott
City Planning Manager, Tony Lindhout
Social Planning Manager, Scott Cameron
Transit Manager, Kevin Joll
Controller, Dean Krejci
Financial Analyst, Mary Bovair
Archivist, Michael Dawe
Red Deer Library, Dean Fry
River Bend Golf Course, Hugh Lockhart
Red Deer & District Museum, Lorna Johnson

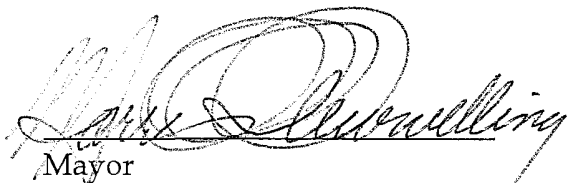
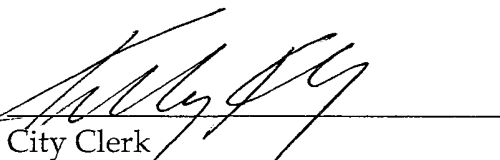
Consideration was given to the 2005 Annual Budget Report submitted by Treasury Services with the business plans and budgets for the following departments being reviewed:

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

Council recessed for supper at 5:50 p.m. and reconvened at 7:10 p.m.

The Tuesday, January 18, 2005 Budget Meeting of Red Deer City Council adjourned at 9:07 p.m. on a motion by Councillor Veer, seconded by Councillor Hughes.

MOTION CARRIED


Mayor
City Clerk

1	Management Report
2	Capital Budget Summary
3	Project Summary
4	
	CAPITAL PROJECTS DETAIL
5	Transportation & Development
6	Utility Projects
7	Other Self-Supported Projects
8	Tax Supported Projects

DATE: December 15, 2004

TO: Legislative & Administrative Services Manager

FROM: Director of Corporate Services

Re: **Capital Budget Preview - 2005 to 2009**

Background

In December each year we present the Capital Budget to Council on a preview basis, which gives an overview of the issues and magnitude of future requirements prior to actual budget debate in January. Attached is the preview for the 2005 – 2009 fiscal years. As in past years, this presentation is for information only at this time, giving Council the opportunity to clarify details. No debate will take place until the budget review in January.

During the Operating Budget review in January, Department Managers will provide details and comments on capital projects pertaining to their departments. They will demonstrate how the capital projects relate to the various departmental operations. As part of a process to improve information to Council at the budget review, we have expanded the capital budget information to include a detail sheet on each project or grouping. These detail documents include operating impacts of the new capital project. We will also include a new page in the Operating Budget “Spread Sheet” that sets out ongoing operating costs that would occur in 2005 as a result of any 2005 Capital Budget projects approved by Council.

The definition of ‘capital’ varies depending on the size and nature of the organization. The City of Red Deer defines ‘capital’ as property that:

- (i) is used in the production or supply of goods and services or for a municipal purpose
- (ii) has an useful life of at least 2 years and is intended to be used on a continuing basis, and
- (iii) is not intended for sale in the ordinary course of operations, and
- (iv) has an “acquisition cost” which equals or exceeds \$10,000

All other items are normally considered as operating budget expenditures. To do otherwise would seriously complicate the capital budgeting process, with little gain in return.

Discussion

Attached is a copy of the Capital Budget Summary (2005-2009), which shows a capital requirement of \$60 million in 2005, with a cumulative total over the five-year period of \$342 million. The continued high growth in Central Alberta, combined with the age of much of the City’s infrastructure is resulting in the need for significant capital expenditures.

Director of Corporate Services

We continue to stress the need for an accurate projection of future needs and costs, which is critical as Council considers the many financial pressures that have arisen. Without these projections, large unexpected spikes in taxes or user fees could be required, unless projects were deferred or debt financed.

In preparation for budget debate in January, we have raised a number of issues, to allow time for thought and discussion. Some key issues for Council's consideration are briefly summarized below. Additional information is available on the Capital Budget Summary.

1. Reserve Depletion/Debt & Other Funding Sources

We anticipate the Capital Projects Reserve (CPR) will be \$91 million short by 2009. This pressure will increase every year as growth continues and The City's infrastructure ages. This depletion of the CPR will necessitate debt funding of capital projects, unless projects are deferred or funding is received from other sources. Details of the Capital Projects Reserve are set out on page 3 of the attached document. To offset this declining reserve balance, Council approved a new initiative in 2002, which sets aside a 1% tax levy each year, for 8 years. The \$91 million shortfall noted above includes the 1% levy.

2. Impact on the Operating Budget

In most situations, what occurs in the Capital Budget has an impact on the Operating Budget. New facilities require new funding to operate, as well as ongoing maintenance funds and future funding for major upgrades or replacements. Examples are the currently required upgrades to the Dawe and Recreation Centers. As well, even new facilities such as the Collicutt Center will require funding to upgrade equipment and portions of the facility over the next 5 years. In past years, these types of upgrades were funded from the Capital Projects Reserve. With the depletion of that reserve, other funding sources will be required.

As well, any debt financing has an immediate impact on the Operating Budget, as the debt is repaid, along with interest. The impact of debt financing on the Operating Budget and therefore upon tax rates, is set out on page 5 of the attached document. This will be a significant challenge for The City in the near future. If reserve funding is used, rather than debt, a similar impact occurs, with the loss of investment revenue.

3. Capital Grants & Road Offsite Levies

As mentioned during last year's budget deliberations, based on current growth projections, there will be a need to build a river bridge and related roadways in the north east, beginning in 2010. Historically, major roadways have been 75% funded by provincial Basic Capital Grants, with the remaining 25% being charged to the Roads Offsite Basin and recovered from developers as they bought and serviced land for resale.

Director of Corporate Services

Council made the decision in 2003 to increase the recovery from the Roads Offsite Basin to 100% from 25%, as a result of the lack of a long-term commitment from The Province regarding the Basic Capital Grant. Based on this scenario, the Basic Capital Grant would be a minimum of \$3.5 million short in 2010.

The Province recently announced its intention to significantly increase capital grants, but there has been no formal announcement of how much would flow to Red Deer and what purposes it could be used for. As a result, this additional grant has not been factored into the projections on the document attached.

Options

Given the significant funding shortfall, the City needs to consider various methods of dealing with the financial pressures. The following have not been examined in detail but are possible options:

1. Defer some projects, using a ranking process.
2. Cancel some projects completely. This may require service cuts.
3. Increase the contribution from general taxation to the Capital Projects Reserve.
4. Continue to look for additional transfers from other levels of governments
5. Partner with other governments, businesses, non-profit groups, etc.
6. Expand the use of debt beyond utilities, and incur additional cost pressures against general taxation for debt service costs.

Conclusion

The City remains in a strong financial position relative to other cities in Alberta and across Canada, with a low and further declining per capita debt. The impacts of growth and aging infrastructure are a significant issue for most municipalities in Alberta, especially those in the high growth areas. However, the attached details clearly demonstrate that the financial pressures are increasing and with the passage of each year, The City's ability to deal with the issues will be lessened, as the impending needs approach.

This preview and future discussions on these issues will allow The City to look for effective solutions to these pressures, and thus maintain its financial strength and competitiveness.

Rodney Burkard
Director of Corporate Services

Attachment: Capital Budget Summary (2005-2009)

CAPITAL BUDGET SUMMARY (2005 – 2009)

Council policy states that a budget for capital projects for the next five years shall be prepared each year. The budget for 2005 is \$60 million (2004 - \$84 million) and the five-year total is \$342 million (2004 – \$319 million).

Total Project Budget - The 2005 to 2009 Capital Budget, summarizing planned capital expenditures by type of project, is as follows.

Project Type	2005 Total in \$ thousands	Five-Year Total in \$ thousands
Transportation & Development	25,822	120,429
Utility	20,676	70,088
Other Self Supported	3,897	22,027
General	9,248	129,179
Total	\$ 59,643	341,906

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

Funding Source Proposed	2005 Total in \$ thousands	Five-Year Total in \$ thousands
Basic Capital Grant	3,212	24,674
Capital Projects Reserve	9,479	22,089
Equipment Financing Reserve	2,922	15,228
E.L.& P. Stabilization Reserve	900	12,115
Water Stabilization Reserve	3,017	17,328
Wastewater Stabilization Reserve	2,400	9,836
Solid Waste Reserves	2,449	4,590
Customer Contributions	2,701	11,718
Land Sales	9,150	47,180
Roads Offsite Levy Basin	1,800	9,740
Recreation Levies	912	3,982
Other Offsite Levies	6,430	31,352
Long Term Debt – Utility Supported	10,000	30,780
Operating Budget	145	910
Other Grants & Reserves	2,618	3,963
Other	1,354	5,490
Unfunded	154	90,931
Total	\$59,643	\$ 341,906

The province recently announced its intention to significantly increase capital grants, but there has been no formal announcement of how much would flow to Red Deer and what purposes it could be used for. As a result, this additional grant has not been factored into the projections in the above chart.

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

Population Projection¹					
	2005	2006	2007	2008	2009
Population Projection	77,669	79,223	80,569	81,939	83,250

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. There is some uncertainty to this continued level of funding, as there is no long-term agreement with the Province.
- The \$60 per capita will not be adjusted for inflation
- 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 2005 dollars. Inflation and cost increases have not been included
- The funding shown in the following chart has been adjusted for population growth

BCG Assuming 100% Road Basin	2005	2006	2007	2008	2009
Balance – Beginning of Year	4,737	5,480	7,524	6,164	6,839
Less: Funding Required – Capital	(3,212)	(1,984)	(5,469)	(3,516)	(10,494)
Less: Operating Funding	(705)	(725)	(725)	(725)	(725)
Add: Provincial Grant Funding	4,660	4,753	4,834	4,916	4,995
Surplus²	5,480	7,524	6,164	6,839	615

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 that was implemented by Council in 2002.
- Transfers from other reserves exceeding target levels, like the EL&P reserve
- Additional one time funding not needed for other purposes.

¹ Source: draft 2004 City of Red Deer Growth Study

² The accumulation through 2008 was intended to ensure funds would be available to finance the Northland river crossing, expected to begin in 2010. Due to the large amounts required for 2009 Roads projects significantly reducing the accumulated balance in this grant there will be a shortfall of \$3.4 million for this project alone in 2010.

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	2005	2006	2007	2008	2009
Expected Prior Yr E.L.& P. Surplus ³	8,200	1,500	1,500	1,000	1,000
Repayment of Utility Project Funds	130	130	130	130	0
Rebuilding of Capital Capacity	545	1,020	1,520	2,055	2,625
Funding Required from CPR each year	(9,633)	(32,324)	(37,313)	(24,475)	(9,275)
Excess/(Shortfall) in funding each year	(758)	(29,674)	(34,163)	(21,290)	(5,650)
Cumulative Excess/(Shortfall) – Beginning of Year	604	(154)	(29,828)	(63,991)	(85,281)
Cumulative Excess/(Shortfall) – End of Year	(154)	(29,828)	(63,991)	(85,281)	(90,931)

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 years, as follows:

Capital Project - (in \$ thousands)	Projected Time Frame	Estimated Project Total⁴	CPR Funding Required
West Yard Relocation (Public Works, Garage, Transit, Stores, EL&P, Parks)	2005 - 08	\$ 52,100	\$ 30,600
Emergency Services – Station 5	2005	3,438	3,438
32 Street / Gaetz Intersection Upgrade	2005 - 06	2,750	688
Information Technology Projects	2005 - 09	2,925	2,925
Recreation Centre Renovations	2005	1,000	1,000
New Museum & Archives Facility	2006 – 08	22,360	18,442
RCMP Building Requirements	2006 - 07	7,500	7,500
City Office Requirements	2006 - 07	7,500	7,500
Dawe Centre Renovations	2006 – 07	6,000	6,000
Downtown Promenade, Pedestrian Overhead Walkway, etc.	2006 - 09	5,105	4,080
Bower Ponds/Heritage Ranch Redevelopment	2006	4,000	4,000
SE Red Deer Transportation Improvements	2006 - 09	3,150	788
Rotary Recreation Park Site Development	2006 – 09	3,019	3,019
Parks Maintenance, Storage & Facilities Renovations	2006 - 08	1,874	1,874
Dawe Branch Library Renovations	2006	1,000	750
Bridge Rehabilitation	2007 - 09	3,300	825
Golden Circle - Rehabilitate Existing Museum	2007	2,485	2,485
New Indoor Ice Arena – location to be determined	2008	5,000	5,000
40 Ave & Ross St Intersection Improvements	2008 – 09	2,500	625
Emergency Services – relocate Station 3 Suppression function	2009	2,300	2,300
Total		\$ 139,306	\$ 103,839

³ The \$8.2 million transfer will be included in an upcoming Reserve Report and is therefore subject to Council approval.

⁴ In many cases the project amounts presented are estimates that will be adjusted after detailed design is undertaken.

Significant Projects Funded by the CPR - 2010+

In addition to the projects listed above there are some significant CPR funded projects that are planned for 2010 and forward.

Capital Project - (in \$ thousands)	Projected Time Frame	Estimated Project Total⁵	CPR Funding Required
Northland Drive, new river bridge and 67 St/30 Ave intersection improvements	2010+	\$ 21,000	\$ 3,000
Gaetz Ave (Delburne Road to 32 St) widening	2010+	7,200	1,800
Alexander Way Construction – Phase 2	2010+	5,000	5,000
Footbridge – Promenade to Bower Ponds	2010+	2,400	2,400
Riverlands Culture Area & Surrounding Parks	2010+	5,000	5,000
Parkade	2010+	7,000	7,000
Total		\$ 38,600	\$ 24,200

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 \$24 million, over the next five years, has been assumed for the upgrade of the Water and Wastewater Treatment Plants. In addition, another \$8 million of utility supported debt will be required for the West Yard Relocation. Self Supported (Utility) Debt peaked in 1983 at \$1,111 per capita, about 2.2 times the \$506 per capita debt projected for 2009.

Utility Supported Debt In \$ thousands						
	2005	2006	2007	2008	2009	5 Yr Total
Balance – Beginning of Year	15,700	25,399	30,648	34,076	42,401	
Debt Reduction	(1,801)	(1,851)	(872)	(375)	(318)	(5,217)
New Debt – Treatment Plants	11,500	4,700	1,900	5,500	0	23,600
New Debt – Utility portion of West Yards relocation	0	2,400	2,400	3,200	0	8,000
Debt Total – End of Year	25,399	30,648	34,076	42,401	42,083	
Per Capita Self Supported Debt	\$ 327	\$ 387	\$ 423	\$ 517	\$ 506	

⁵ The project amounts presented are estimates that will be updated each year.

Tax Supported debt continues to decrease. It peaked in 1983 at \$448 per capita, and has steadily decreased to the 2005 level of \$39 per capita. If no further tax supported debt is incurred the per capita amount will continue to decrease with the final debt payment being made in 2022.

Tax Supported Debt in \$thousands						
	2005	2006	2007	2008	2009	5 Yr Total
Balance – Beginning of Year	4,437	3,053	1,527	645	288	
Debt Reduction	(1,384)	(1,526)	(882)	(357)	(80)	(4,229)
Debt Total – End of Year	3,053	1,527	645	288	208	
Per Capita Self Supported Debt	\$ 39	\$ 19	\$ 8	\$ 4	\$ 3	

Debt Limit – Alberta Municipal Affairs prescribes a debt limit for municipalities, based primarily on their revenues. The City of Red Deer's expected 2009 debt of \$42 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 2005 this means a 1% tax increase would be able to fund approximately \$4.7 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. Continue to look for additional transfers from other levels of governments.
5. Seek new partnerships, with other governments, businesses, non-profit groups, etc.
6. Expand the use of debt beyond utilities, and incur additional cost pressures against general taxation for debt service costs.

Capital Budget 2005

Project Summary



FUNDING SOURCES	
Code	Description
A	Capital Projects Reserve
B	Equipment Replacement Reserve
C	Stabilization Reserve
D	Other Reserves
E	Offsite Levy Funds
F	Basic Capital Grant
G	Special Transportation Grant
H	Cenennial Grant
I	Other Grants
J	Operating
K	Customer Contribution
L	Land Sales
M	Long Term Debt
N	Other

CAPITAL BUDGET REQUIREMENTS SUMMARY			Amounts in \$ Thousands					Funding Sources %	
Page #	Dep't	Project	2005	2006	2007	2008	2009	Code	Percentage based on Total Gross Cost
Transportation & Development Projects									
5-1	Streets	Bridge Rehabilitation		150	1,100		2,800	A / F	25 / 75
5-5	Streets	Greater Downtown Action Plan Traffic Initiatives - Alexander Way Construction	1,025					H	100
5-5	Streets	Greater Downtown Action Plan Traffic Initiatives	465	275	240	1,000	2,100	A	100
5-9	Streets	Oriole Park School Layby	20					A / K	50 / 50
5-11	Streets	New Development Road Projects	2,750	3,490	2,900	3,100		A/E/F/K	8/ 77/ 4/ 11
5-15	Streets	Road Capacity Improvements	1,850	1,400	2,800	1,200	7,000	A / F / K	23 / 69 / 8
5-19	Streets	Road, Sidewalk, & Transit Improvements	230	230	230	230	230	A / F	25 / 75
5-19	Streets	Street Light / Power Pole Relocation	100	100	100	100	100	A	100
5-21	Traffic	Traffic Control Operations	170	180	80	170	180	A / F	71 / 29
5-23	Traffic	Traffic Control System Improvements	250	700	700	700	700	A / F	25 / 75
5-25	Traffic	Traffic Signals	540	600	480	360	360	A/E/F/K/N	21/15/56/3/5
5-29	Subdivision	Residential Subdivision Development	7,775	6,420	5,450	4,200	4,000	L	100
5-33	Subdivision	Industrial Land Development	1,375	2,800	1,960	2,810	2,890	L	100
5-37	Preservation	Natural Area South of Red Deer College	1,250					D / N	65 / 35
5-38	Preservation	Natural Area Around College Park	480					D / N	65 / 35
5-39	Offsites	Rec. Neighborhood Site's	912	455	965	1,250	400	E	100
5-41	Offsites	Sanitary Offsite Levy Projects	1,895	4,790	65	218	284	E	100
5-43	Offsites	Storm Offsite Levy Projects	3,975	8,385	845	4,165	1,560	A / E / K	.5 / 99/ .5
5-45	Offsites	Water Offsite Levy Projects	760	2,400	740	1,470		E	100
Utility Projects									
6-1	EL& P	Customer Servicing	1,596	1,596	1,596	1,629	1,629	J / K	2 / 98
6-2	EL& P	Electrical Meters	130	130	130	135	135	J	100
6-3	EL& P	Overhead Systems	570	615	145	250	280	J	100
6-5	EL& P	Underground Systems	200	200	750	680	680	J	100
6-6	EL& P	Substations & SCADA		130	755	100	100	J	100
6-7	Sol. Waste	Landfill Future Cell Closure	89			159		N	100
6-8	Sol. Waste	Landfill - Future Cell Construction	2,224			1,901		D	100
6-9	Sol. Waste	Landfill Approval Renewal	100	100				D	100
6-10	Sol. Waste	Dry Landfill	125	40				D	100
6-11	Sol. Waste	Waste Management Facility NE Berm Landscaping			100			D	100
6-12	Wastewater	Wastewater Main Replacement Program	260	265	275	275	275	C	100
6-13	Wastewater	Service Relays & Pipebursting	160	161	162	165	170	C	100

FUNDING SOURCES	
Code	Description
A	Capital Projects Reserve
B	Equipment Replacement Reserve
C	Stabilization Reserve
D	Other Reserves
E	Offsite Levy Funds
F	Basic Capital Grant
G	Special Transportation Grant
H	Cenennial Grant
I	Other Grants
J	Operating
K	Customer Contribution
L	Land Sales
M	Long Term Debt
N	Other

CAPITAL BUDGET REQUIREMENTS SUMMARY			Amounts in \$ Thousands					Funding Sources %	
Page #	Dep't	Project	2005	2006	2007	2008	2009	Code	Percentage based on Total Gross Cost
6-14	Wastewater	WWTP Major Replacements				25	10	C	100
6-15	Wastewater	WWTP Major Maintenance	50	50		25		C	100
6-16	Wastewater	Wastewater Treatment Plant Upgrade	9,930	9,299	1,301	2,378	80	C / M	33 / 67
6-17	Water	Water Treatment Plant Upgrade	3,947	279	1,591	5,328	80	C / M	34 / 66
6-18	Water	Water Treatment Plant - Major Maintenance	20	810	300	120		C	100
6-19	Water	WTP Operations Major Repairs / Replacements	40	65	115		55	C	100
6-20	Water	Isolate / Secure Water Treatment Plant		40	200			C	100
6-21	Water	WTP Programming Upgrade (SCADA, PLC)		50	500			C	100
6-22	Water	WTP & Distribution System Energy Audit	30					C	100
6-23	Water	Valve Replacement	87	87	88	89	90	C	100
6-24	Water	Water Trunk Mains (Regional Supply)	138	1,240	542	4,876		C	100
6-25	Water	Water Meter Maintenance/Installation	161	163	165	167	170	C	100
6-26	Water	Water/Sewer Connections (customer)	225	228	230	230	232	J / K	8 / 92
6-27	Water	Water Main Replacement	492	493	494	495	500	C	100
6-28	Water	Hydrant Replacement	102	103	104	105	107	C	100
Other Self Supported Projects									
7-1	Fleet Utility	Equipment Purchases - Replacement	2,098	4,448	1,537	1,684	2,195	B	100
7-1	Fleet Utility	Transit Buses - Replacement		4	1,605	2,006	2,400	B / F	25 / 75
7-2	Fleet Utility	Equipment Purchases - Additional	524	463	33	141		B	100
7-2	Fleet Utility	Transit Buses - Additional	1,200		2	801	401	B / F	25 / 75
7-9	Fleet Utility	Action Bus - Replacement	75	75	75	75		A / F	27 / 73
7-10	Garage	Garage Equipment & Major Repairs		85	40	60		J	100
7-11	Insp. & Lic.	Transit Terminal Parkade						A / D	100
Tax Supported Projects									
8-1	Archives	Shelving	18					A	100
8-2	Comm. Srvs	Dawe Centre - Library Renovations		1,000				A	100
8-3	Comm. Srvs	Golden Circle --> Community Centre Renovation					622	A	100
8-4	Comm. Srvs	Museum & Archives - Detail Design	275					A	100
8-5	Comm. Srvs	Museum & Archives - Construction		6,000	14,000	2,360		A / H / N	82 / 12 / 6
8-6	Comm. Srvs	River Bend - Capital Improvements	148	240	160	140		D	100
8-7	Comm. Srvs	River Bend - Clubhouse	600					M	100
8-8	Dev. Srvs	City Hall Space Requirements		2,500	5,000			A	100
8-9	Emerg. Srvs	Fire Fighting & Prevention Services acquisition and/or replacement program	142	126	210	260	110	A	100

FUNDING SOURCES	
Code	Description
A	Capital Projects Reserve
B	Equipment Replacement Reserve
C	Stabilization Reserve
D	Other Reserves
E	Offsite Levy Funds
F	Basic Capital Grant
G	Special Transportation Grant
H	Cenennial Grant
I	Other Grants
J	Operating
K	Customer Contribution
L	Land Sales
M	Long Term Debt
N	Other

CAPITAL BUDGET REQUIREMENTS SUMMARY			Amounts in \$ Thousands					Funding Sources %	
Page #	Dep't	Project	2005	2006	2007	2008	2009	Code	Percentage based on Total Gross Cost
8-10	Emerg. Svcs	Emergency Medical Service acquisition and/or replacement program	95	105	105	105	45	A	100
8-11	Emerg. Svcs	Fire Training Facility Improvements	50	50	50	50		A	100
8-12	Emerg. Svcs	North Red Deer Station - Station 5	3,438					A	100
8-13	Emerg. Svcs	Relocate Station 3 Suppression Function					2,300	A	100
8-14	ITS	Citizen Relationship Management		50	250	100		A	100
8-15	ITS	Electronic Records Mgmt - PC Docs Roll Out	100	100				A	100
8-16	ITS	ES Mobile Computing / Field Automation		250				A	100
8-17	ITS	Mobile Computing / Field Automation / Wireless	75	50	50	50	50	A	100
8-18	ITS	Inspections & Licensing Application Upgrades			100			A	100
8-19	ITS	Asset Management Systems Implementation	75	500	275			A / C	100
8-20	ITS	ERP Financial System - Upgrade/Replace						A	100
8-21	ITS	Human Resource/Payroll Software Upgrade/Replacement		50	75	325		A	100
8-22	ITS	Phone System - Major Upgrade/Replace						A	100
8-23	ITS	Radio System Upgrade	250	150	150			D	100
8-24	ITS	Tax & Assessment Software Upgrade/Replacement			400			A	100
8-25	Insp. & Lic.	City Hall Maintenance		367	250		60	A	100
8-26	Leg. & Admin.	Postage Machine	27					A	100
8-27	Public Works	PW Facilities Major Projects		20	11	125	10	A	100
8-28	Public Works	PW Parking Lot	15					A	100
8-29	Public Works	Storm Lift Station Pumps		30				A	100
8-30	Public Works	Storm Main Replacements	50	50	50	50	50	J	100
8-31	Public Works	West Yard - Relocation to Riverside	2,100	15,000	15,000	20,000		A/ D/ L/ M	57/ 12/ 15/ 16
8-32	RPC	Alto Reste Cemetery Columbarium Construction					25	D	100
8-33	RPC	Alto Reste Cemetery Land Acquisition			250			D	100
8-34	RPC	Alto Reste Cemetery Roadway Extension				45		D	100
8-35	RPC	A.L. Gaetz Shelter Upgrade	140					A / I	50 / 50
8-36	RPC	Bower Ponds Building & Area Redevelopment		2,000				A	100
8-37	RPC	Bower Ponds Fountain	14					A	100
8-38	RPC	Dawe Centre Renovations		3,000	3,000			A	100
8-39	RPC	Great Chief Park Diamond #3 Expansion	80					A	100
8-40	RPC	Heritage Ranch Redevelopment & Utility Connection		2,000				A	100
8-41	RPC	New Indoor Ice Surface				5,000		A	100
8-42	RPC	Kinsmen Arenas - Dressing Rm Enlargement	70					A	100

FUNDING SOURCES	
Code	Description
A	Capital Projects Reserve
B	Equipment Replacement Reserve
C	Stabilization Reserve
D	Other Reserves
E	Offsite Levy Funds
F	Basic Capital Grant
G	Special Transportation Grant
H	Cenennial Grant
I	Other Grants
J	Operating
K	Customer Contribution
L	Land Sales
M	Long Term Debt
N	Other

CAPITAL BUDGET REQUIREMENTS SUMMARY			Amounts in \$ Thousands					Funding Sources %	
Page #	Dep't	Project	2005	2006	2007	2008	2009	Code	Percentage based on Total Gross Cost
8-43	RPC	Lions Campground Electrical Upgrade			65			A	100
8-44	RPC	Memorial Centre Roof Upgrade	120					A	100
8-45	RPC	Normandeau Shelter Renovations				120		A / I	50 / 50
8-46	RPC	Parks Maintenance, Storage and Facilities		1,118	432	325		A	100
8-47	RPC	Playground CSA Renovations	36	36	36	36	36	J	100
8-48	RPC	Recreation Centre Renovation	1,000					A	100
8-49	RPC	Rotary Recreation Park Site Development		1,019	1,000		1,000	A	100
8-50	RCMP	ES Station 2 (67th St) Partnership - Concept Design	50					A	100
8-51	RCMP	ES Station 2 (67th St) Partnership - Detail Design	130					A	100
8-52	RCMP	Building Renovation - Current Location	50					A	100
8-53	RCMP	Building Renovation - Current Location & Addition of Police Facilities with EMS Station		5,000	2,500			A	100
8-54	Soc. Plann'g	Museum/Archives --> Seniors Centre			235	2,250		A	100
8-55	Transit	Scheduling Software	100					A	100

TOTALS

59,643	94,405	75,144	76,213	36,501
---------------	---------------	---------------	---------------	---------------

Changes to Capital Budget For Council Debate – January 26, 2004

The following changes in the Capital Budget have been identified since the Capital Budget Preview was done (all numbers are in thousands of dollars):

- Addition of Gaetz Ave & Hwy 11A (71 St to 11A widen to 6 lanes; includes intersection improvements) 2005 component \$2,800; funding is 22% Capital Projects Reserve, 5% Basic Capital Grant, 54% Special Transportation Grant, 19% Other Grants
- Removal of Alexander Way Construction \$1,025 – this was a 2004 project which will carry on into 2005 so it will be dealt with on the 2004 Capital Variance report to be presented to Council at a later date; funding is 100% Centennial Grant
- Adjusted 22 St east of Taylor Drive realignment project from \$850 to \$295 (reduction of \$555) to reflect only the 2005 component; funding is 25% Capital Projects Reserve and 75% Basic Capital Grant
- Adjusted Radio System Replacement/Upgrade from \$250 to \$350 as per the ITS presentation; funding is 100% Radio Reserve

Council will be receiving an updated Section 3 of the Capital Budget binder including the above changes prior to the Capital Budget debate on January 26, 2005.

Capital Budget 2005

Project Summary



FUNDING SOURCES	
Code	Description
A	Capital Projects Reserve
B	Equipment Replacement Reserve
C	Stabilization Reserve
D	Other Reserves
E	Offsite Levy Funds
F	Basic Capital Grant
G	Special Transportation Grant
H	Cenennial Grant
I	Other Grants
J	Operating
K	Customer Contribution
L	Land Sales
M	Long Term Debt
N	Other

CAPITAL BUDGET REQUIREMENTS SUMMARY				Amounts in \$ Thousands					Funding Sources %	
Page #	Item #	Area	Project	2005	2006	2007	2008	2009	Code	Percentage based on Total Gross Cost
Transportation & Development Projects										
5-1	1	Bridge Rehab	Spruce Drive Retaining Wall - West Side		150				A / F	25 / 75
5-1	2	Bridge Rehab	Deck Rehabilitation on 49 Av River Bridge			1,100			A / F	25 / 75
5-1	3	Bridge Rehab	Gaetz Ave River Bridge - Deck rehab and Painting					2,200	A / F	25 / 75
5-1	4	Bridge Rehab	Gaetz Ave / 60 St Overpass Rehabilitation					600	A / F	25 / 75
5-1	5	Bridge Rehab	Taylor Dr / River Bridge Girder Rehabilitation						A / F	25 / 75
5-1	6	Bridge Rehab	43 Street / Piper Creek Culvert Replacement						A / F	25 / 75
5-5	7	Dwtn Rds	Traffic Calming on 51 Ave.	200					A	100
5-5	8	Dwtn Rds	Traffic Calming 47 AV & 48 St/47 Ave. Termination Improvements	165					A	100
5-5	9	Dwtn Rds	Taylor Drive/48 St fencing & walkway	100					A	100
5-5	10	Dwtn Rds	53rd & 54th Streets -convert to two way		275				A	100
5-5	11	Dwtn Rds	Gaetz/51 St Parking Mall - convert to two way			240			A	100
5-5	12	Dwtn Rds	Realign 55 St. west of Gaetz Ave by Water Treatment Plant.				1,000		A	100
5-5	13	Dwtn Rds	Taylor Drive/48 St Pedestrian Overpass					2,100	A	100
5-5	14	Dwtn Rds	Pedestrian Overpass on 55 St. west of Gaetz Ave.						A	100
5-5	15	Dwtn Rds	Alexander Way Construction Stage 2						A	100
5-5	16	Dwtn Rds	Footbridge - Promenade to Bower Ponds						A	100
5-9	17	Streets	Oriole Park School Layby	20					A / K	50 / 50
5-11	18	Rd Dev.	Kingston (80) St - 4 lane collector west of Gaetz	250					K	100
5-11	19	Rd Dev.	Gaetz Ave / Delburne Road Intersection	800					A / F / K	12 / 38 / 50
5-11	20	Rd Dev.	Potential Industrial Development (Arterial Roadway Improvements)	300	2,700				E	100
5-11	21	Rd Dev.	Delburne Rd (40 Ave to Irwin Ave - 4 Lane divided	1,400					E	100
5-11	22	Rd Dev.	30 Av (22 St to Delburne Rd) - 4 lane divided		150	1,350			E	100
5-11	23	Rd Dev.	42A Ave and 59 St Road Extension at Lindsay Thurber and River Glen		435				A / K	60 / 40
5-11	24	Rd Dev.	Memorial Centre parking lot & 58 Street Improvements at Lindsay Thurber		155				A / K	50 / 50
5-11	25	Rd Dev.	Delburne Rd (Irwin Ave to 30 Av) - 4 lane divided Design in 2006		50	950			E	100

FUNDING SOURCES	
Code	Description
A	Capital Projects Reserve
B	Equipment Replacement Reserve
C	Stabilization Reserve
D	Other Reserves
E	Offsite Levy Funds
F	Basic Capital Grant
G	Special Transportation Grant
H	Cenennial Grant
I	Other Grants
J	Operating
K	Customer Contribution
L	Land Sales
M	Long Term Debt
N	Other

CAPITAL BUDGET REQUIREMENTS SUMMARY					Amounts in \$ Thousands					Funding Sources %	
Page #	Item #	Area	Project	2005	2006	2007	2008	2009	Code	Percentage based on Total Gross Cost	
5-11	26	Rd Dev.	Northland Drive & new River Bridge - 30 Av Extension- Construction of first 2 lanes only (future			300			A / F	25 / 75	
5-11	27	Rd Dev.	Ross Street (Rideout Av to 20 Av) - 4 lane divided Design in 2007			100	1,100		E	100	
5-11	28	Rd Dev.	20 Avenue (Ross St to 55 St) - Initial 2 lanes Design in 2007			100	1,200		E	100	
5-11	29	Rd Dev.	Oak Drive Extension -Kerry Wood Drive (the Falls Development) To Oriole Park S Design in 2007			100	800		A / K	50 / 50	
5-11	30	Rd Dev.	20 Avenue (32 St to Ross St) - Initial 2 lanes						E	100	
5-11	31	Rd Dev.	32 St (Daines Av to 20 Av) - 4 lane divided						E	100	
5-11	32	Rd Dev.	67 ST / 30 AVE Intersection improvements						E	100	
5-11	33	Rd Dev.	Northland Drive (Gaetz Av to Riverside Dr)- construction of initial 2 lanes only						E	100	
5-15	34	Rd Capacity	22 St east of Taylor Dr Realignment for land sale	295					A / F	25 / 75	
5-15	35	Rd Capacity	43 Street widening between 54 Ave & 49 Ave adjacent to the Hospital (Rdwy Mkings & access	800					A / F	25 / 75	
5-15	36	Rd Capacity	32 Street between 55 Ave and 57 Ave including Red Deer College Access Improvements - Land acquisition & preliminary design in 2005	200	1,000				A / F / K	12 / 38 / 50	
5-15	37	Rd Capacity	32 St./Gaetz Av - intersection upgrade Functional Planning /Design in 2006		250	2,500			A / F	25 / 75	
5-15	38	Rd Capacity	Transportion Improvements - SE Red Deer Functional Planning in 2006		150			3,000	A / F	25 / 75	
5-15	39	Rd Capacity	Golden West Avenue access to 67 Street (north & south)			300			A / F	25 / 75	
5-15	40	Rd Capacity	67 St / Taylor Drive Intersection Upgrades				1,000		A / F / K	12 / 38 / 50	
5-15	41	Rd Capacity	40 AVE / Ross ST Intersection Improvement				200	2,300	A / F	25 / 75	
5-15	42	Rd Capacity	Gaetz Av (Delurne Rd to 32 St) Widing & Service Road Improvement Design in 2009					700	A / F	25 / 75	
5-15	43	Rd Capacity	Spruce Drive widening and curve improvement (37 St to 43 St)					1,000	A / F	25 / 75	
5-15	44	Rd Capacity	Taylor Drive / Ross St Intersection						A / F	25 / 75	
	45	Rd Capacity	Gaetz Ave & Hwy 11A (71 St to 11A - widen to 6 lane-Includes intersection Improvements at 11A)	2,800					A / F / G / I	23 / 5 / 54 / 18	
5-19	46	Streets	New Sidewalk Construction Program	200	200	200	200	200	A / F	25 / 75	

FUNDING SOURCES	
Code	Description
A	Capital Projects Reserve
B	Equipment Replacement Reserve
C	Stabilization Reserve
D	Other Reserves
E	Offsite Levy Funds
F	Basic Capital Grant
G	Special Transportation Grant
H	Cenennial Grant
I	Other Grants
J	Operating
K	Customer Contribution
L	Land Sales
M	Long Term Debt
N	Other

CAPITAL BUDGET REQUIREMENTS SUMMARY					Amounts in \$ Thousands					Funding Sources %	
Page #	Item #	Area	Project	2005	2006	2007	2008	2009	Code	Percentage based on Total Gross Cost	
5-19	47	Streets	Transit - Road & Sidewalk Improvements	30	30	30	30	30	A / F	25 / 75	
5-19	48	Streets	Street Light / Power Pole Relocation	100	100	100	100	100	A	100	
5-21	49	Traffic	Misc - signal displays, loops, count down ped. displays, conv. ped., audible signals, signal control relocation.	80	80	80	80	80	A	100	
5-21	50	Traffic	Traffic Study (Consultant) to Update Traffic Signal Priority List	40			40		A	100	
5-21	51	Traffic	Traffic Safety Initiative Study (high accident	50			50		A / F	25 / 75	
5-21	52	Traffic	Safety Initiatives at High Accident Intersections		100			100	A / F	25 / 75	
5-23	53	Traffic	Traffic Control Infrastructure Study	150					A / F	25 / 75	
5-23	54	Traffic	Traffic Control Infrastructure - Upgrade Central Signal Computer System	100	300				A / F	25 / 75	
5-23	55	Traffic	Traffic Controller and Field Equipment Upgrade		400	400	400	400	A / F	25 / 75	
5-23	56	Traffic	Traffic Signal Conversion to LED Lights			300	300	300	A / F	25 / 75	
5-25	57	Traffic	New Signal @ Delburne Rd & Westerner Access	120					A / F / K	12 / 38 / 50	
5-25	58	Traffic	New Signal @ Taylor Dr & 22 St	120					A / F	25 / 75	
5-25	59	Traffic	New Signal @ 49 Ave/Delburne Road	100					E	100	
5-25	60	Traffic	Upgrade Ped. To Full Signal at Ayers Av / 32 St	60					A / F	25 / 75	
5-25	61	Traffic	Upgrade Ped. To Full Signal at Lancaster Dr / 30	60					N	100	
5-25	62	Traffic	Traffic Signal Replacement @ 32 St / 40 Av	80					A / F	25 / 75	
5-25	63	Traffic	New Signal @ 68 St & Taylor Dr		120				A / N	50 / 50	
5-25	64	Traffic	New Signal @ Hermary St / 59 Av		120				A / F	25 / 75	
5-25	65	Traffic	New Signal @ Ross Street / 36 Av		120				A / F	25 / 75	
5-25	66	Traffic	New Signal @ Ross Street / 38 Av		120				A / F	25 / 75	
5-25	67	Traffic	New Signal at 43 St / 52 Av		120				A / F	25 / 75	
5-25	68	Traffic	New Signal @ 34 St/Gaetz Avenue			120			A / F	25 / 75	
5-25	69	Traffic	New Signal @ Ross Street / Rutherford Drive			120			A / F	25 / 75	
5-25	70	Traffic	New Signal @ 67 Street / Nagel Avenue			120			A / F	25 / 75	
5-25	71	Traffic	New Signal @ 30 Ave/Dawson St/ Ellenwood Dr			120			A / F	25 / 75	
5-25	72	Traffic	New Signal at 22 St / 40 Av				120		E	100	
5-25	73	Traffic	New Signal @ 32 St / Webster Dr (by College)				120		E	100	
5-25	74	Traffic	New Signal @ Jewell St / Taylor Dr				120		A / F	25 / 75	
5-25	75	Traffic	New Signal @ 32 St/Alford Ave.					120	A / F	25 / 75	
5-25	76	Traffic	New Signal @ 48 Ave/43 Street (by Rotary Park)					120	A / F	25 / 75	
5-25	77	Traffic	New Signal @ 39 Street / Davison Ave					120	A / F	25 / 75	

FUNDING SOURCES	
Code	Description
A	Capital Projects Reserve
B	Equipment Replacement Reserve
C	Stabilization Reserve
D	Other Reserves
E	Offsite Levy Funds
F	Basic Capital Grant
G	Special Transportation Grant
H	Cenennial Grant
I	Other Grants
J	Operating
K	Customer Contribution
L	Land Sales
M	Long Term Debt
N	Other

CAPITAL BUDGET REQUIREMENTS SUMMARY				Amounts in \$ Thousands					Funding Sources %	
Page #	Item #	Area	Project	2005	2006	2007	2008	2009	Code	Percentage based on Total Gross Cost
5-25	78	Traffic	New Signal @ Collicutt Access / 30 Avenue						A / F	25 / 75
5-25	79	Traffic	New Signal @ 77 St / Kentwood Dr						E	100
5-29	80	Res. Dev.	Johnstone Crossing - Detail Design	170	100				L	100
5-29	81	Res. Dev.	Johnstone Crossing - Pregrading	950					L	100
5-29	82	Res. Dev.	Johnstone Crossing - Servicing	3,120	3,400	2,000	400		L	100
5-29	83	Res. Dev.	Johnstone Crossing - fencing, maint. fund, landscaping	350	290				L	100
5-29	84	Res. Dev.	Johnstone Crossing - 2nd entrance sign & maint.		55				L	100
5-29	85	Res. Dev.	Oriole Park (West) - Detail Design	75	150				L	100
5-29	86	Res. Dev.	Oriole Park (West) - Pregrading	810	500				L	100
5-29	87	Res. Dev.	Oriole Park (West) - Servicing	2,275	1,750	2,550	700		L	100
5-29	88	Res. Dev.	College Park (North) NASP	25	25				L	100
5-29	89	Res. Dev.	College Park (North) - Servicing Study		100				L	100
5-29	90	Res. Dev.	College Park (North) - Pregrading		50	700			L	100
5-29	91	Res. Dev.	College Park (North) - Detail Design			200	200	200	L	100
5-29	92	Res. Dev.	College Park (North) - Servicing				2,900	3,800	L	100
5-33	93	Ind. Dev.	Future Industrial - Servicing Study, Enviro, etc.	200					L	100
5-33	94	Ind. Dev.	Future Industrial - Onsite Development	1,000	2,660	1,960	2,660	2,740	L	100
5-33	95	Ind. Dev.	Riverlands Implementation Study	150					L	100
5-33	96	Ind. Dev.	Edgar PUL's Landscaping	25					L	100
5-37	97	Preservation	Natural Area South of Red Deer College	1,250					D / N	65 / 35
5-38	98	Preservation	Natural Area Around College Park	480					D / N	65 / 35
5-39	99	Rec. Levies	Anders South (On the Lake)	32		200			E	100
5-39	100	Rec. Levies	Aspen Ridge	40	10		200		E	100
5-39	101	Rec. Levies	Clearview	10					E	100
5-39	102	Rec. Levies	Lancaster East (Lonsdale)	5					E	100
5-39	103	Rec. Levies	Lancaster Green	15					E	100
5-39	104	Rec. Levies	Devonshire	35		200			E	100
5-39	105	Rec. Levies	Davenport	25	10		200		E	100
5-39	106	Rec. Levies	Rosedale	40		85			E	100
5-39	107	Rec. Levies	Oriole Park West	175			200		E	100
5-39	108	Rec. Levies	Kentwood East (Kingsgate)	60	10		200		E	100
5-39	109	Rec. Levies	Kentwood West	35		200			E	100
5-39	110	Rec. Levies	Johnstone Park	55			200		E	100
5-39	111	Rec. Levies	Inglewood West	225	25		200		E	100

FUNDING SOURCES	
Code	Description
A	Capital Projects Reserve
B	Equipment Replacement Reserve
C	Stabilization Reserve
D	Other Reserves
E	Offsite Levy Funds
F	Basic Capital Grant
G	Special Transportation Grant
H	Cenennial Grant
I	Other Grants
J	Operating
K	Customer Contribution
L	Land Sales
M	Long Term Debt
N	Other

CAPITAL BUDGET REQUIREMENTS SUMMARY				Amounts in \$ Thousands					Funding Sources %	
Page #	Item #	Area	Project	2005	2006	2007	2008	2009	Code	Percentage based on Total Gross Cost
5-39	112	Rec. Levies	West Lake Subdivision	120	100	30		200	E	100
5-39	113	Rec. Levies	Johnstone Crossing	40	200	100	50		E	100
5-39	114	Rec. Levies	Inglewood East		100	150		200	E	100
5-41	115	Sanitary Offsite	Inglewood East	430					E	100
5-41	116	Sanitary Offsite	Anders on the Lake Lift Stn Pmt	65	65	65	65		E	100
5-41	117	Sanitary Offsite	45 Avenue River Crossing	900					E	100
5-41	118	Sanitary Offsite	Riverside Drive Trunk Design in 2005	200	2,000				E	100
5-41	119	Sanitary Offsite	Future Industrial Development - Study & Design in 2005	300	2,500				E	100
5-41	120	Sanitary Offsite	47 Street (48 -50 Av) - Sani Trunk Twinning		225				E	100
5-41	121	Sanitary Offsite	College Park (NW23) Trunk				153	127	E	100
5-41	122	Sanitary Offsite	College Park (SW23) Trunk					157	E	100
5-41	123	Sanitary Offsite	Future Residential Development						E	100
5-43	124	Storm Offsites	Anders on the Lake Agreement (Outfall Line Payment)	95	95	95	95		E	100
5-43	125	Storm Offsites	Inglewood East Detention Pond & Trunk to 30 AV	1,700					E	100
5-43	126	Storm Offsites	Future Industrial Development Study & Design in	750	7,500				E	100
5-43	127	Storm Offsites	Lindsay Thurber Storm main Realignment	200					A / K	50 / 50
5-43	128	Storm Offsites	Oriole Park (SW19) Detention Pond & Outlet E4C - 'West Pond'	480					E	100
5-43	129	Storm Offsites	Lonsdale SE Pond & Trunk Main	750					E	100
5-43	130	Storm Offsites	Sabash (SW2) Pond C2 & Trunk Main		790				E	100
5-43	131	Storm Offsites	Oriole Park (SW19) Detention Pond & Outlet E5 - 'East Pond'			750			E	100
5-43	132	Storm Offsites	67 St Storm Trunk Upgrades - from outfall to 30				2,100		E	100
5-43	133	Storm Offsites	College Park (NW23) Detention Pond & Trunk				1,350	390	E	100
5-43	134	Storm Offsites	Sabash (SW2) Pond C1 & Trunk				620		E	100
5-43	135	Storm Offsites	College Park (SW23) Detention Pond & Trunk					1,170	E	100
5-43	136	Storm Offsites	Future Residential Development						E	100
5-45	137	Water Offsites	Delburne Rd - 40 Av to Irwin Av Trunk	460					E	100
5-45	138	Water Offsites	Future Industrial Development Study & Design in	300	2,400				E	100
5-45	139	Water Offsites	Delburne Rd - Irwin Av to 30 Av Trunk			360			E	100
5-45	140	Water Offsites	30 Ave - 22 St to Delburne Road Trunk			380			E	100
5-45	141	Water Offsites	Delburne Rd - Bower to 40 Ave Trunk				690		E	100
5-45	142	Water Offsites	30 Av - 55 St to 67 St Trunk (College Park)				780		E	100

FUNDING SOURCES	
Code	Description
A	Capital Projects Reserve
B	Equipment Replacement Reserve
C	Stabilization Reserve
D	Other Reserves
E	Offsite Levy Funds
F	Basic Capital Grant
G	Special Transportation Grant
H	Cenennial Grant
I	Other Grants
J	Operating
K	Customer Contribution
L	Land Sales
M	Long Term Debt
N	Other

CAPITAL BUDGET REQUIREMENTS SUMMARY				Amounts in \$ Thousands					Funding Sources %	
Page #	Item #	Area	Project	2005	2006	2007	2008	2009	Code	Percentage based on Total Gross Cost
5-45	143	Water Offsites	Future Residential Development						E	100
Utility Projects										
6-1	144	EL& P	Service private subdivision - 600/yr	960	960	960	980	980	J / K	2 / 98
6-1	145	EL& P	U/G service to new Downtown customers	50	50	50	51	51	J / K	2 / 98
6-1	146	EL& P	Residential services (O/H & U/G) to single & multi-family units (excluding Downtown)	86	86	86	88	88	J / K	2 / 98
6-1	147	EL& P	Commercial & Industrial Services - OH & UG (excluding Downtown)	500	500	500	510	510	J / K	2 / 98
6-2	148	EL& P	Purchase meters as inventory	130	130	130	135	135	J	100
6-3	149	EL& P	Replace/add overhead switches	60	60	60	60	60	J	100
6-3	150	EL& P	Convert 4kv Substation load to 25kv		50			50	J	100
6-3	151	EL& P	Pole replacement based on pole testing	25	25	25	25	25	J	100
6-3	152	EL& P	Reconductor/Rebuild lines 12 & 36, Olymel to 49 Ave	150					J	100
6-3	153	EL& P	Reconductor line Riverside Dr to Parkland Mall	50					J	100
6-3	154	EL& P	Reconductor line 46 Golden West Ave	15					J	100
6-3	155	EL& P	Reconductor/Rebuild lines 13 & 34, Gaetz Ave, 67 St to 77 St				100		J	100
6-3	156	EL& P	Reconductor/Rebuild line on 40 Ave, Selkirk Blvd to 39 St	250					J	100
6-3	157	EL& P	Reconductor/Rebuild line on 40 Ave, 39 St to Ross St					125	J	100
6-3	158	EL& P	Reconductor/Rebuild line on 43/39 St, 40 Ave to Hospital		225				J	100
6-3	159	EL& P	New line to Industrial west of Hwy 2		100				J	100
6-3	160	EL& P	New 2 cct line Delburne Road, 20 Ave to 30 Ave		135				J	100
6-3	161	EL& P	New 2 cct line 20 Ave, Altalink R/W to Delburne Road				45		J	100
6-3	162	EL& P	Line purchases from Fortis as City grows	20	20	20	20	20	J	100
6-3	163	EL& P	Install 25 kv Capacitors for power factor			40			J	100
6-3	164	EL& P	Reconductor/rebuild line on 40 Av, Ross to 55 St						J	100
6-3	165	EL& P	Rebuild line 43 St, Hospital to 55 Av						J	100
6-3	166	EL& P	Reconductor Line 23 on Kerrywood Dr						J	100
6-3	167	EL& P	Reconductor Line 26 on Taylor Dr, 28 St to 43 St						J	100

FUNDING SOURCES	
Code	Description
A	Capital Projects Reserve
B	Equipment Replacement Reserve
C	Stabilization Reserve
D	Other Reserves
E	Offsite Levy Funds
F	Basic Capital Grant
G	Special Transportation Grant
H	Cenennial Grant
I	Other Grants
J	Operating
K	Customer Contribution
L	Land Sales
M	Long Term Debt
N	Other

CAPITAL BUDGET REQUIREMENTS SUMMARY				Amounts in \$ Thousands					Funding Sources %	
Page #	Item #	Area	Project	2005	2006	2007	2008	2009	Code	Percentage based on Total Gross Cost
6-3	168	EL& P	Add circuit to line on 20 Av, Altalink R/W to 39 St						J	100
6-3	169	EL& P	Reconductor/rebuild line on 30 Av, 17 Sub to 55 St						J	100
6-3	170	EL& P	Rebuild to 2 circuit on 20 Ave, 39 St to 55 St						J	100
6-3	171	EL& P	Rebuild to 2 circuit on 55 St, 20 Av to 30 Av						J	100
6-3	172	EL& P	Rebuild line 67 St, Gaetz to 68 Ave						J	100
6-5	173	EL& P	Replace/add underground switches	150	150	150	200	200	J	100
6-5	174	EL& P	Replace corroded primary/secondary cable	50	50	100	100	100	J	100
6-5	175	EL& P	New duct & cable 40 Ave, 32 St to Ross St				380		J	100
6-5	176	EL& P	New cable Ross St, 40 Ave to 47 Ave					380	J	100
6-5	177	EL& P	New line north Kentwood			300			J	100
6-5	178	EL& P	Reconductor part of line 22 to Downtown			200			J	100
6-5	179	EL& P	Reconductor part of line 11 to Downtown						J	100
6-5	180	EL& P	New line Altalink R/W Substation 17 to 20th Ave						J	100
6-5	181	EL& P	New line 30 Ave, Sub 17 to 32 St						J	100
6-5	182	EL& P	New line Altalink R/W Substation 17 to 40 Ave						J	100
6-6	183	EL& P	Extend SCADA system into distribution system		100	100	100	100	J	100
6-6	184	EL& P	New Breaker in Substation 14			175			J	100
6-6	185	EL& P	Replace 4kv Reclosers		30	30			J	100
6-6	186	EL& P	Replace 3 breakers in Substation 14						J	100
6-6	187	EL& P	Replace SCADA system			450			J	100
6-6	188	EL& P	Add transformer & breakers Sub 15						J	100
6-7	189	Sol. Waste	Landfill Future Cell Closure	89			159		N	100
6-8	190	Sol. Waste	Landfill - Future Cell Construction	2,022			1,728		D	100
6-8	191	Sol. Waste	Landfill - Future Cell Engineering	202			173		D	100
6-9	192	Sol. Waste	Landfill Approval Renewal	100	100				D	100
6-10	193	Sol. Waste	Dry Landfill - Closure of Old Site		40				D	100
6-10	194	Sol. Waste	Dry Landfill - New Site Purchase	75					D	100
6-10	195	Sol. Waste	Dry Landfill - New Site Development	50					D	100
6-11	196	Sol. Waste	Waste Management Facility NE Berm			100			D	100
6-12	197	Wastewater	Wastewater Main Replacement Program	260	265	275	275	275	C	100
6-13	198	Wastewater	Service Relays & Pipebursting	160	161	162	165	170	C	100
6-14	199	Wastewater	Process Computer Replacement				25		C	100
6-14	200	Wastewater	Seal Water Pumps					10	C	100
6-15	201	Wastewater	Rebuild plant main electrical breakers	30					C	100
6-15	202	Wastewater	Rebuild headworks heating/ventilation units	20					C	100

FUNDING SOURCES	
Code	Description
A	Capital Projects Reserve
B	Equipment Replacement Reserve
C	Stabilization Reserve
D	Other Reserves
E	Offsite Levy Funds
F	Basic Capital Grant
G	Special Transportation Grant
H	Cenennial Grant
I	Other Grants
J	Operating
K	Customer Contribution
L	Land Sales
M	Long Term Debt
N	Other

CAPITAL BUDGET REQUIREMENTS SUMMARY				Amounts in \$ Thousands					Funding Sources %	
Page #	Item #	Area	Project	2005	2006	2007	2008	2009	Code	Percentage based on Total Gross Cost
6-15	203	Wastewater	Boiler Efficiency Study		50				C	100
6-15	204	Wastewater	Headworks Bar Screen Replacement				25		C	100
6-16	205	Wastewater	Wastewater Treatment Plant Upgrade	1,930	1,819	1,301	2,378	80	C	100
6-16	206	Wastewater	Wastewater Treatment Plant Upgrade	8,000	7,480				M	100
6-17	207	Water	Water Treatment Plant Upgrade	1,947	279	1,591	28	80	C	100
6-17	208	Water	Water Treatment Plant Upgrade	2,000			5,300		M	100
6-18	209	Water	Plant #2 low lift pump house roof	20					C	100
6-18	210	Water	Paint Exterior Horton Spheriod		450				C	100
6-18	211	Water	Plant #2 Roof		350				C	100
6-18	212	Water	Replace HLP103 VFD		10	300			C	100
6-18	213	Water	Dairyworld Roofs				100		C	100
6-18	214	Water	Glendale Reservoir Roofs				20		C	100
6-19	215	Water	Mountview hot water demand boiler	40					C	100
6-19	216	Water	Plant #2 High Lift Pumps & Motors		30	30			C	100
6-19	217	Water	Plant #2 Low Lift Pumps & Motors		35				C	100
6-19	218	Water	Clearview Booster Station Pumps			20			C	100
6-19	219	Water	Dredge Plant #1 Intake Channel			50			C	100
6-19	220	Water	WTP#1 sani sewer & lift station			15			C	100
6-19	221	Water	Glendale Reservoir Pumps					35	C	100
6-19	222	Water	Bellevue reservoir pumps					20	C	100
6-20	223	Water	Isolate / Secure Water Treatment Plant		40	200			C	100
6-21	224	Water	WTP Programming Upgrade (SCADA, PLC)		50	500			C	100
6-22	225	Water	WTP & Distribution System Energy Audit	30					C	100
6-23	226	Water	Valve Replacement	87	87	88	89	90	C	100
6-24	227	Water	Water Trunk Mains (Regional Supply)	138	1,240	542	4,876		C	100
6-25	228	Water	Water Meter Maintenance/Installation	161	163	165	167	170	C	100
6-26	229	Water	Water/Sewer Connections (customer)	225	228	230	230	232	J / K	8 / 92
6-27	230	Water	Water Main Replacement	492	493	494	495	500	C	100
6-28	231	Water	Hydrant Replacement	102	103	104	105	107	C	100
Other Self Supported Projects										
7-1	232	Fleet Utility	Equipment Purchases - Replacement	2,098	4,448	1,537	1,684	2,195	B	100
7-1	233	Fleet Utility	Transit Buses - Replacement		4	1,605	2,006	2,400	B / F	25 / 75
7-2	234	Fleet Utility	Equipment Purchases - Additional	524	463	33	141		B	100
7-2	235	Fleet Utility	Transit Buses - Additional	1,200		2	801	401	B / F	25 / 75

FUNDING SOURCES	
Code	Description
A	Capital Projects Reserve
B	Equipment Replacement Reserve
C	Stabilization Reserve
D	Other Reserves
E	Offsite Levy Funds
F	Basic Capital Grant
G	Special Transportation Grant
H	Cenennial Grant
I	Other Grants
J	Operating
K	Customer Contribution
L	Land Sales
M	Long Term Debt
N	Other

CAPITAL BUDGET REQUIREMENTS SUMMARY				Amounts in \$ Thousands					Funding Sources %	
Page #	Item #	Area	Project	2005	2006	2007	2008	2009	Code	Percentage based on Total Gross Cost
7-9	236	Fleet Utility	Action Bus - Replacement	75	75	75	75		A / F	27 / 73
7-10	237	Garage	Portable Wheel Vehicle Hoist		40				J	100
7-10	238	Garage	Bay 2W Hoist Retrofit		45				J	100
7-10	239	Garage	Paint Outside of Building			20			J	100
7-10	240	Garage	Replace South Side Stucco			20			J	100
7-10	241	Garage	Reroof South End of Garage				60		J	100
7-11	242	Insp. & Lic.	Transit Terminal Parkade						A / D	100
Tax Supported Projects										
8-1	243	Archives	Shelving	18					A	100
8-2	244	Comm. Srvs	Dawe Centre - Library Renovations		1,000				A / I / K	75 / 12 / 13
8-3	245	Comm. Srvs	Golden Circle --> Community Centre Renovation					622	A	100
8-4	246	Comm. Srvs	Museum & Archives - Detail Design	275					A	100
8-5	247	Comm. Srvs	Museum & Archives - Construction		6,000	14,000	2,360		A / H / N	82 / 12 / 6
8-6	248	Comm. Srvs	River Bend - Irrigation - Replace Controllers	40	42	40	40		D	100
8-6	249	Comm. Srvs	River Bend - Entrance - Road & Swale Repair			95			D	100
8-6	250	Comm. Srvs	River Bend - Retaining Wall Repair		60				D	100
8-6	251	Comm. Srvs	River Bend - Tee #3, #8		22				D	100
8-6	252	Comm. Srvs	River Bend - Tee #14, #16			25			D	100
8-6	253	Comm. Srvs	River Bend - Fairway #18		11				D	100
8-6	254	Comm. Srvs	River Bend - Traps	108					D	100
8-6	255	Comm. Srvs	River Bend - Minilinks - upgrade and repair		105				D	100
8-6	256	Comm. Srvs	River Bend - Parking Lot				100		D	100
8-7	257	Comm. Srvs	River Bend - Clubhouse	600					M	100
8-8	258	Dev. Srvs	City Hall Space Requirements		2,500	5,000			A	100
8-9	259	Emerg. Srvs	Heavy Rescue Equipment Replacement	42		25		25	A	100
8-9	260	Emerg. Srvs	Personal Alerk Safety System		36				A	100
8-9	261	Emerg. Srvs	SCBA Replacement Air Tanks			25	30	35	A	100
8-9	262	Emerg. Srvs	Replace 4 Thermal Imaging Cameras				120		A	100
8-9	263	Emerg. Srvs	Motorola Centricorm Elite Radio System	40					A	100
8-9	264	Emerg. Srvs	Electronic Equip. Replacements	10	10	10	10	10	A	100
8-9	265	Emerg. Srvs	Additional Comm. Position & Radio Con.		80				A	100
8-9	266	Emerg. Srvs	Mobile Emerg. Comm. Centre			150			A	100
8-9	267	Emerg. Srvs	Radio Console Replacement				100		A	100
8-9	268	Emerg. Srvs	Security Systems Upgrades					40	A	100

FUNDING SOURCES	
Code	Description
A	Capital Projects Reserve
B	Equipment Replacement Reserve
C	Stabilization Reserve
D	Other Reserves
E	Offsite Levy Funds
F	Basic Capital Grant
G	Special Transportation Grant
H	Cenennial Grant
I	Other Grants
J	Operating
K	Customer Contribution
L	Land Sales
M	Long Term Debt
N	Other

CAPITAL BUDGET REQUIREMENTS SUMMARY				Amounts in \$ Thousands					Funding Sources %	
Page #	Item #	Area	Project	2005	2006	2007	2008	2009	Code	Percentage based on Total Gross Cost
8-9	269	Emerg. Srvs	Mechanic's Shop Hoist	50					A	100
8-10	270	Emerg. Srvs	Cardiac Monitor Acquisitions and Replacement	45	45	45	45	45	A	100
8-10	271	Emerg. Srvs	Electronic Patient Care Reporting Project	50					A	100
8-10	272	Emerg. Srvs	Patient System Training Simulator		60				A	100
8-10	273	Emerg. Srvs	Mass Casualty Incident Resource			60	60		A	100
8-11	274	Emerg. Srvs	Fire Training Facility Improvements	50	50	50	50		A	100
8-12	275	Emerg. Srvs	Station 5 - Land & Servicing	162					A	100
8-12	276	Emerg. Srvs	Station 5 - Building	2,451					A	100
8-12	277	Emerg. Srvs	Station 5 - Fire Engine and Equipment	585					A	100
8-12	278	Emerg. Srvs	Station 5 - Thermal Imaging Camera	30					A	100
8-12	279	Emerg. Srvs	Station 5 - Ambulance and Equip	210					A	100
8-13	280	Emerg. Srvs	Relocate Station 3 Suppression Function					2,300	A	100
8-14	281	ITS	Citizen Relationship Management		50	250	100		A	100
8-15	282	ITS	Electronic Records Mgmt - PC Docs Roll Out	100	100				A	100
8-16	283	ITS	ES Mobile Computing / Field Automation		250				A	100
8-17	284	ITS	Mobile Computing / Field Automation / Wireless	75	50	50	50	50	A	100
8-18	285	ITS	Inspections & Licensing Application Upgrades			100			A	100
8-19	286	ITS	Asset Management Systems Implementation	75	500	275			A / C	100
8-20	287	ITS	ERP Financial System - Upgrade/Replace						A	100
8-21	288	ITS	Human Resource/Payroll Software Upgrade/Replacement		50	75	325		A	100
8-22	289	ITS	Phone System - Major Upgrade/Replace						A	100
8-23	290	ITS	Radio System Upgrade	350	150	150			D	100
8-24	291	ITS	Tax & Assessment Software			400			A	100
8-25	292	Insp. & Lic.	City Hall - Main & 2nd Floor Window		250	250			A	100
8-25	293	Insp. & Lic.	City Hall - Replace Air Handling Units		50				A	100
8-25	294	Insp. & Lic.	City Hall - Replace Orginal Boiler		67				A	100
8-25	295	Insp. & Lic.	City Hall - ITS Air Conditioning Unit					60	A	100
8-26	296	Leg. & Admin.	Postage Machine	27					A	100
8-27	297	Public Works	Paint Exterior of PW Building		20				A	100
8-27	298	Public Works	Replace Wood Windows			11			A	100
8-27	299	Public Works	Replace Admin. Office Roof				125		A	100
8-27	300	Public Works	Renovate Parking Meter Roof					10	A	100
8-28	301	Public Works	PW Parking Lot	15					A	100
8-29	302	Public Works	Storm Lift Station Pumps		30				A	100

FUNDING SOURCES	
Code	Description
A	Capital Projects Reserve
B	Equipment Replacement Reserve
C	Stabilization Reserve
D	Other Reserves
E	Offsite Levy Funds
F	Basic Capital Grant
G	Special Transportation Grant
H	Cenennial Grant
I	Other Grants
J	Operating
K	Customer Contribution
L	Land Sales
M	Long Term Debt
N	Other

CAPITAL BUDGET REQUIREMENTS SUMMARY				Amounts in \$ Thousands					Funding Sources %	
Page #	Item #	Area	Project	2005	2006	2007	2008	2009	Code	Percentage based on Total Gross Cost
8-30	303	Public Works	Storm Main Replacements	50	50	50	50	50	J	100
8-31	304	Public Works	West Yard Relocation - Land Purchase	1,100					A/ D/ L/ M	57/ 12/ 15/ 16
8-31	305	Public Works	West Yard Relocation - Facility Design	1,000					A/ D/ L/ M	57/ 12/ 15/ 16
8-31	306	Public Works	West Yard Relocation of Depts		15,000	15,000	20,000		A/ D/ L/ M	57/ 12/ 15/ 16
8-32	307	RPC	Alto Reste Cemetery Columbarium Construction					25	D	100
8-33	308	RPC	Alto Reste Cemetery Land Acquisition			250			D	100
8-34	309	RPC	Alto Reste Cemetery Roadway Extension				45		D	100
8-35	310	RPC	A.L. Gaetz Shelter Upgrade	140					A/ I	50 / 50
8-36	311	RPC	Bower Ponds Building & Area Redevelopment		2,000				A	100
8-37	312	RPC	Bower Ponds Fountain	14					A	100
8-38	313	RPC	Dawe Centre Renovations		3,000	3,000			A	100
8-39	314	RPC	Great Chief Park Diamond #3 Expansion	80					A	100
8-40	315	RPC	Heritage Ranch Redevelopment & Utility		2,000				A	100
8-41	316	RPC	New Indoor Ice Surface				5,000		A	100
8-42	317	RPC	Kinsmen Arenas - Dressing Rm Enlargement	70					A	100
8-43	318	RPC	Lions Campground Electrical Upgrade			65			A	100
8-44	319	RPC	Memorial Centre Roof Upgrade	120					A	100
8-45	320	RPC	Normandeau Shelter Renovations				120		A/ I	50 / 50
8-46	321	RPC	Ecological Services Building		753				A	100
8-46	322	RPC	Alto Reste Cemetery Building			432			A	100
8-46	323	RPC	Parks Maintenance Shop 2		365				A	100
8-46	324	RPC	New Storage Compound				325		A	100
8-47	325	RPC	Playground CSA Renovations	36	36	36	36	36	J	100
8-48	326	RPC	Recreation Centre Renovation	1,000					A	100
8-49	327	RPC	Rotary Recreation Park Site Development		1,019	1,000		1,000	A	100
8-50	328	RCMP	ES Station 2 (67th St) Partnership - Concept	50					A	100
8-51	329	RCMP	ES Station 2 (67th St) Partnership - Detail Design	130					A	100
8-52	330	RCMP	Building Renovation - Current Location	50					A	100
8-53	331	RCMP	Building Renovation - Current Location & Addition of Police Facilities with EMS Station		5,000	2,500			A	100
8-54	332	Soc. Plann'g	Museum/Archives --> Seniors Centre			235	2,250		A	100
8-55	333	Transit	Scheduling Software	100					A	100

TOTALS

60,963	94,265	75,144	76,063	36,351
--------	--------	--------	--------	--------

Capital Budget 2005

**Transportation &
Development Projects**



THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Bridge Rehabilitation
PROJECT JOB NUMBER:
DEPARTMENT/AREA: Engineering Services / Streets Section

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	0					
2006	150,000					
2007	1,100,000					
2008	0					
2009	2,800,000					
2010+	2,650,000					
TOTAL	6,700,000	0	1,675,000	5,025,000	0	0

SEE ATTACHED - for details.

Description of Funding Sources:

SEE ATTACHED LIST

Prior Year Approvals

Was this project approved in a prior budget year? (Yes/No)

If yes, what year?

Reason for current funding request?

Detailed Description of Project:

Normal Bridge maintenance and small rehabilitations are covered within our operating budget. Large bridge rehabilitation projects in various parts of the City are included in this capital budget. In most cases, provincial funding is applicable to these projects under the Basic Capital Program. Project locations (see attached drawing), work description, and budget amounts are noted on the attached table.

Critical Issues / Implications / Assumptions:

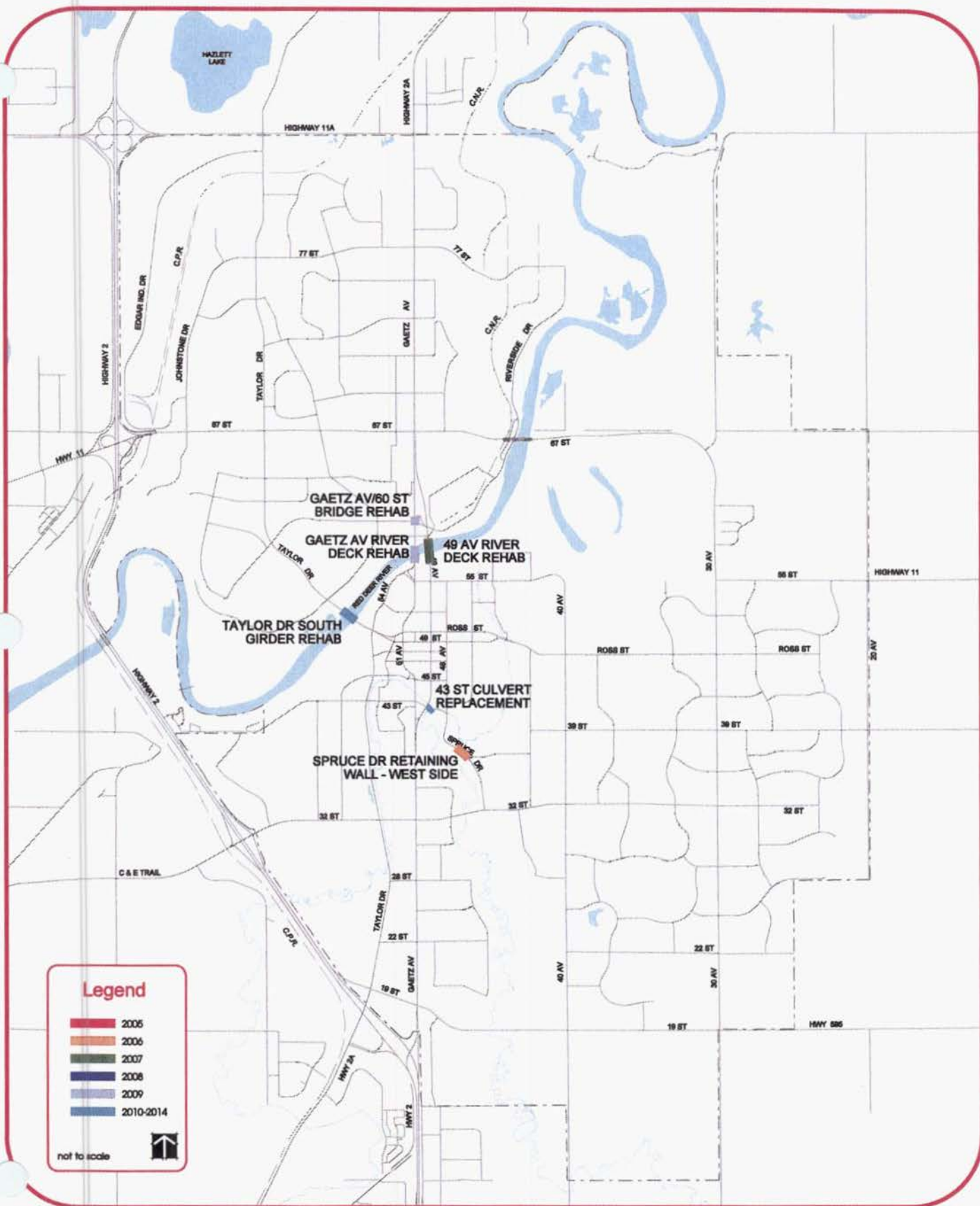
Bridge rehabilitation is scheduled by priority based on detailed inspections, testing, and analyses done for every structure on a three year rotation (i.e. one third of the structures are inspected each year). It is important to keep bridge structures in good condition to prolong their useful life and ensure safety.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0



**THE CITY OF RED DEER 2005 BUDGET
CAPITAL BUDGET DETAIL**

PROJECT TITLE: Greater Downtown Action Plan Traffic Initiatives

PROJECT JOB NUMBER:

DEPARTMENT/AREA: Engineering Services / Streets Section

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	465,000		465,000			
2006	275,000		275,000			
2007	240,000		240,000			
2008	1,000,000		1,000,000			
2009	2,100,000		2,100,000			
2010+	8,200,000		8,200,000			
TOTAL	12,280,000	0	12,280,000	0	0	0

Description of Funding Sources:

SEE ATTACHED LIST

Prior Year Approvals

Was this project approved in a prior budget year? (Yes/No) No

If yes, what year?

Reason for current funding request?

Detailed Description of Project:

Project locations (see attached drawing), work description, and budget amounts are noted on the attached table. These projects are a result of the Greater Downtown Action Plan and a subsequent Traffic Initiatives Study. The GDAP initiatives are intended to be implemented over time, depending on budget availability and need. A number of the GDAP Traffic initiatives have already been implemented.

Critical Issues / Implications / Assumptions

The GDAP Traffic Initiatives are part of an overall plan to improve pedestrian accessibility, provide parking, provide pedestrian amenities, and to beautify streetscapes within the Greater Downtown.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

[illegible][illegible]

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Oriole Park School Layby
TRANSPORTATION- Prior Year Approved
PROJECT JOB NUMBER:
DEPARTMENT/AREA: Engineering Services / Streets Section

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	20,000		10,000		10,000	
2006						
2007						
2008						
2009						
2010+						
TOTAL	20,000	0	10,000	0	10,000	0

Description of Funding Sources
 Funding for project is 50% Customer Contribution - Red Deer Public School Board and 50% Capital Projects Reserve.

Prior Year Approvals
 Was this project approved in a prior budget year? (Yes/No)

YES
2004
Project delayed.

 If yes, what year?
 Reason for current funding request?

Detailed Description of Project
 Requesting additional funding for the construction of a bus layby at Oriole Park School. Project was given approval in the 2004 budget for \$50,000. Revised estimate for the construction is \$70,000 - this capital request is for the \$20,000 difference only.

Critical Issues / Implications / Assumptions
 In 2004, a Letter of Understanding was signed with the school board for the construction of the layby.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: New Development Road Improvements

PROJECT JOB NUMBER:

DEPARTMENT/AREA: Engineering Services / Streets Section

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	2,750,000					
2006	3,490,000					
2007	2,900,000					
2008	3,100,000					
2009	0					
2010+	25,300,000					
TOTAL	37,540,000	0	3,960,000	9,529,000	1,352,000	22,699,000

Description of Funding Sources:

SEE ATTACHED

Prior Year Approvals:

Was this project approved in a prior budget year? (Yes/No) No

If yes, what year?

Reason for current funding request?

Detailed Description of Project:

Project locations (see attached drawing), work description, and budget amounts are noted on the attached table. Projects outlined are required to provide major road access to new development and re-development areas in various parts of the City. Development Levies are the primary source of funding for these projects.

Critical Issues / Implications / Assumptions:

Projects are required to facilitate development of commercial, industrial, and residential lands in the City.

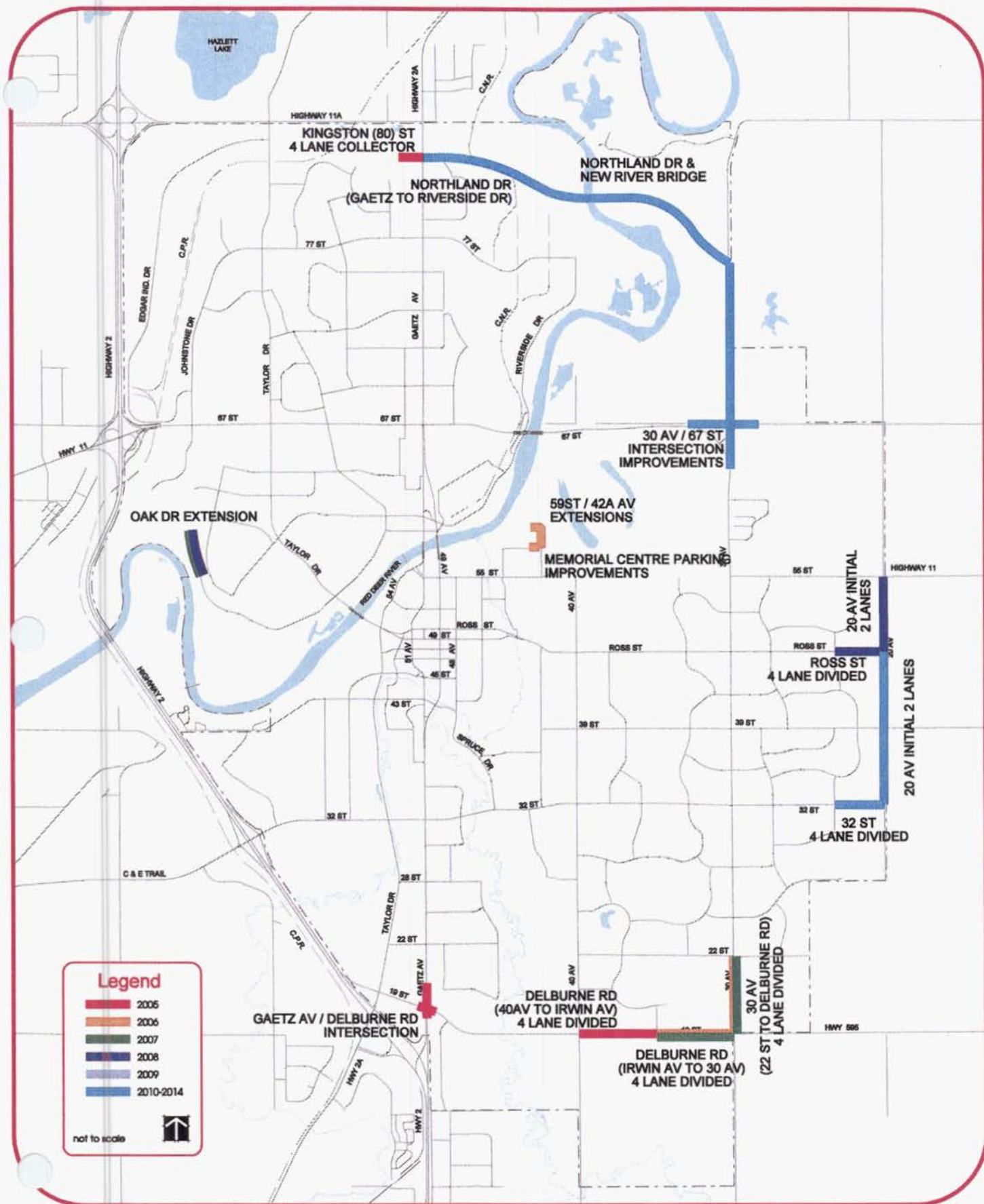
Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

Engineering Services - 2005 Transportation Capital Budget NEW DEVELOPMENT ROAD IMPROVEMENTS									Funding Sources															
Item	Dep't	Project	2005	2006	2007	2008	2009	2010-14	Capital Projects Reserve	Water Offsets Levy Fund	WW Offsets Levy Fund	Roads Offsets Levy Fund	Storm Offsets Levy Fund	New Water Offsets Basin	New Wastewater Offsets	New Storm Offsets Basin	Basic Capital Grant	Customer Contribution	ICAP	Centennial Grant	Cities Special Transportation	Other Provincial Grants	Other	Total
	Road Development	Kingston (80) St - 4 lane collector west of Gaetz Ave.	250															100						
	Road Development	Gaetz Ave / Delburne Road Intersection	800						12								38	50						
	Road Development	Potential Industrial Development (Arterial Roadway Developments) Design In 2005	300	2,700								100												
	Road Development	Delburne Rd (40 Ave to Irwin Ave) - 4 lane divided	1,400									100												
	Road Development	30 Av (22 St to Delburne Rd) - 4 lane divided Design In 2006		150	1,350							100												
	Road Development	42A Ave and 59 St Road Extension at Lindsay Thurber and River Glen		435					60									40						
	Road Development	Memorial Centre parking lot & 58 Street Improvements at Lindsay Thurber		155					50									50						
	Road Development	Delburne Rd (Irwin Ave to 30 Ave) - 4 lane divided Design In 2006		50	950							100												
	Road Development	Northland Drive & new River Bridge - 30 Ave Extension - Construction of initial 2 lanes only (future o/s basin) Functional Planning In 2007			300			12,000	25								75							
	Road Development	Ross Street (Rideout Av to 20 Av) - 4 lane divided Design In 2007			100	1,100						100												
	Road Development	20 Avenue (Ross St to 55 St) - Initial 2 lanes Design In 2008			100	1,200						100												
	Road Development	Oak Drive Extension - Kerry Wood Drive (the Falls Dev.) To Oriole Park S Design in 2007			100	800			50									50						
	Road Development	20 Avenue (32 St to Ross St) - Initial 2 lanes						2,500				100												
	Road Development	32 St (Daines Av to 20 Av) - 4 lane divided						1,800				100												
	Road Development	67 St / 30 Av Intersection Improvements						4,000				100												
	Road Development	Northland Drive (Gaetz Av to Riverside Dr) - Construction of initial 2 lanes only						5,000				100												
		TOTAL ROAD DEVELOPMENT	2,750	3,490	2,900	3,100	0	25,300	3,960	0	0	22,700	0	0	0	0	9,629	1,352	0	0	0	0	0	37,540



THE CITY OF RED DEER 2005 BUDGET

CAPITAL BUDGET DETAIL

PROJECT TITLE: Road Capacity Improvements
Gaetz Ave - 6 lane & intersection improvements

PROJECT JOB NUMBER:

DEPARTMENT/AREA: Engineering Services / Streets Section

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	2,800,000		700,000	2,100,000		
2006	0					
2007	0					
2008	0					
2009	0					
2010+	0					
TOTAL	2,800,000	0	700,000	2,100,000		0

Description of Funding Sources:

This project is primarily funded by The Cities Special Transportation Grant component of the Alberta Cities Transportation Partnership - this is a project specific grant of \$3.0M.

Prior Year Approvals

Was this project approved in a prior budget year? (Yes/No)

If yes, what year?

Reason for current funding request?

Detailed Description of Project:

Requesting additional funding for the continuation of construction of Gaetz Avenue widening between 71 St & 77 St as well as various intersection improvements up to Highway 11A.

Critical Issues / Implications / Assumptions:

This project was approved in the 2004 budget process, and the agreement was signed by The City and The Province in May of 2004 - construction has yet to start, but we have invested significant time and money into the planning and design of the project.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

**THE CITY OF RED DEER 2005 BUDGET
CAPITAL BUDGET DETAIL**

PROJECT TITLE: Road Capacity Improvements
PROJECT JOB NUMBER:
DEPARTMENT/AREA: Engineering Services / Streets Section

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	1,295,000					
2006	1,400,000					
2007	2,800,000					
2008	1,200,000					
2009	7,000,000					
2010+	7,100,000					
TOTAL	20,795,000	0	4,913,000	14,782,000	1,100,000	0

SEE ATTACHED - for details.

Description of Funding Sources:

SEE ATTACHED LIST

Prior Year Approvals

Was this project approved in a prior budget year? (Yes/No) No

If yes, what year?

Reason for current funding request?

Detailed Description of Project:

Project locations (see attached drawing), work description, and budget amounts are noted on the attached table. Projects outlined are required to improve capacity and safety of various roadways and intersections throughout the City. Most of these projects are 75% funded by the Basic Capital Transportation Grant.

Critical Issues / Implications / Assumptions:

If these projects are not completed, traffic congestion will increase and/or traffic safety will reduce. Projects have been prioritized based on the 2004 Transportation Study.

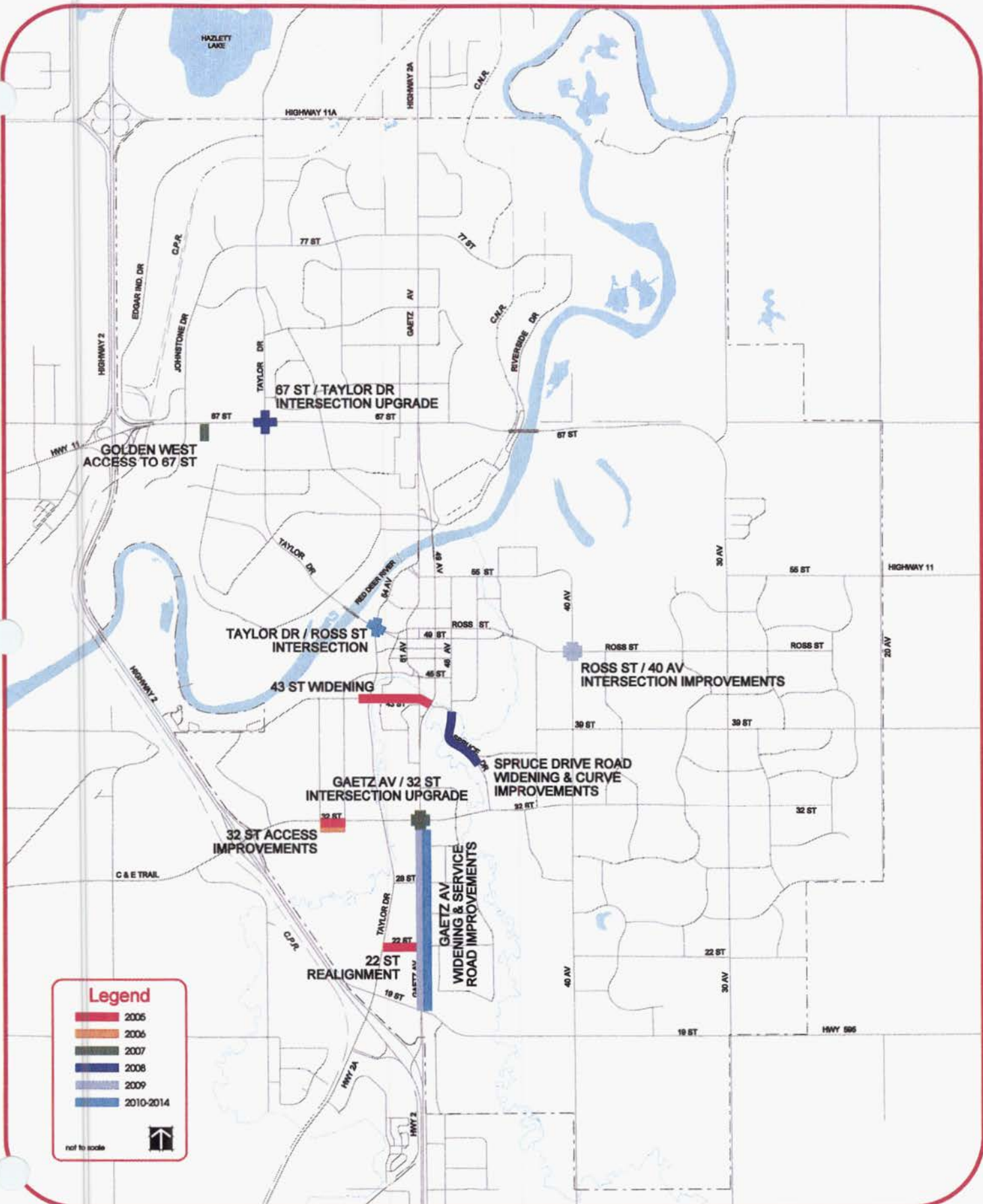
Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

Engineering Services - 2005 Transportation Capital Budget ROAD CAPACITY IMPROVEMENTS									Funding Sources															
Item	Dep't	Project	2005	2006	2007	2008	2009	2010-14	Capital Projects Reserve	Water Offsite Levy Fund	WW Offsite Levy Fund	Roads Offsite Levy Fund	Storm Offsite Levy Fund	New Water Offsite Basin	New Wastewater Offsite	New Storm Offsite Basin	Basic Capital Grant	Customer Contribution	ICAP	Centennial Grant	Cities Special Transportation	Other Provincial Grants	Other	Total
	Road Capacity	22 St. east of Taylor Drive - Realignment for land sale	295						25								75							
	Road Capacity	43 Street widening between 54 Ave & 49 Ave adjacent to Hospital (Rdwy mkings & access closure)	800						25								75							
	Road Capacity	32 Street between 55 Ave and 57 Ave including Red Deer College Access Improvements -Land acquisition & preliminary design in 2005.	200	1,000					12								38	50						
	Road Capacity	32 Street / Gaetz Avenue - Intersection Upgrade - Functional Planning/Design in 2006		250	2,500				25								75							
	Road Capacity	Transportation Improvements - S.E. Red Deer Functional Planning in 2006		150			3,000		25								75							
	Road Capacity	Golden West Avenue access to 67 Street North & South			300				25								75							
	Road Capacity	67th Street / Taylor Drive - Intersection Upgrade				1,000			12								38	50						
	Road Capacity	40 Avenue / Ross St Intersection Improvements Preliminary design in 2008				200	2,300		25								75							
	Road Capacity	Gaetz Ave (Delburne Rd to 32 St) Widening & Service Road Improvements - Design in 2009					700	6,500	25								75							
	Road Capacity	Spruce Drive widening and curve improvement (37 St to 43 St)					1,000		25								75							
	Road Capacity	Taylor Drive / Ross St Intersection						600	25								75							
		TOTAL ROAD CAPACITY	1,295	1,400	2,800	1,200	7,000	7,100	4,913	0	0	0	0	0	0	0	14,782	1,100	0	0	0	0	0	20,795



THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Road, Sidewalk, and Transit Improvements
PROJECT JOB NUMBER:
DEPARTMENT/AREA: Engineering Services / Streets Section

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	330,000		157,500	172,500		
2006	330,000		157,500	172,500		
2007	330,000		157,500	172,500		
2008	330,000		157,500	172,500		
2009	330,000		157,500	172,500		
2010+	1,650,000		787,500	862,500		
TOTAL	3,300,000	0	1,575,000	1,725,000	0	0

Description of Funding Sources:

SEE ATTACHED LIST

Prior Year Approvals
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project:
 This on-going program provides funding for extension of new sidewalks and cycling paths, improvements to transit stops, road improvements related to transit bus movements (e.g. corner widening), and relocation of street light and power poles to improve traffic safety. Improvements are in various locations throughout the City and are prioritized based on need.

Critical Issues / Implications / Assumptions
 Roadway improvements address pedestrian accessibility, traffic and pedestrian safety, and transit operational issues that have been identified by various users and service providers.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Traffic Control Operations
PROJECT JOB NUMBER:
DEPARTMENT/AREA: Engineering Services / Traffic Section

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	170,000					
2006	180,000					
2007	80,000					
2008	170,000					
2009	180,000					
2010+	590,000					
TOTAL	1,370,000	0	1,032,500	337,500	0	0

Description of Funding Sources: SEE ATTACHED LIST

Prior Year Approvals
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project
 Signal Control Modifications such as audible signals, left turn arrows, signal detector loops, signal head changes, and pedestrian pushbuttons. Signal Warrant Study to prioritize signal installations for major intersections. Traffic Safety Review to identify problematic collision locations and develop improvement measures. Design and installation of the safety improvement measures recommended in the above Traffic Safety Review.

Critical Issues / Implications / Assumptions
 On-going Signal Control Modifications are required to meet the needs of the City and keep the System current. Signal warrant analyses and traffic safety reviews are conducted every three years to prioritize safety and operational improvements. Budget for implementing the recommended safety improvements are provided in the year that follows the Study.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Traffic Control System Improvements

PROJECT JOB NUMBER:

DEPARTMENT/AREA: Engineering Services / Traffic Section

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	250,000		62,500	187,500		
2006	700,000		175,000	525,000		
2007	700,000		175,000	525,000		
2008	700,000		175,000	525,000		
2009	700,000		175,000	525,000		
2010+	300,000		75,000	225,000		
TOTAL	3,350,000	0	837,500	2,512,500	0	0

Description of Funding Sources:

SEE ATTACHED LIST

Detailed Description of Project

This project includes a Traffic Control Infrastructure Study to develop an improvement plan to meet the City's traffic needs for the next 20 years, Central Signal Computer System Upgrade to meet immediate and future traffic control needs, replacement of aged signal controllers and other field equipment, and conversion of incandescent signal lights to LED.

Critical Issues / Implications / Assumptions

The first Traffic Control Infrastructure Plan provided a traffic control system that has met the City's needs since the plan was prepared in 1983. With increased population, expanded boundaries and advanced technology, the Plan needs to be updated to ensure the City's traffic control needs are met for the next 20 years.

Most immediately, a new signal communications rack will be needed within 2 years to provide control of additional signals. Secondly, while the Signal Computer System continues to operate reliably, there are significant risks that the equipment cannot be repaired if it malfunctions because of its out-dated technology (i.e. 18 years old). If this were to occur, there would be prolonged traffic disruption with no signal synchronization.

The third upgrade needed is related to the signal controllers and field equipment as many of these systems are also 18 years old. With age, maintenance increases and it is difficult to find parts and staff expertise.

The fourth initiative relates to the conversion of signal lights from incandescent to LED. Because LED lights last longer and consume much less power, there may be a life-cycle cost savings to convert.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Traffic Signals
PROJECT JOB NUMBER:
DEPARTMENT/AREA: Engineering Services / Traffic Section

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	540,000					
2006	600,000					
2007	480,000	SEE ATTACHED - for details.				
2008	360,000					
2009	360,000					
2010+	240,000					
TOTAL	2,580,000	529,000	1,411,000	0	60,000	580,000

Description of Funding Sources:

SEE ATTACHED LIST

Prior Year Approvals

Was this project approved in a prior budget year? (Yes/No)

If yes, what year?

Reason for current funding request?

Detailed Description of Project

Signal locations (see attached drawing) and budget amounts are noted on the attached table. New Traffic and Pedestrian Signals are required to meet the needs of the growing traffic volumes throughout the City, particularly in new development areas. Development Levies, Basic Capital Grants, and Capital Projects Reserve are the primary source of funding for new signals.

Critical Issues / Implications / Assumptions

Traffic and pedestrian signal installations are prioritized based on traffic volumes, City growth, road geometry, and recognized standards (e.g. MUTCD). The Warrant Analysis assesses the net improvement in safety, convenience, and efficient traffic movement based on accident history, traffic and pedestrian volumes, the proximity of adjacent signals, and the ability to synchronize adjacent signals.

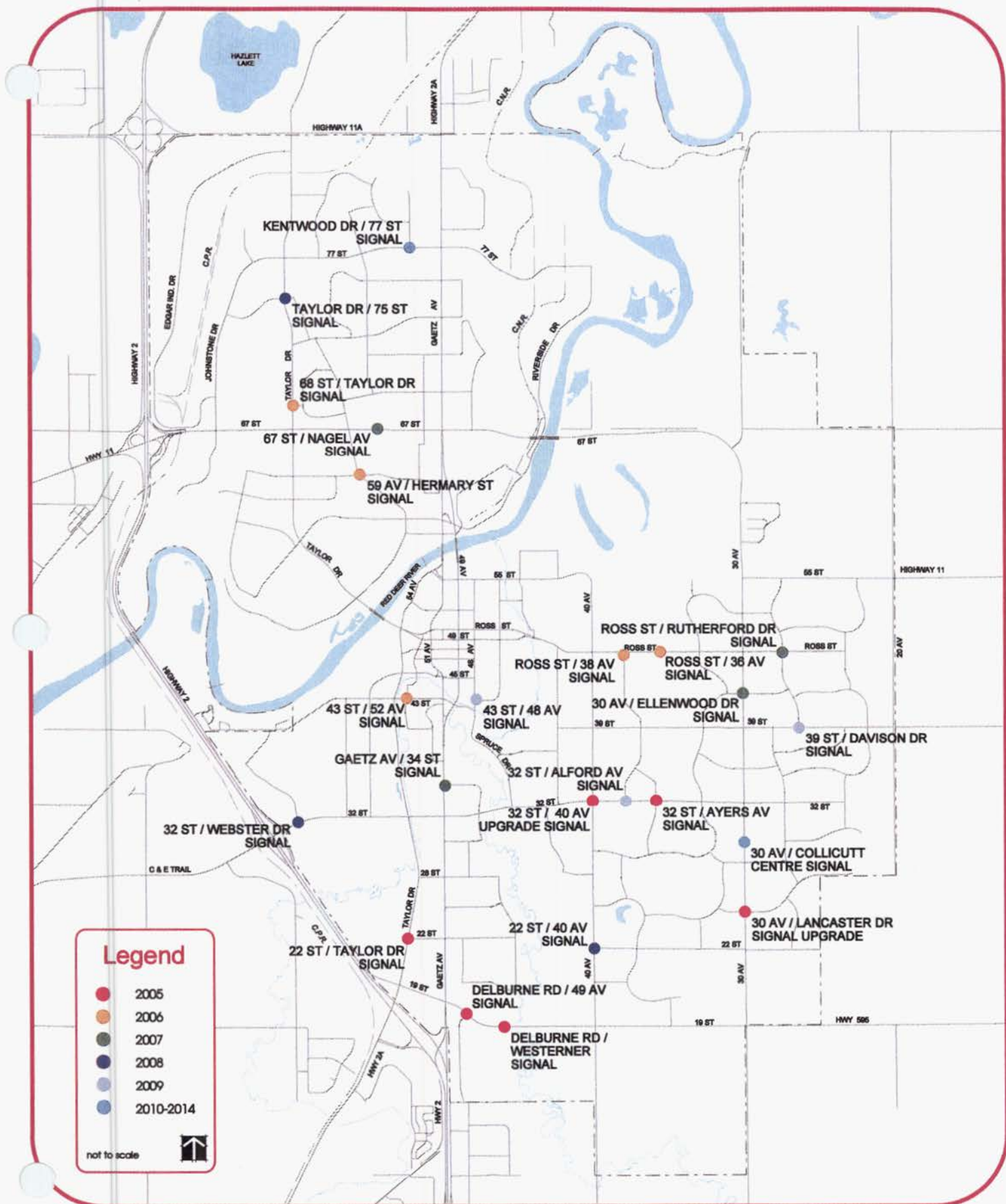
Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

Engineering Services - 2005 Transportation Capital Budget									Funding Sources															
TRAFFIC SIGNALS																								
Item	Dep't	Project	2005	2006	2007	2008	2009	2010-14	Capital Projects Reserve	Water Offsite Levy Fund	WV Offsite Levy Fund	Roads Offsite Levy Fund	Storm Offsite Levy Fund	New Water Offsite Basin	New Wastewater Offsets	New Storm Offsite Basin	Basic Capital Grant	Customer Contribution	ICAP	Centennial Grant	Cities Special Transportation	Other Provincial Grants	Other	Total
	Traffic Signals	New Signal @ Delburne Road & Westerner Access	120						12								38	50						
	Traffic Signals	New Signal @ Taylor Drive / 22 Street	120						25								75							
	Traffic Signals	New Signal @ 49 Ave/Delburne Road	100									100					75							
	Traffic Signals	Upgrade Ped. To Full Signal at Ayers Av / 32 St	60						25								75							
	Traffic Signals	Upgrade Ped. To Full Signal at Lancaster Dr / 30 Av	60																				100	
	Traffic Signals	Traffic Signal Replacement @ 32 St / 40 Ave	80						25								75							
	Traffic Signals	New Signal @ 68 St / Taylor Drive		120					50														50	
	Traffic Signals	New Signal @ Hernary St / 59 Av		120					25								75							
	Traffic Signals	New Signal @ Ross Street / 36 Av		120					25								75							
	Traffic Signals	New Signal @ Ross Street / 38 Av		120					25								75							
	Traffic Signals	New Signal at 43 St / 52 Av		120					25								75							
	Traffic Signals	New Signal @ 34 St/Gaetz Avenue			120				25								75							
	Traffic Signals	New Signal @ Ross Street / Rutherford Drive			120				25								75							
	Traffic Signals	New Signal @ 67 Street / Nagel Avenue			120				25								75							
	Traffic Signals	New Signal @ 30 Ave/Dawson St/Ellenwood Dr			120				25								75							
	Traffic Signals	New Signal at 22 St / 40 Av				120						100												
	Traffic Signals	New Signal @ 32 St /Webster Dr (by College)				120						100												
	Traffic Signals	New Signal @ Jewell St / Taylor Dr				120			25								75							
	Traffic Signals	New Signal @ 32 St/Alford Ave.					120		25								75							
	Traffic Signals	New Signal @ 48 Ave/43 Street (by Rotary Park)					120		25								75							
	Traffic Signals	New Signal @ 39 Street / Davison Ave					120		25								75							
	Traffic Signals	New Signal @ Collicutt Access / 30 Avenue						120	25								75							
	Traffic Signals	New Signal @ 77 St / Kentwood Dr						120				100												



THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Residential Subdivision Development

PROJECT JOB NUMBER:

DEPARTMENT/AREA: Land & Economic Development

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	7,775,000					7,775,000
2006	6,420,000					6,420,000
2007	5,450,000					5,450,000
2008	4,200,000					4,200,000
2009	4,000,000					4,000,000
2010+						
TOTAL	27,845,000	0	0	0	0	27,845,000

Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)
Other: Development servicing costs funded 100% from residential lot sales.

Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
Was this project approved in a prior budget year? (Yes/No)
If yes, what year?
Reason for current funding request?

Detailed Description of Project (including Public Art Component):
See detail capital attached.
Note: Accounting of land purchases for internal use only, and off-site/rec levies included in detail sheet as part of land development costs but not included in capital to avoid duplication with Engineering's Offsite Capital Budget. Also prior year amounts indicated were approved as multi-year projects and will be reported in future variance reports.

Critical Issues / Implications / Assumptions
Inventory of raw land for residential development diminished to 8 to 10 year supply. Additional supply may be required to match long term Land Bank objectives. Land purchases to be funded from Subdivision Reserve.
Note: 2005 budget includes revenue and expenditures for land development to relocate city yards that may not occur in 2005.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Subdivision Development - Residential

DEPARTMENT: Land and Economic Development

OBJ.	CAPITAL ITEM DESCRIPTION	CD	2005		2006		2007		2008		2009	
			BUDGET		BUDGET		BUDGET		BUDGET		BUDGET	
			LOTS	COST	LOTS	COST	LOTS	COST	LOTS	COST	LOTS	COST
	<u>RESIDENTIAL</u>											
	REVENUE											
	Lancaster Green Multifamily Site	SB	2.84 Ha	(1,887)								
	Lancaster Green Commercial Site	SB	0.32 Ha	(567)								
	Johnstone Crossing Worship/R2 Site	SB	0.82 Ha	(440)								
	Johnstone Crossing R2 Site	SB	2.46 Ha	(1,236)			2.14 Ha	(1,084)				
	Johnstone Crossing Emergency Services Site	SB	0.45 Ha	(163)								
	Oriole Park recapture front end servicing	SB								(500)		
	Duplex Lot Sales	SB	7	(539)	9	(693)						
	Singlefamily Lot Sales	SB	150	(7,875)	140	(7,350)	140	(7,350)	140	(7,350)	140	(7,350)
	Subtotal Revenues:			(12,707)		(8,043)		(8,434)		(7,850)		(7,350)
	EXPENDITURES											
	Lancaster Green											
	Ph. 4A - 2 closes (FAC/landscaping)	PY										
	Ph. 5 - (FAC/landscaping/lane rehab)	PY										
	Ph. 6 (FAC/landscaping/lane rehab)	PY										
	Ph. 7 (pave/lanes/FAC/landsc/lane rehab/22 St)	PY										
	Kentwood West											
	Multi - (FAC/fence/landscape)	PY										
	Ph. 18 - (landscape)	PY										
	Ph. 22 - (landscape)	PY										
	Ph. 21 - Kidd CI (FAC/landscaping/lane rehab)	PY										
	Johnstone Crossing											
	Ph. 1, 2, 3, 5 & part 7 - Pregrade	PY										
	Ph. 1, 3 & collector road - Servicing & landscaping	PY										
	Ph. 4 City & Ph 2 ES Site - pregrading	SB		200								
	Ph. 4 City & Ph 2 ES Site - Servicing	SB	21	520		200						
	Ph. 4 City & Ph 2 ES Site - Land purchase	SB	2.1 Ha	182								
	Ph. 4 City & Ph 2 ES Site - Off-site & Rec Levies	SB		130								

**THE CITY OF RED DEER 2005 BUDGET
CAPITAL BUDGET DETAIL**

PROJECT TITLE: Subdivision Development - Residential
DEPARTMENT: Land and Economic Development

OBJ.	CAPITAL ITEM DESCRIPTION	CD	2005 BUDGET		2006 BUDGET		2007 BUDGET		2008 BUDGET		2009 BUDGET	
			LOTS	COST	LOTS	COST	LOTS	COST	LOTS	COST	LOTS	COST
	<u>RESIDENTIAL</u>											
	Fencing and maint. Fund & landscaping	SB		350		290						
	Ph. 6, rem 7 & 9 - Pregrade	SB		750								
	Ph. 5 & 6 - Servicing & collector road	SB	109	2,600		700						
	Ph. 5 & 6 - Land purchase	SB	8.8 Ha	762								
	Ph. 5 & 6 - Off-site & Rec Levies	SB		542								
	Ph. 7 & 9 - detail design	SB		170								
	Ph. 7 & 9 - Servicing & collector road	SB			119	2,500		900				
	Ph. 7 & 9 - Land purchase	SB			10.6 Ha	920						
	Ph. 7 & 9 - Off-site & Rec Levies	SB				655						
	2nd Entrance sign and maintenance fund	SB				55						
	Ph. 8 - detail design	SB				100						
	Ph. 8 - Servicing	SB										
	Ph. 8 - Land purchase	SB					52	1,100		400		
	Ph. 8 - Off-site & Rec Levies	SB					6.2 Ha	425				
								385				
	Oriole Park (West)											
	Servicing Study & NASP amendment	PY										
	Ph. 1 & 2 - Pregrade & MR cleanup	SB		810								
	Ph. 1 - Servicing, reid front end & collector	SB	86	2,275		725						
	Ph. 1 - Land purchase	SB	11 Ha	955								
	Ph. 1 - Off-site & Rec Levies + boundary chg	SB		770								
	Ph. 2 - detail design	SB		75								
	Ph. 2 - Servicing	SB			60	1,025		400				
	Ph. 2 - Land purchase	SB			7 Ha	605						
	Ph. 2 - Off-site & Rec Levies + boundary chg	SB				490						
	Ph. 3 - Pregrade	SB				500						
	Ph. 3 - detail design	SB				150						
	Ph. 3 - Servicing	SB					110	2,150		700		
	Ph. 3 - Land purchase	SB					12.7 Ha	1,100				

**THE CITY OF RED DEER 2005 BUDGET
CAPITAL BUDGET DETAIL**

PROJECT TITLE: Subdivision Development - Residential
DEPARTMENT: Land and Economic Development

OBJ.	CAPITAL ITEM DESCRIPTION	CD	2005 BUDGET		2006 BUDGET		2007 BUDGET		2008 BUDGET		2009 BUDGET	
			LOTS	COST	LOTS	COST	LOTS	COST	LOTS	COST	LOTS	COST
	RESIDENTIAL											
	Ph. 3 - Off-site & Rec Levies + boundary chg	SB						890				
	College Park (North)											
	College Park NASP	SB		25								
	Servicing Study	SB				100						
	Ph. 1 & 2 - Pregrade	SB				50		700				
	Ph. 1 - detail design	SB						200				
	Ph. 1 - Servicing	SB							140	2,900		900
	Ph. 1 - Land purchase	SB							14 Ha	1,215		
	Ph. 1 - Off-site & Rec Levies	SB								865		
	Ph. 2 - detail design	SB								200		
	Ph. 2 - Servicing	SB									140	2,900
	Ph. 2 - Land purchase	SB									14 Ha	1,215
	Ph. 2 - Off-site & Rec Levies	SB										865
	Ph. 3 - detail design	SB										200
	Subtotal: Servicing	SB		7,775		6,420		5,450		4,200		4,000
	Land Purchase	SB		1,899		1,525		1,525		1,215		1,215
	Off-site & Rec Levies	SB		1,442		1,145		1,275		865		865
	Total Residential Expenditures			11,116		9,090		8,250		6,280		6,080
	NET RESIDENTIAL DEVELOPMENT		216	(1,591)	179	1,047	162	(184)	140	(1,570)	140	(1,270)

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Industrial Subdivision Development

PROJECT JOB NUMBER:

DEPARTMENT/AREA: Land & Economic Development

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	1,375,000					1,375,000
2006	2,800,000					2,800,000
2007	1,960,000					1,960,000
2008	2,810,000					2,810,000
2009	2,890,000					2,890,000
2010+						
TOTAL	11,835,000	0	0	0	0	11,835,000

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Other: Development costs funded 100% from industrial lot sales.
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 See detail capital attached.
 Note: Accounting of land purchases for internal use only, and off-site/rec levies included in detail sheet as part of land development costs but not included in capital to avoid duplication with Engineering's Offsite Capital Budget. Also prior year amounts indicated were approved as multi-year projects and will be reported in future variance reports.

Critical Issues / Implications / Assumptions
 * Inventory of raw land for industrial development diminished to a critical level, less than 1 year supply. Additional supply will take 2 to 3 years to develop. Funding to come from Subdivision Reserve.
 Reserve. Necessary risk to proceed with detailed design prior to annexation.
 * 2005 includes development costs and sale of land to relocate West Yards that may not happen this year.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

Treasury Services to help with providing costs.

**THE CITY OF RED DEER 2005 BUDGET
CAPITAL BUDGET DETAIL**

PROJECT TITLE: Subdivision Development - Industrial
DEPARTMENT: Land and Economic Development

OBJ.	CAPITAL ITEM DESCRIPTION	CD	2005 BUDGET		2006 BUDGET		2007 BUDGET		2008 BUDGET		2009 BUDGET	
			HA	COST	HA	COST	HA	COST	HA	COST	HA	COST
	<u>INDUSTRIAL</u>											
	<u>REVENUES</u>											
	Land Sales - Edgar	SB	3.9	(1,060)								
	Riverside Heavy - I2 & Municipal Yards	SB	28.3	(3,700)								
	Future Industrial	SB			25.5	(8,000)	25.5	(8,000)	25.5	(8,000)	25.5	(8,000)
	Stormwater Management Separator Levy	D		(38)								
	Subtotal Revenues:			(4,798)		(8,000)		(8,000)		(8,000)		(8,000)
	<u>EXPENDITURES</u>											
	<u>Edgar Industrial - Central 1/4 Section</u>											
	Edgar Way & Link - 2nd lift paving	PY										
	Edgar Court - concrete & paving	PY										
	<u>Edgar Industrial - Central (East CPR)</u>											
	JP Industrial pond landscaping	PY										
	Johnstone Dr. (N) - Pregrading, servicing & power	PY										
	<u>Riverside Heavy</u>											
	Pregrading, servicing	PY										
	Land Purchase from Land Bank	SB	28.3	1,050								
	Off-sites	SB		1,100								
	<u>Future Industrial</u>											
	Annexation, NASP, servicing study	PY										
	Servicing Study, Enviro, etc. add to PY	SB		200								
	Phase 1 - onsite development	SB		1,000	45.0	2,660		1,140				
	Land Purchase from Land Bank	SB				1,665						
	Off-sites	SB				4,050						
	Phase 2 - detail design	SB				140						
	Phase 2 - onsite development	SB					26.5	1,820		840		
	Land Purchase from Land Bank	SB						980				
	Off-sites	SB						2,385				

**THE CITY OF RED DEER 2005 BUDGET
CAPITAL BUDGET DETAIL**

PROJECT TITLE: Subdivision Development - Industrial
DEPARTMENT: Land and Economic Development

OBJ.	CAPITAL ITEM DESCRIPTION	CD	2005 BUDGET		2006 BUDGET		2007 BUDGET		2008 BUDGET		2009 BUDGET	
			HA	COST	HA	COST	HA	COST	HA	COST	HA	COST
	INDUSTRIAL											
	Phase 3 - detail design	SB					140					
	Phase 3 - onsite development	SB							26.5	1,820		840
	Land Purchase from Land Bank	SB								980		
	Off-sites	SB								2,385		
	Phase 4 - detail design	SB								150		
	Phase 4 - onsite development	SB									25.0	1,900
	Land Purchase from Land Bank	SB										925
	Off-sites	SB										2,250
	Phase 5 - detail design	SB										150
	General											
	Riverlands Implementation Study	SB		150								
	Edgar PUL's landscaping	SB		25								
	Highway 2 landscaping	PY										
	Studies for future industrial & commercial land	PY										
	Subtotal: Servicing	SB		1,375		2,800		1,960		2,810		2,890
	Land Purchase	SB		1,050		1,665		980		980		925
	Off-site & Rec Levies	SB		1,100		4,050		2,385		2,385		2,250
	Total Industrial Expenditures:			3,525		8,515		5,325		6,175		6,065
	NET INDUSTRIAL DEVELOPMENT		28	(1,273)	45	515	27	(2,675)	27	(1,825)	25	(1,935)
	TOTAL REVENUE			(17,505)		(16,043)		(16,434)		(15,850)		(15,350)
	TOTAL EXPENDITURES			14,641		17,605		13,575		12,455		12,145
	NET TOTAL			(\$2,864)		\$1,562		(\$2,859)		(\$3,395)		(\$3,205)
Note: Values in 2004 dollars.												

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Preservation of Natural Area South of Red Deer College

PROJECT JOB NUMBER:

DEPARTMENT/AREA: Recreation, Parks & Culture

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	1,250,000		812,500			437,500
2006						
2007						
2008						
2009						
2010+						
TOTAL	1,250,000	0	812,500	0	0	437,500

Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: \$812,500 (65% Public Reserve Trust Fund)
 Grants:
 Other: \$437,500 (35% Other Funding)
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, under funded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 - To purchase and preserve 10 acres of natural area behind Red Deer College which is currently privately owned.
 - Development is expected to begin in 2005.
 - The purchase price of the land may be up to \$125,000 per acre. The natural area is approximately 10 Acres.
 - Evaluated through the Ecological Evaluation Program . This area has been rated a "High" for preservation as it is one of only two significant natural areas left unprotected in the city.

Critical Issues / Implications / Assumptions
 - This area could be developed into residential properties and the densely forested areas would be lost.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Preservation of Natural Area Around College Park

PROJECT JOB NUMBER:

DEPARTMENT/AREA: Recreation, Parks & Culture

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	480,000		312,000			168,000
2006						
2007						
2008						
2009						
2010+						
TOTAL	480,000	0	312,000	0	0	168,000

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: \$312,000 Public Reserve Trust Fund (65%)
 Grants:
 Other: \$168,000 (35% to Other Sources Not Defined)
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, under funded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 - To purchase and preserve 8 acres of natural area around College Park which is currently privately owned.
 - The area is located on the corner of 55th St and 30th Ave. Development is expected to begin in 2005.
 - The purchase price of the land may be up to \$60,000 per acre. The treed area is approximately 8 Acres.
 - Evaluated through the Ecological Evaluation Program . This area has been rated a "High" for preservation as it is one of only two significant natural areas left unprotected in the city.

Critical Issues / Implications / Assumptions
 - This area could be developed into residential properties and the densely forested areas would be lost.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

Treasury Services to help with providing costs.

THE CITY OF RED DEER 2005 BUDGET

CAPITAL BUDGET DETAIL

PROJECT TITLE: Rec Levy All Areas

PROJECT JOB NUMBER: Various

DEPARTMENT/AREA: Recreation, Parks & Culture/ Collicutt

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	912,000					912,000
2006	455,000					455,000
2007	965,000					965,000
2008	1,250,000					1,250,000
2009	400,000					400,000
2010+						
TOTAL	3,982,000	0	0	0	0	3,982,000

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves:
 Grants:
 Other: Rec Levy
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, under funded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):

- Rec Levy's are money that are collected from land developers that are used fro the development of parks, planting, playgrounds, sports fields, trails and community shelters.
- The projects to be completed in each subdivision; values above; are drawn from the collected money and fund staff, contractors and materials to develop our neighbourhood park sites.
- The spending is only for the creation of the parks, the maintenance of these once constructed are funded through operating budgets.

Critical Issues / Implications / Assumptions

- With the development of these parks there are growth associated cost that arise for the maintenance and replacement of these new park areas.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel		\$38,220	\$81,060	\$105,000	\$224,280
General & Contracted Services		\$7,735	\$16,405	\$21,250	45,390
Materials, Supplies & Utilities		\$6,370	\$13,510	\$17,500	37,380
Other		\$24,115	\$51,145	\$66,250	141,510
Revenue					0
TOTAL Projected Operating Costs	\$0	\$76,440	\$162,120	\$210,000	\$448,560

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

**THE CITY OF RED DEER 2005 BUDGET
CAPITAL BUDGET DETAIL**

PROGRAM: Rec Levies**DEPARTMENT: Recreation, Parks & Culture**

JOB #	PROJECT TITLE	2005 BUDGET	2006 BUDGET	2007 BUDGET	2008 BUDGET	2009 BUDGET
	Neighbourhood Site Development					
60010	Anders South (On the Lake) L1, L2, L3, CC	32,000		200,000		
60062	Aspen Ridge L1, L2, L3, CC	40,000	10,000		200,000	
60013	Clearview L3	10,000				
60093	Lancaster East (Lonsdale) L3	5,000				
60092	Lancaster Green L1, L2, L3	15,000				
60059	Devonshire L1, L3, CC	35,000		200,000		
60077	Davenport L1, L2, L3, CC	25,000	10,000		200,000	
60019	Rosedale L3	40,000		85,000		
60021	Oriole Park West L1, L2, L3, CC	175,000			200,000	
60003	Kentwood East (Kingsgate) L1, L2, L3, CC	60,000	10,000		200,000	
60020	Kentwood West L1, L2, L3, CC	35,000		200,000		
60080	Johnstone Park L1, L2, L3, CC	55,000			200,000	
60095	Inglewood West L1, L2, L3, CC	225,000	25,000		200,000	
61011	West Lake Subdivision L1, L2, L3, CC	120,000	100,000	30,000		200,000
61052	Johnstone Crossing L1, L2, L3, CC	40,000	200,000	100,000	50,000	
61051	Inglewood East L1, L2, L3, CC		100,000	150,000		200,000
	L1: Level 1 Landscaping (finished, grading, seeding) L2: Level 2 Landscaping (tree and scrub planting) L3: Level 3 Landscaping ((recreation equipment and amenities - goal posts, play structure, trails) CC: Community Centre					
	GROSS COST	912,000	455,000	965,000	1,250,000	400,000

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Sanitary Offsite Levy Projects
PROJECT JOB NUMBER:
DEPARTMENT/AREA: Engineering Services / Utilities Section

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	1,895,000					1,895,000
2006	4,790,000					4,790,000
2007	65,000					65,000
2008	218,000					218,000
2009	284,000					284,000
2010+	3,798,000					3,798,000
TOTAL	11,050,000	0	0	0	0	11,050,000

Description of Funding Sources:

SEE ATTACHED LIST

Prior Year Approvals

Was this project approved in a prior budget year? (Yes/No)	No, except Anders Lift Stn payment
If yes, what year?	1998 Anders only
Reason for current funding request?	10 year payment plan as per agreement

Detailed Description of Project (including Public Art Component):

Project locations (see attached drawing), work description, and budget amounts are noted on the attached table. Projects outlined are required to provide sanitary trunk service to new development and re-development areas in various parts of the City. Development Levies are the primary source of funding for these projects.

Critical Issues / Implications / Assumptions

0

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

Engineering Services - 2005 Sanitary Off-site Levy Capital Budget									Funding Sources											Total
Item	Dep't	Project	2005	2006	2007	2008	2009	2010-14	Capital Projects Reserve	Water Offsite Levy Fund	WW Offsite Levy Fund	Roads Offsite Levy Fund	Storm Offsite Levy Fund	New Water Offsite Basin	New Wastewater Offsite	New Storm Offsite Basin	Basic Capital Grant	Customer Contribution	ICAP	
	Offsites-Sanitary	Inglewood East	430								100									
	Offsites-Sanitary	Anders on the Lake Agreement (Lift Station Payment)	65	65	65	65					100									
	Offsites-Sanitary	45 Avenue River Crossing	900								100									
	Offsites-Sanitary	Riverside Drive Trunk - Design in 2005	200	2,000							100									
	Offsites-Sanitary	Future Industrial Development Study & design in 2005	300	2,500											100					
	Offsites-Sanitary	47 Street (48 - 50 Av) - Sani Trunk Twinning		225							100									
	Offsites-Sanitary	College Park (NW23) Trunk				153	127	98			100									
	Offsites-Sanitary	College Park (SW23) Trunk					157				100									
	Offsites-Sanitary	Future Residential Development						3,700			100									
		TOTAL OFFSITES - SANITARY	1,895	4,790	65	218	284	3,798			6,250				2,800					11,050

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Storm Offsite Levy Projects
PROJECT JOB NUMBER:
DEPARTMENT/AREA: Engineering Services / Utilities Section

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	3,975,000		100,000		100,000	3,775,000
2006	8,385,000					8,385,000
2007	845,000					845,000
2008	4,165,000					4,165,000
2009	1,560,000					1,560,000
2010+	12,156,000					12,156,000
TOTAL	31,086,000	0	100,000	0	100,000	30,886,000

Description of Funding Sources:

SEE ATTACHED LIST

Prior Year Approvals

Was this project approved in a prior budget year? (Yes/No)	No, except SE Drainage and Anders
If yes, what year?	2004 & 1998
Reason for current funding request?	SE Drainage is a continuing project; Anders agreement provides for a 10 yr payment plan.

Detailed Description of Project (including Public Art Component):

Project locations (see attached drawing), work description, and budget amounts are noted on the attached table. Projects outlined are required to provide storm trunk service to new development and re-development areas in various parts of the City. Development Levies are the primary source of funding for these projects, except for the SE Detention Pond project which is funded through ICAP.

Critical Issues / Implications / Assumptions

The Storm offsite projects have been scheduled in accordance with development growth plans. The SE Drainage project was approved in 2004 and is currently under construction.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

Engineering Services - 2005 Storm Off-site Levy Capital Budget									Funding Sources										Total	
Item	Dep't	Project	2005	2006	2007	2008	2009	2010-14	Capital Projects Reserve	Water Offsite Levy Fund	WW Offsite Levy Fund	Roads Offsite Levy Fund	Storm Offsite Levy Fund	New Water Offsite Basin	New Wastewater Offsite	New Storm Offsite Basin	Basic Capital Grant	Customer Contribution		ICAP
	Offsites-Storm	Anders on the Lake Agreement (Outfall Line Payment)	95	95	95	95							100							
	Offsites-Storm	Inglewood East Detention Pond & Trunk to 30 Ave	1,700										100							
	Offsites-Storm	Future Industrial Development Study & design in 2005	750	7,500												100				
	Offsites-Storm	Lindsay Thurber Storm Main Realignment	200						50									50		
	Offsites-Storm	Oriole Park (SW19) Detention Pond & Outlet E4C - 'West Pond'	480										100							
	Offsites-Storm	Lonsdale SE Pond & Trunk Main	750										100							
	Offsites-Storm	Sabasch (SW2) Pond C2 & Trunk Main		790									100							
	Offsites-Storm	Oriole Park (SW19) Detention Pond & Outlet E5 - 'East Pond'			750								100							
	Offsites-Storm	67 Street Storm Trunk Upgrades - from outfall to 30 Ave				2,100							100							
	Offsites-Storm	College Park (NW23) Detention Pond & Trunk				1,350	390	156					100							
	Offsites-Storm	Sabasch (SW2) Pond C1 & Trunk				620							100							
	Offsites-Storm	College Park (SW23) Detention Pond & Trunk					1,170						100							
	Offsites-Storm	Future Residential Development						12,000					100							
		TOTAL OFFSITES - STORM	3,975	8,385	845	4,165	1,560	12,156	100	0	0	0	22,636	0	0	8,250	0	100	0	31,086

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Water Offsite Levy Projects
PROJECT JOB NUMBER:
DEPARTMENT/AREA: Engineering Services / Utilities Section

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	760,000					760,000
2006	2,400,000					2,400,000
2007	740,000					740,000
2008	1,470,000					1,470,000
2009	0					0
2010+	3,500,000					3,500,000
TOTAL	8,870,000	0	0	0	0	8,870,000

Description of Funding Sources:

SEE ATTACHED LIST

Prior Year Approvals

Was this project approved in a prior budget year? (Yes/No)

If yes, what year?

Reason for current funding request?

No

Detailed Description of Project

Project locations (see attached drawing), work description, and budget amounts are noted on the attached table. Projects outlined are required to provide water trunk service to new development and re-development areas in various parts of the City. Development Levies are the primary source of funding for these projects.

Critical Issues / Implications / Assumptions

The Water offsite projects have been scheduled in accordance with development growth plans and the City's Water System Study.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

Engineering Services - 2005 Water Off-site Levy Capital Budget									Funding Sources										Total	
Item	Dep't	Project	2005	2006	2007	2008	2009	2010-14	Capital Projects Reserve	Water Offsite Levy Fund	WW Offsite Levy Fund	Roads Offsite Levy Fund	Storm Offsite Levy Fund	New Water Offsite Basin	New Wastewater Offsite	New Storm Offsite Basin	Basic Capital Grant	Customer Contribution		ICAP
	Offsites-Water	Delburne Road - 40 Ave to Irwin Ave Trunk	460							100										
	Offsites-Water	Future Industrial Development -Study & design in 2005	300	2,400										100						
	Offsites-Water	Delburne Road - Irwin Ave to 30 Ave Trunk			360					100										
	Offsites-Water	30 Ave - 22 St to Delburne Rd trunk			380					100										
	Offsites-Water	Delburne Road - Bower to 40 Ave Trunk				690				100										
	Offsites-Water	30 Av - 55 St to 67 St Trunk (College Park)				780				100										
	Offsites-Water	Future Residential Development						3,500		100										
		TOTAL OFFSITES - WATER	760	2,400	740	1,470	0	3,500	0	6,170	0	0	0	2,700	0	0	0	0	0	0
																				8,870

Capital Budget 2005

Utility Projects



THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: EL&P CUSTOMER SERVICING
PROJECT JOB NUMBER:
DEPARTMENT/AREA: EL&P

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	1,596,000	38,000			1,558,000	
2006	1,596,000	38,000			1,558,000	
2007	1,596,000	38,000			1,558,000	
2008	1,629,000	38,000			1,591,000	
2009	1,629,000	38,000			1,591,000	
2010+	8,293,000	198,000			8,095,000	
TOTAL	16,339,000	388,000	0	0	15,951,000	0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)

Operating Budget: Depreciation Charge (See Business Unit 234.7813)

Reserves:

Grants:

Other: Customer Contributions as servicing is required by customers.

Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Detailed Description of Project (including Public Art Component):

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
1) Private residenatial S/D (600 lots/yr)	960,000	960,000	960,000	980,000	980,000
2) Downtown U/G customers	50,000	50,000	50,000	51,000	51,000
3) Residential, O/H & U/G, single & multi-family, excluding downtown	86,000	86,000	86,000	88,000	88,000
4) Commercial/Industrial, O/H & U/G, excluding Dwtn	500,000	500,000	500,000	510,000	510,000
TOTAL	1,596,000	1,596,000	1,596,000	1,629,000	1,629,000

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
1) Private residenatial S/D (600 lots/yr)	980,000	999,000	999,000	999,000	1,019,000
2) Downtown U/G customers	51,000	52,000	52,000	52,000	52,000
3) Residential, O/H & U/G, single & multi-family, excluding downtown	88,000	90,000	90,000	90,000	90,000
4) Commercial/Industrial, O/H & U/G, excluding Dwtn	510,000	520,000	520,000	520,000	520,000
TOTAL	1,629,000	1,661,000	1,661,000	1,661,000	1,681,000

Critical Issues / Implications / Assumptions

Expenditure is entirely dependent upon the local economy and customer requirements.

Expenditures in 2005 dollars for all years.

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: EL&P ELECTRICAL METERS

PROJECT JOB NUMBER:

DEPARTMENT/AREA: EL&P

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	130,000	130,000				
2006	130,000	130,000				
2007	130,000	130,000				
2008	135,000	135,000				
2009	135,000	135,000				
2010+	700,000	700,000				
TOTAL	1,360,000	1,360,000	0	0	0	0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget: Depreciation Charge (See Business Unit 234.7813)
 Reserves:
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
1) Purchase meters as inventory for future cu: use (inventory holding acct)	130,000	130,000	130,000	135,000	135,000

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
1) Purchase meters as inventory for future cu: use (inventory holding acct)	135,000	140,000	140,000	140,000	145,000

Critical Issues / Implications / Assumptions
 Meters must be purchased in advance of need and this capital account is an inventory holding account. As meters are used on customer jobs or for meter testing replacements, they are credited to this account. Expenditures are in 2005 dollars for all years.

Projected Future Year Incremental Operating Costs (if applicable):

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008+</u>	<u>Total</u>
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008+</u>	<u>Total</u>
Debt Service					\$0
Opportunity Costs					\$0

Treasury Services to help with providing costs.

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: EL&P OVERHEAD SYSTEMS

PROJECT JOB NUMBER:

DEPARTMENT/AREA: EL&P

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other			
2005	570,000	570,000							
2006	615,000	615,000							
2007	145,000	145,000							
2008	250,000	250,000							
2009	280,000	280,000							
2010+	2,305,000	2,305,000							
TOTAL	4,165,000	4,165,000	0	0	0	0			
Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)									
Operating Budget: Depreciation Charge (See Business Unit 234.7813)									
Reserves:									
Grants:									
Other:									
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.									
Prior Year Approvals (Project not started, not completed, underfunded?)									
Was this project approved in a prior budget year? (Yes/No)			<table border="1"><tr><td>No</td></tr><tr><td> </td></tr><tr><td> </td></tr></table>				No		
No									
If yes, what year?									
Reason for current funding request?									
Detailed Description of Project (including Public Art Component):									
	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>				
1) Replace/add switches	60,000	60,000	60,000	60,000	60,000				
2) Convert 4 kv Sub load to 25kv		50,000			50,000				
3) Pole replacement based on pole test	25,000	25,000	25,000	25,000	25,000				
4) Reconductor/rebuild lines 12 & 36, Olymel to 49 Av	150,000								
5) Reconductor line Riverside Dr to Pkland Mall	50,000								
6) Reconductor 46 line Golden West Av	15,000								
7) Reconductor/rebuild lines 13 & 34, Gaetz Av, 67 St to 77 St				100,000					
8) Reconductor/rebuild line on 40 Av, Selk Blv to 39 St	250,000								
9) Reconductor/rebuild line on 40 Av, 39 St to Ross						125,000			
10) Rebuild/reconductor line on 43/39 St, 40 Av to Hospital		225,000							
11) New line to Industrial west of Hwy 2		100,000							
12) New 2 cct line, Delb Rd, 20Av-30Av		135,000							
13) New 2 cct line, 20Av, Altalink R/W to Delburne Rd				45,000					
14) Line purchase from Fortis as City expands into newly annexed areas	20,000	20,000	20,000	20,000	20,000				
15) 25kv capacitors for power factor			40,000						
TOTAL	570,000	615,000	145,000	250,000	280,000				
(Continued on next page)									

(Continued on next page)

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: EL&P OVERHEAD SYSTEMS (Continued)

PROJECT JOB NUMBER:

DEPARTMENT/AREA: EL&P

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
1) Replace/add switches	60,000	60,000	60,000	60,000	60,000
2) Convert 4 kv Sub load to 25kv			50,000		
3) Pole replacement based on pole test	25,000	25,000	25,000	25,000	25,000
14) Line purchase from Fortis as City expands into newly annexed ares	20,000	20,000	20,000	20,000	20,000
15) 25kv capacitors for power factor	40,000			40,000	
16) Reconductor/rebuild line on 40 Av, Ross to 55 St	125,000				
17) Rebuild line 43 St, Hospital to 55 Av	225,000				
18) Reconductor line 23 on Kerrywood Dr	50,000				
19) Reconductor part line 26 on Taylor Dr, 28 St to 43 St	50,000				
20) Add circuit to line on 20 Av, Altalink R/W to 39 St	50,000				
21) Reconductor/rebuild line on 30 Av, 17 Sub to 55 St		250,000			
22) Rebuild to 2 circuit on 20 Av, 39 St to 55 St		100,000	100,000		
23) Rebuild to 2 curcuit on 55 St, 20 Av to 30 Av			200,000		
24) Rebuild line 67 St, Gaetz to 68 Av				250,000	250,000
TOTAL	645,000	455,000	455,000	395,000	355,000

Critical Issues / Implications / Assumptions

Maintenance and new feeder lines to maintain adequate line capacity and reliable service.
Expenditures in 2005 dollars for all years.

Projected Future Year Incremental Operating Costs (if applicable):

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008+</u>	<u>Total</u>
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

Treasury Services to help with providing costs.

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008+</u>	<u>Total</u>
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: EL&P UNDERGROUND SYSTEMS

PROJECT JOB NUMBER:

DEPARTMENT/AREA: EL&P

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	200,000	200,000				
2006	200,000	200,000				
2007	750,000	750,000				
2008	680,000	680,000				
2009	680,000	680,000				
2010+	2,550,000	2,550,000				
TOTAL	5,060,000	5,060,000	0	0	0	0

Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)
 Operating Budget: Depreciation Charge (See Business Unit 234.7813)
 Reserves:
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No) No
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
1) Replace/add switches	150,000	150,000	150,000	200,000	200,000
2) Replace corroded cables	50,000	50,000	100,000	100,000	100,000
3) New duct & cable 40 Av, 32 St-Ross				380,000	
4) New cable Ross St, 40 Av-47 Av					380,000
5) New line north Kentwood			300,000		
6) Reconductor part line 22 Downtown			200,000		
TOTAL	200,000	200,000	750,000	680,000	680,000

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
1) Replace/add switches	200,000	200,000	200,000	200,000	200,000
2) Replace corroded cables	125,000	125,000	125,000	150,000	150,000
7) Reconductor part line 11 Downtown		200,000			
8) New line Altalink R/W, Sub 17 to 20 Av			225,000		
9) New line 30 Av, Sub 17 to 32 St				225,000	
10) New line Altalink R/W, Sub 17 to 40 Av					225,000
TOTAL	325,000	525,000	550,000	575,000	575,000

Critical Issues / Implications / Assumptions
 Maintenance and new feeder lines to maintain adequate line capacity and reliable service.
 Expenditures in 2005 dollars for all years.

Other Associated Costs (if applicable):

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008+</u>	<u>Total</u>
Debt Service					\$0
Opportunity Costs					\$0

Treasury Services to help with providing costs.

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: EL&P SUBSTATIONS & SCADA

PROJECT JOB NUMBER:

DEPARTMENT/AREA: EL&P

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006	130,000	130,000				
2007	755,000	755,000				
2008	100,000	100,000				
2009	100,000	100,000				
2010+	2,500,000	2,500,000				
TOTAL	3,585,000	3,585,000	0	0	0	0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget: Depreciation Charge (See Business Unit 234.7813)
 Reserves:
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):

	2005	2006	2007	2008	2009
1) Extend Scada into distrib. system		100,000	100,000	100,000	100,000
2) New breaker in Sub 14			175,000		
3) Replace 4kv reclosers		30,000	30,000		
4) Replace 3 breakers in Sub 14					
5) Replace Scada system			450,000		
TOTAL	0	130,000	755,000	100,000	100,000

	2010	2011	2012	2013	2014
1) Extend Scada into distrib. system	100,000	100,000	100,000	100,000	100,000
6) Add transformer & breakers Sub 15					2,000,000
TOTAL	100,000	100,000	100,000	100,000	2,100,000

Critical Issues / Implications / Assumptions
 Scada system replacement is required as existing system will be obsolete and no longer supported by vendor.
 Breakers and reclosers are obsolete and must be replaced to maintain reliability.
 Additional transformer and breakers are required to reliably handle growing electrical load.
 Expenditures in 2005 dollars for all years.

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

Treasury Services to help with providing costs.

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Landfill Cell Closure
PROJECT JOB NUMBER:
DEPARTMENT/AREA: 310 Public Works/460 Solid Waste Disposal

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	\$89,000					\$89,000
2006						
2007						
2008	\$159,000					\$159,000
2009						
2010+						
TOTAL	\$248,000	\$0	\$0	\$0	\$0	\$248,000

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves:
 Grants:
 Other: 2.3483.2 New landfill closure liability
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 Portion of a cell has reached its final height and requires a top liner (membrane and clay cover).
 Anticipate next closure to occur in 2008, depending on future volumes.

Critical Issues / Implications / Assumptions
 Required to maintain our current Approval.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable): Treasury Services to help with providing costs.

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Landfill Cell Construction
PROJECT JOB NUMBER:
DEPARTMENT/AREA: 310 Public Works/460 Solid Waste Disposal

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	\$2,224,000		\$2,224,000			
2006						
2007						
2008	\$1,901,000		\$1,901,000			
2009						
2010+						
TOTAL	\$4,125,000	\$0	\$4,125,000	\$0	\$0	\$0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: 2.4317.462 Landfill cell construction reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 2005: 202K engineering for construction
 2,022K cell construction
 2008: 173K engineering for construction
 1,728K cell construction
 Volume of solid waste received dictates schedule for construction of new cells. Current cells are reaching capacity.

Critical Issues / Implications / Assumptions
 Required to continue providing waste disposal service.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

Treasury Services to help with providing costs.

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Landfill Approval Renewal
PROJECT JOB NUMBER:
DEPARTMENT/AREA: 310 Public Works/460 Solid Waste Disposal

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	\$100,000		\$100,000			
2006	\$100,000		\$100,000			
2007						
2008						
2009						
2010+						
TOTAL	\$200,000	\$0	\$200,000	\$0	\$0	\$0

Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: 2.4317.462 Landfill Cell Construction
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 To fund engineering and public consultation process required by Alberta Environmental to renew our Operating Approval.

Critical Issues / Implications / Assumptions
 Necessary to keep the Waste Management Facility open for use. Current Approval expires Sept 1, 2006

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Dry Landfill
PROJECT JOB NUMBER:
DEPARTMENT/AREA: 310 Public Works/460 Solid Waste Disposal

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	\$125,000		\$125,000			
2006	\$40,000		\$40,000			
2007						
2008						
2009						
2010+						
TOTAL	\$165,000	\$0	\$165,000	\$0	\$0	\$0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: 2.4317.462 Landfill cell construction reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 2005: 75K new dry landfill site purchase
 50K site development
 2006: 40K closure of old dry landfill

Critical Issues / Implications / Assumptions
 Dry landfill site offers a cheaper disposal option and diverts material from the Waste Management Facility.
 The old site is reaching capacity.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable): Treasury Services to help with providing costs.

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Waste Management Facility NE Berm Landscaping

PROJECT JOB NUMBER:

DEPARTMENT/AREA: 310 Public Works/460 Solid Waste Disposal

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006						
2007	\$100,000		\$100,000			
2008						
2009						
2010+						
TOTAL	\$100,000	\$0	\$100,000	\$0	\$0	\$0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: 2.4317.462 Landfill cell construction reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 Landscaping of berm to lessen the visual impact of the landfill from Delburne Road.

Critical Issues / Implications / Assumptions
 "Good Neighbour" - improves appearance of landfill for surrounding community.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Wastewater Main Replacements
PROJECT JOB NUMBER:
DEPARTMENT/AREA: 310 Public Works/420 Wastewater Collection

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	\$260,000		\$260,000			
2006	\$265,000		\$265,000			
2007	\$275,000		\$275,000			
2008	\$275,000		\$275,000			
2009	\$275,000		\$275,000			
2010+						
TOTAL	\$1,350,000	\$0	\$1,350,000	\$0	\$0	\$0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: 2.4317.415 Wastewater stabilization reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 Replacement of wastewater mains due to age or damage.

Critical Issues / Implications / Assumptions
 Required to keep existing infrastructure in working order.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

Treasury Services to help with providing costs.

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Service Relays & Pipebursting
PROJECT JOB NUMBER:
DEPARTMENT/AREA: 310 Public Works/420 Wastewater Collection

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	\$160,000		\$160,000			
2006	\$161,000		\$161,000			
2007	\$162,000		\$162,000			
2008	\$165,000		\$165,000			
2009	\$170,000		\$170,000			
2010+						
TOTAL	\$818,000	\$0	\$818,000	\$0	\$0	\$0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: 2.4317.415 Wastewater stabilization reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 Projected re-investment in sanitary sewer infrastructure replacement program. Funds used for both proactive and reactive replacement.

Critical Issues / Implications / Assumptions
 Infrastructure will fail with no resources to replace/repair.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Wastewater Treatment Plant Operations Major Replacements

PROJECT JOB NUMBER:

DEPARTMENT/AREA: 310 Public Works/415 Wastewater Utility

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006						
2007						
2008	\$25,000		\$25,000			
2009	\$10,000		\$10,000			
2010+						
TOTAL	\$35,000	\$0	\$35,000	\$0	\$0	\$0

Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: 2.4317.415 Wastewater Stabilization reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 2008: 25K Process computer replacement
 2009: 10K Seal water pumps

Critical Issues / Implications / Assumptions
 Process computer acts as an interface between equipment and operator. It controls the treatment process.
 Seals for water pumps prolongs life of existing equipment.
 NOTE: These are stand-alone projects.

Projected Future Year Incremental Operating Costs (if applicable):					
	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable): Treasury Services to help with providing costs.

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Wastewater Treatment Plant Major Maintenance

PROJECT JOB NUMBER:

DEPARTMENT/AREA: 310 Public Works/415 Wastewater Utility

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	\$50,000		\$50,000			
2006	\$50,000		\$50,000			
2007						
2008	\$25,000		\$25,000			
2009						
2010+						
TOTAL	\$125,000	\$0	\$125,000	\$0	\$0	\$0

Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: 2.4317.415 Wastewater Stabilization reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 2005: 30K rebuild plant main electrical breakers (3 of)
 20K rebuild headworks heating/ventilation units (5 of)
 2006: 50K boiler efficiency study
 2008: 25K headworks bar screen replacement

Critical Issues / Implications / Assumptions
 Required to maintain/extend life of existing equipment/structures.
 NOTE: These are stand-alone projects.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET

CAPITAL BUDGET DETAIL

PROJECT TITLE: Wastewater Treatment Plant Upgrade
PROJECT JOB NUMBER: 10025 (Parent)
DEPARTMENT/AREA: 310 Public Works/415 Wastewater Utility

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	\$9,930,000		\$1,930,000			\$8,000,000
2006	\$9,299,000		\$1,819,000			\$7,480,000
2007	\$1,301,000		\$1,301,000			
2008	\$2,378,000		\$2,378,000			
2009	\$80,000		\$80,000			
2010+						
TOTAL	\$22,988,000	\$0	\$7,508,000	\$0	\$0	\$15,480,000

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: 2.4317.415 Wastewater stabilization reserve
 Grants:
 Other: Debt
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed. DONE (May require revision for amount in 2006)

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 Continuation of wastewater treatment plant upgrade. Includes bioreactor upgrade, headworks, UV disinfection, blower upgrade, secondary clarifier, programming, co-generation and inlet structure upgrade.

Critical Issues / Implications / Assumptions
 Required to maintain our Approval and ensure future treatment capacity.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service	\$651,117	\$876,603	\$1,318,753	\$1,279,578	\$4,126,051
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Water Treatment Plant Upgrade
PROJECT JOB NUMBER:
DEPARTMENT/AREA: 310 Public Works/390 Water Utility

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	\$3,947,000		\$1,947,000			\$2,000,000
2006	\$279,000		\$279,000			
2007	\$1,591,000		\$1,591,000			
2008	\$5,328,000		\$28,000			\$5,300,000
2009	\$80,000		\$80,000			
2010+						
TOTAL	\$11,225,000	\$0	\$3,925,000	\$0	\$0	\$7,300,000

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: 2.4317.390 Water stabilization reserve
 Grants:
 Other: Debt
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed. DONE

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 Continuation of water treatment plant upgrade including filtration, UV disinfection, chemical and chlorine systems, stand-by power and programming.

Critical Issues / Implications / Assumptions
 Necessary to maintain approval standards and ensure treatment capacity for the future.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service	\$277,672	\$298,169	\$272,242	\$245,054	\$1,093,137
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Water Treatment Plant Major Maintenance
PROJECT JOB NUMBER:
DEPARTMENT/AREA: 310 Public Works/390 Water Utility

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	\$20,000		\$20,000			
2006	\$810,000		\$810,000			
2007	\$300,000		\$300,000			
2008	\$120,000		\$120,000			
2009						
2010+						
TOTAL	\$1,250,000	\$0	\$1,250,000	\$0	\$0	\$0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: 2.4317.390 Water stabilization reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 2005: 20K Plant 2 low lift pump house roof
 2006: 450K paint exterior of Horton spheroid
 350K Plant 2 roof
 10K replace high lift pump 103 VFD
 2007: 300K replace high lift pump 103 VFD
 2008: 100K Dairyworld roof
 20K Glendale reservoir roof

Critical Issues / Implications / Assumptions
 Major repairs/replacements necessary to preserve/extend useful life of existing structures/equipment.
 NOTE: These are stand-alone projects

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

Treasury Services to help with providing costs.

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: WTP Operations Major Repairs/Replacements

PROJECT JOB NUMBER:

DEPARTMENT/AREA: 310 Public Works/390 Water Utility

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	\$40,000		\$40,000			
2006	\$65,000		\$65,000			
2007	\$115,000		\$115,000			
2008						
2009	\$55,000		\$55,000			
2010+						
TOTAL	\$275,000	\$0	\$275,000	\$0	\$0	\$0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: 2.4317.390 Water stabilization
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 2005: 40K Mountview hot water demand boiler
 2006: 30K WTP#2 high lift pump & motors
 35K WTP#2 low lift pump & motors
 2007: 30K WTP#2 high lift pump & motors
 20K Clearview booster station pumps
 50K dredge WTP#1 intake channel
 15K WTP#1 sani sewer & lift station
 2009: 35K Glendale reservoir pumps
 20K Bellevue reservoir high lift pump

Critical Issues / Implications / Assumptions
 Major repairs/replacements necessary to preserve/extend life or increase capacity of existing equipment to endure continued water treatment.
 NOTE: These are stand-alone projects

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Isolate/Secure Water Treatment Plant

PROJECT JOB NUMBER:

DEPARTMENT/AREA: 310 Public Works/390 Water Utility

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006	\$40,000		\$40,000			
2007	\$200,000		\$200,000			
2008						
2009						
2010+						
TOTAL	\$240,000	\$0	\$240,000	\$0	\$0	\$0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: 2.4317.390 Water stabilization reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)

yes
2004
not started*

 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 2006: design security system to isolate plant
 2007: construction/implementation of security system
 * Delayed due to upgrade. Final design of aspects of the plant upgrade will have an impact on the site locations.

Critical Issues / Implications / Assumptions
 Risk assessments, Alberta Environment, the Chlorine Institute and Alberta Counter Terrorism Management require that the site be fenced and secured to protect the public (2000 lb chlorine tonners). Necessary for maintaining our Operating Approval.

Projected Future Year Incremental Operating Costs (if applicable):					
	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable): Treasury Services to help with providing costs.

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: WTP Programming upgrade (SCADA, PLC)
PROJECT JOB NUMBER:
DEPARTMENT/AREA: 310 Public Works/

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006	\$50,000		\$50,000			
2007	\$500,000		\$500,000			
2008						
2009						
2010+						
TOTAL	\$550,000	\$0	\$550,000	\$0	\$0	\$0

Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: 2.4317.390 Water stabilization reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 2006: review existing system & design changes
 2007: implement changes
 Required to interface plant processes with new UV and filtration upgrades

Critical Issues / Implications / Assumptions
 Programming upgrade necessary to allow process communication to continue as upgrade progresses.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: WTP & Distribution System Energy Audit

PROJECT JOB NUMBER:

DEPARTMENT/AREA: 310 Public Works/390 Water Utility

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	\$30,000		\$30,000	*		
2006						
2007						
2008						
2009						
2010+						
TOTAL	\$30,000	\$0	\$30,000	\$0	\$0	\$0

Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: 2.4317.390 Water stabilization reserve
 Grants: potential candidate for government funding
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 To identify inefficiencies in current electrical system and recommend changes.

Critical Issues / Implications / Assumptions
 To achieve large energy savings in the future.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

Treasury Services to help with providing costs.

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Water Valve Replacements
PROJECT JOB NUMBER:
DEPARTMENT/AREA: 310 Public Works/397 Water Distribution

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	\$87,000		\$87,000			
2006	\$87,000		\$87,000			
2007	\$88,000		\$88,000			
2008	\$89,000		\$89,000			
2009	\$90,000		\$90,000			
2010+						
TOTAL	\$441,000	\$0	\$441,000	\$0	\$0	\$0

Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: 2.4317.390 Water stablization
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 Replacement of water valves.

Critical Issues / Implications / Assumptions
 Maintain ability to control water flow.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Water Trunk Mains (Regional Supply)
PROJECT JOB NUMBER:
DEPARTMENT/AREA: 310 Public Works/

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	\$138,000		\$138,000			
2006	\$1,240,000		\$1,240,000			
2007	\$542,000		\$542,000			
2008	\$4,876,000		\$4,876,000			
2009						
2010+						
TOTAL	\$6,796,000	\$0	\$6,796,000	\$0	\$0	\$0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: 2.4317.390 Water stabilization reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 2005: 138K design of 750mm secondary river crossing
 2006: 1240K construction of 750mm secondary river crossing
 2007: 542K design of regional water main to City boundary to supply North Water Group
 2008: 4,876K construction of regional water main

Critical Issues / Implications / Assumptions
 Secondary river crossing provides alternate/emergency supply to City north of the reiver and allows for initial supply to NWG. Regional dedicated main required to guarantee contractual supply.

 NOTE: 1/2 the river crossing costs and all of the regional main costs will be recovered in the consumption rates billed to the region in the future.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable): Treasury Services to help with providing costs.

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Water Meters
PROJECT JOB NUMBER:
DEPARTMENT/AREA: 310 Public Works/397 Water Distribution

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	\$161,000		\$161,000			
2006	\$163,000		\$163,000			
2007	\$165,000		\$165,000			
2008	\$167,000		\$167,000			
2009	\$170,000		\$170,000			
2010+						
TOTAL	\$826,000	\$0	\$826,000	\$0	\$0	\$0

Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: 2.4317.390 Water Stabilization
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 Installation of water meters due to growth of the City and replacement as required.

Critical Issues / Implications / Assumptions
 Meters required to accurately bill for water usage.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Water & Sewer Connections
PROJECT JOB NUMBER:
DEPARTMENT/AREA: 310 Public Works/397 Water Distribution

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	\$225,000	\$20,000			\$205,000	
2006	\$228,000	\$20,000			\$208,000	
2007	\$230,000	\$20,000			\$210,000	
2008	\$230,000	\$20,000			\$210,000	
2009	\$232,000	\$20,000			\$212,000	
2010+						
TOTAL	\$1,145,000	\$100,000	\$0	\$0	\$1,045,000	\$0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget: BU 405
 Reserves:
 Grants:
 Other: customer contributions
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 Replace water and/or sewer services at the request of 3rd parties. Rates adjusted annually to enable full recovery of costs from customers. Cost is shared if work is for redevelopment within downtown area.

Critical Issues / Implications / Assumptions
 Estimate only. Work is only performed at customer request.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

Treasury Services to help with providing costs.

THE CITY OF RED DEER 2005 BUDGET

CAPITAL BUDGET DETAIL

PROJECT TITLE: Water Mains
PROJECT JOB NUMBER:
DEPARTMENT/AREA: 310 Public Works/397 Water Distribution

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	\$492,000		\$492,000			
2006	\$493,000		\$493,000			
2007	\$494,000		\$494,000			
2008	\$495,000		\$495,000			
2009	\$500,000		\$500,000			
2010+						
TOTAL	\$2,474,000	\$0	\$2,474,000	\$0	\$0	\$0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: 2.4317.390 Water stablization reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 Water main replacements due to crown paving and /or system maintenance

Critical Issues / Implications / Assumptions
 To ensure consistent water supply to all areas of the City.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Hydrant Replacements
PROJECT JOB NUMBER:
DEPARTMENT/AREA: 310 Public Works/397 Water Distribution

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	\$102,000		\$102,000			
2006	\$103,000		\$103,000			
2007	\$104,000		\$104,000			
2008	\$105,000		\$105,000			
2009	\$107,000		\$107,000			
2010+						
TOTAL	\$521,000	\$0	\$521,000	\$0	\$0	\$0

Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: 2.4317.390 Water stabilization reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 Annual replacement of hydrants due to age or accidents.

Critical Issues / Implications / Assumptions
 Ensure reliability for fire-fighting.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable): Treasury Services to help with providing costs.

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

Capital Budget 2005

Other Self-Supported Projects



THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Fleet Replacements
PROJECT JOB NUMBER:
DEPARTMENT/AREA: 310 Public Works/300 Equipment Fund

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	\$2,098,000					See
2006	\$4,452,000					breakdown
2007	\$3,142,500					attached
2008	\$3,690,000					
2009	\$4,595,000					
2010+						
TOTAL	\$17,977,500	\$0	\$0	\$0	\$0	\$0

Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)
 Operating Budget: depreciation, inflation markups
 Reserves: 2.4401.3 Fleet reserve
 Grants: Transportation grant (75% of buses)
 Other:

Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 See detailed lists for each year.

Critical Issues / Implications / Assumptions

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Fleet Growth
PROJECT JOB NUMBER:
DEPARTMENT/AREA: 310 Public Works/300 Equipment Fund

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	\$1,724,000					See
2006	\$463,000					breakdown
2007	\$35,000					attached
2008	\$942,000					
2009	\$401,000					
2010+						
TOTAL	\$3,565,000	\$0	\$0	\$0	\$0	\$0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget: Growth markup
 Reserves: 2.4401.3 Fleet reserve
 Grants: Transportation grant (75% of buses)
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No) Yes*
 If yes, what year? 2004 budget*
 Reason for current funding request? long lead time for buses

Detailed Description of Project (including Public Art Component):
 * The purchase of 3 buses was approved in 2004 for delivery (and payment) in 2005
 See detailed lists for each year.

Critical Issues / Implications / Assumptions

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable): Treasury Services to help with providing costs.

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

**THE CITY OF RED DEER 2005 BUDGET
MAJOR CAPITAL BUDGET**

PROGRAM:

Garage Fleet Maintenance (Area 301)

SECTION:

Equipment Fund (Section 300)

DEPARTMENT:

Public Works

OBJ.	CAPITAL ITEM DESCRIPTION	CD	IN THOUSANDS OF DOLLARS				
			2005 BUDGET	2006 BUDGET	2007 BUDGET	2008 BUDGET	2009 BUDGET
	Fleet Replacements:						
	<i>Transit:</i>		0				
	Replacement Buses (4 for receipt in 2007)			4	1,600		
	Replacement Buses (5 for receipt in 2008)				5	2,000	
	Replacement Buses (6 for receipt in 2009)					6	2,400
	<i>Other:</i>		2,098	4,448	1,538	1,684	2,195
	<i>Total Replacements</i>		2,098	4,452	3,143	3,690	4,595
	Fleet Growth:						
	<i>Transit:</i>						
	Additional Buses (3 approved in 2004)		1,200				
	Additional Buses (2 for receipt in 2008)				2	800	
	Additional Buses (1 for receipt in 2009)					1	400
	Additional Buses (1 for receipt in 2010)						1
	<i>Other:</i>		524	463	33	141	0
	<i>Total Growth</i>		1,724	463	35	942	401
	Action Bus:		75	75	75	75	
	Garage Operations:						
	Portable wheel vehicle hoist			40			
	Bay 2W hoist retrofit			45			
	Paint outside of building				20		
	Replace south side stucco				20		
	Re-roof south end of garage					60	
			0	85	40	60	0
	TOTALS		\$3,897	\$5,075	\$3,293	\$4,767	\$4,996
	FUNDING SOURCES:						
8730	Inflation Markup Recovery	A	202	216	228	240	253
87XX	Growth Markup Recovery	A	521	558	589	623	660
8820	Depreciation Recovery	A	1,878	2,157	2,156	2,216	2,314
8820	Operating Budget	A	0	85	40	60	0
8810	Reserves	B	(180)	1,659	(1,141)	(730)	(593)
8810	Reserves - purchase previously approved		300				
5539	Provincial Grants	C	956	56	1,256	2,156	2,100
5900	Customer Contributions	D	19	19	19	19	0
		E					
6150	Other - Sales/Trades	F	200	325	145	184	262
PROJECTED FUTURE YEAR'S OPERATING COST INCREASES							
			3,897	5,075	3,293	4,767	4,996

**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
REPLACEMENTS							
379	1/2 TON SMALL TRUCK, 1996	BYLAW	1996	2006	25,000	1,000	\$24,000
120	TANDEM TRUCK, 1988	ELECTRIC, LT & PWR	1987	2005	130,000	25,000	\$105,000
127	TANDEM TRUCK, 1988 (replaced with 3	ELECTRIC, LT & PWR	1988	2005	120,000	9,802	\$110,198
333	1 TON VAN, 1993	ELECTRIC, LT & PWR	1993	2005	50,000	5,000	\$45,000
330	1/2 TON TRUCK, 1993	PARKS MAINTENANCE	1993	2005	27,000	1,500	\$25,500
405	MOWER GROUNDSMASTER, 1997?WA	PARKS MAINTENANCE	1997	2005	57,000	5,000	\$52,000
353	ICE RESURFACER, 1994	PARKS RECREATION	1994	2005	75,000	10,000	\$65,000
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
358	1/2 TON TRUCK, 1995	ROADS	1995	2005	27,000	1,500	\$25,500
360	1 TON TRUCK, 1995	ROADS	1995	2005	64,000	2,000	\$62,000
393	SINGLE AXLE TRUCK, 1997	ROADS	1997	2005	100,000	15,000	\$85,000
165	TANDEM PICKER TRUCK, 1989	WATER & WASTEWATER	1989	2005	130,000	8,869	\$121,131
167	AIR COMPRESSOR, 1988 (to be dispos	WATER & WASTEWATER	1988	2005	0	0	\$0
344	COMPACTOR, 1994	WATER & WASTEWATER	1994	2005	18,000	2,000	\$16,000
345	HAMMER, 1994	WATER & WASTEWATER	1994	2005	33,000	3,000	\$30,000
355	BACKHOE, 1995	WATER & WASTEWATER	1995	2005	230,000	25,000	\$205,000
356	COMPACTOR, 1995	WATER & WASTEWATER	1995	2005	18,000	2,000	\$16,000
362	1 TON TRUCK, 1995	WATER & WASTEWATER	1995	2005	42,000	2,000	\$40,000
258	1/2 TON TRUCK, 1990	WATER TRT. PLT.	1990	2005	27,000	1,500	\$25,500
M1400	AMBULANCE, 1998	EMERGENCY SERVICES	1998	2005	140,000	15,000	\$125,000
P-83	PUMPER TRUCK, 1984	EMERGENCY SERVICES	1984	2005	500,000	25,000	\$475,000
				Subtotal	\$2,098,000	\$200,171	\$1,897,829
GROWTH							
New	4X4 AT UTILITY VEHICLE	PARKS RECREATION	2005	2005	10,000		\$10,000
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
New	CRAWLER CAMERA	WATER/WASTER WATER	2005	2005	15,000		\$15,000
New	1/4 TON TRUCK	WATER TRT. PLT.	2005	2005	30,000		\$30,000
New	ATV QUAD, 1993	WASTEWATER TRT. PLT.	2005	2005	8,500		\$8,500
New	FIELD PAINT LINER	PARKS FACILITIES	2005	2005	15,000		\$15,000
New	ICE RESURFACER	PARKS FACILITIES	2005	2005	11,000		\$11,000
New	TRACTOR	PARKS FACILITIES	2005	2005	60,000		\$60,000
New	COMMAND UNIT	EMERGENCY SERVICES	2005	2005	300,000		\$300,000
New	DC CAR	EMERGENCY SERVICES	2005	2005	44,000		\$44,000
New	TRAILER FOR TRENCH RESCUE EQUI	EMERGENCY SERVICES	2005	2005	30,000		\$30,000
				Subtotal	\$1,723,500		\$1,723,500

Total	\$3,821,500	\$200,171	\$3,621,329
-------	-------------	-----------	-------------

* Purchase approved in 2004

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

Section 7

P5

UNIT NUMBER	DESCRIPTION	SUBFLEET	PURCHASE YEAR	REPLACEMENT YEAR	REPLACEMENT COST	SALVAGE VALUE	NET REPLACEMENT
REPLACEMENTS							
306	CAR 4 DOOR, 1992	ELECTRIC, LT & PWR	1992	2006	20,000	1,000	\$19,000
352	1 TON TRUCK, 1994	ELECTRIC, LT & PWR	1994	2006	36,000	2,000	\$34,000
380	1/2 TON TRUCK, 1997	ELECTRIC, LT & PWR	1997	2006	30,000	1,000	\$29,000
6251	TRAILER TENSION, 1978	ELECTRIC, LT & PWR	1978	2006	56,000	5,000	\$51,000
386	3/4 TON CARGO VAN, 1997	ENGINEERING	1997	2006	37,000	1,000	\$36,000
205	1 TON TRUCK, 1989	GARAGE	1989	2006	45,000	2,500	\$42,500
290	1 TON TRUCK WELDER, 1991	GARAGE	1991	2006	42,000	2,000	\$40,000
163	SINGLE AXLE TRUCK, 1989	PARKS MAINTENANCE	1989	2006	100,000	3,000	\$97,000
240	SPRAYER ROLLER, 1990	PARKS MAINTENANCE	1990	2006	6,000	100	\$5,900
283	SPRAYER ROLLER, 1991	PARKS MAINTENANCE	1991	2006	6,000	500	\$5,500
292	LOADER TRACTOR, 1991	PARKS MAINTENANCE	1991	2006	27,000	4,000	\$23,000
297	MOWER 72 4WD	PARKS MAINTENANCE	1992	2006	25,000	4,000	\$21,000
354	SPRAYER ROLLER, 1995	PARKS MAINTENANCE	1995	2006	6,000	100	\$5,900
374	SKID STEER, 1996	PARKS MAINTENANCE	1996	2006	40,000	5,000	\$35,000
383	1 TON TRUCK, 1997	PARKS MAINTENANCE	1997	2006	42,000	2,000	\$40,000
384	1 TON TRUCK, 1997	PARKS MAINTENANCE	1997	2006	42,000	2,000	\$40,000
395	ICE RESURFACER, 1996	PARKS RECREATION	1996	2006	75,000	10,000	\$65,000
567	FLOOR SCRUBBER, 2001	PARKS RECREATION	2001	2006	21,000	1,000	\$20,000
1	BOILER, 1976	ROADS	1976	2006	55,000	1,000	\$54,000
3	BOILER, 1974	ROADS	1974	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
365	1/2 TON TRUCK 4X4, 1995	ROADS	1995	2006	40,000	2,000	\$38,000
370	GRADER, 1996	ROADS	1996	2006	240,000	25,000	\$215,000
376	POTHOLE PATCHER, 1996	ROADS	1996	2006	10,000	500	\$9,500
389	1 TON TRUCK, 1997	ROADS	1997	2006	47,000	2,000	\$45,000
394	TANDEM TRUCK, 1997	ROADS	1997	2006	120,000	22,000	\$98,000
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	200,000	10,000	\$190,000
566	CROSS WALK CURB PAINTER, 20	ROADS	2001	2006	10,000	500	\$9,500
331	1/2 TON TRUCK, 1993	STORES	1993	2006	27,000	1,500	\$25,500
5792	FORKLIFT, 1982	STORES	1982	2006	70,000	5,000	\$65,000
104	ROLLER, 1986	WATER & WASTEWATER	1986	2006	70,000	5,000	\$65,000
293	PORTABLE GENSET, 1991	WATER & WASTEWATER	1991	2006	25,500	1,000	\$24,500
342	SANDBLASTER, 1994	WATER & WASTEWATER	1994	2006	6,000	500	\$5,500
382	3/4 TON TRUCK, 1997	WATER & WASTEWATER	1997	2006	45,000	2,000	\$43,000
387	LOADER TRACTOR, 1996	WATER & WASTEWATER	1996	2006	165,000	15,000	\$150,000
440	TANDEM TRUCK, 1999	WATER & WASTEWATER	1999	2006	120,000	20,000	\$100,000
5751	OFFICE on SKID, 1977	WATER & WASTEWATER	1977	2006	11,000	500	\$10,500
5752	TRAILER OFFICE, 1977	WATER & WASTEWATER	1977	2006	11,000	500	\$10,500
5779	TRAILER OFFICE, 1980	WATER & WASTEWATER	1980	2006	11,000	500	\$10,500
350	1/2 TON SMALL TRUCK, 1994	WATER TRT. PLT.	1994	2006	25,000	1,500	\$23,500
361	1/2 TON TRUCK 4X4, 1995	WATER TRT. PLT.	1995	2006	36,000	2,000	\$34,000
287	3/4 TON TRUCK, 1991	WASTEWATER TRT. PLT.	1991	2006	40,000	2,000	\$38,000
359	1/2 TON SMALL TRUCK, 1995	WASTEWATER TRT. PLT.	1995	2006	25,000	1,500	\$23,500
214	TRAILER RINK BOARD, 1989	PARKS FACILITIES	1989	2006	7,500	500	\$7,000
368	ICE RESURFACER, 1995	PARKS FACILITIES	1995	2006	11,000	2,000	\$9,000
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
349	1/2 TON SMALL TRUCK, 1994	PW/ENG. MAINT.	1994	2006	25,000	1,500	\$23,500
A-86	AERIAL LADDER TRUCK, 1986	EMERGENCY SERVICES	1986	2006	1,500,000	90,000	\$1,410,000
H-90	HAZ MAT TRUCK, 1990	EMERGENCY SERVICES	1990	2006	350,000	25,000	\$325,000
181+	BUS, 1989	TRANSIT	1989	2007	1,000		\$1,000
182+	BUS, 1989	TRANSIT	1989	2007	1,000		\$1,000
183+	BUS, 1989	TRANSIT	1989	2007	1,000		\$1,000
184+	BUS, 1989	TRANSIT	1989	2007	1,000		\$1,000
					Subtotal	\$4,452,001	\$325,201
							\$4,126,800
GROWTH							
New	CAR	BYLAWS	2006	2006	30,000		\$30,000
New	ROLLER SPRAYER	PARKS MAINTENANCE	2006	2006	4,000		\$4,000
New	1 TON TRUCK	ROADS	2006	2006	33,000		\$33,000
New	1/2 TON TRUCK	ROADS	2006	2006	30,000		\$30,000
New	SANDER	ROADS	2006	2006	21,000		\$21,000
New	TANDEM TRUCK	ROADS	2006	2006	120,000		\$120,000
New	1/4 TON TRUCK	WASTEWATER TRT. PLT.	2006	2006	30,000		\$30,000
New	1 TON TRUCK WITH DUMP	PARKS FACILITIES	2006	2006	35,000		\$35,000
New	WILDLAND 2	EMERGENCY SERVICES	2006	2006	160,000		\$160,000
					Subtotal	\$463,000	\$463,000
					Total	\$4,915,001	\$325,201
							\$4,589,800

+ 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
REPLACEMENTS							
318	TANDEM BUCKET TRUCK, 1992	ELECTRIC LT & PWR	1992	2007	300,000	20,000	\$280,000
381	1/2 TON TRUCK 4X4 1997	ELECTRIC LT & PWR	1997	2007	36,000	1,000	\$35,000
410	1/2 TON TRUCK, 1997	ELECTRIC LT & PWR	1997	2007	27,000	1,000	\$26,000
413	1 TON 4 X 4 TRUCK, 1997	ELECTRIC LT & PWR	1997	2007	54,000	2,000	\$52,000
403	SEEDER 8', 1997	PARKS MAINTENANCE	1997	2007	7,000	500	\$6,500
404	ROTOTILLER 82	PARKS MAINTENANCE	1997	2007	7,000	500	\$6,500
407	MOWER FLAIL, 1997	PARKS MAINTENANCE	1997	2007	7,500	500	\$7,000
408	MOWER FLAIL, 1997	PARKS MAINTENANCE	1997	2007	7,500	500	\$7,000
495	SWEEPER BROOM, 2000	PARKS MAINTENANCE	2000	2007	6,500	500	\$6,000
411	1/2 TON TRUCK 4 X 4, 1997	ROADS	1997	2007	36,000	2,000	\$34,000
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
181*	BUS, 1989	TRANSIT	1989	2007	400,000	2,000	\$398,000
182*	BUS, 1989	TRANSIT	1989	2007	400,000	2,000	\$398,000
183*	BUS, 1989	TRANSIT	1989	2007	400,000	2,000	\$398,000
184*	BUS, 1989	TRANSIT	1989	2007	400,000	2,000	\$398,000
385	1 TON TRUCK, 1997	WASTEWATER TRT. PLT.	1997	2007	57,000	2,000	\$55,000
406	ICE RESURFACER, 1997	PARKS FACILITIES	1997	2007	11,000	500	\$10,500
B-97	3/4 TON TRUCK, 1997	EMERGENCY SERVICES	1997	2007	45,000	4,500	\$40,500
C-2	CAR, 1997	EMERGENCY SERVICES	1997	2007	40,000	3,000	\$37,000
C-3	CAR, 1997	EMERGENCY SERVICES	1997	2007	40,000	3,000	\$37,000
G-99	GENERATOR, 1999	EMERGENCY SERVICES	1999	2007	35,000	300	\$34,700
M1077	AMBULANCE, 1999	EMERGENCY SERVICES	1999	2007	140,000	15,000	\$125,000
M1413	AMBULANCE, 1998	EMERGENCY SERVICES	1998	2007	140,000	15,000	\$125,000
M1414	AMBULANCE, 1998	EMERGENCY SERVICES	1998	2007	140,000	15,000	\$125,000
185+	BUS, 1989	TRANSIT	1989	2008	1,000		\$1,000
251+	BUS, 1990	TRANSIT	1990	2008	1,000		\$1,000
252+	BUS, 1990	TRANSIT	1990	2008	1,000		\$1,000
253+	BUS, 1990	TRANSIT	1990	2008	1,000		\$1,000
254+	BUS, 1990	TRANSIT	1990	2008	1,000		\$1,000
							\$0
Subtotal					\$3,142,500	\$145,200	\$2,997,300
GROWTH							
New	1 TON TRUCK	PARKS MAINTENANCE	2007	2007	33,000		\$33,000
New+	BUS	TRANSIT	2007	2007	1,000		\$1,000
New+	BUS	TRANSIT	2007	2007	1,000		\$1,000
Subtotal					\$35,000		\$35,000

Total \$3,177,500 \$145,200 \$3,032,300

* Purchase approved in 2006

+ To be ordered in 2007 for receipt in 2008

Section 7

**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
REPLACEMENT							
442	1 TON VAN, 1998	ELECTRIC LT & PWR	1998	2008	72,000	5,000	\$67,000
423	SINGLE AXLE BUCKET, 1998	PARKS MAINTENANCE	1998	2008	170,000	20,000	\$150,000
429	ROTOTILLER, 1998	PARKS MAINTENANCE	1998	2008	7,000	500	\$6,500
431	SINGLE AXLE TRUCK, 1999	PARKS MAINTENANCE	1999	2008	100,000	2,000	\$98,000
432	MOWER GROUNDSMASTER, 1998	PARKS MAINTENANCE	1998	2008	35,000	4,000	\$31,000
433	MOWER GROUNDSMASTER, 1998	PARKS MAINTENANCE	1998	2008	47,000	4,000	\$43,000
435	1 TON TRUCK, 1999	PARKS MAINTENANCE	1999	2008	42,000	2,000	\$40,000
436	1 TON TRUCK, 1999	PARKS MAINTENANCE	1999	2008	42,000	2,000	\$40,000
437	1 TON TRUCK, 1999	PARKS MAINTENANCE	1999	2008	42,000	2,000	\$40,000
438	1 TON TRUCK, 1999	PARKS MAINTENANCE	1999	2008	42,000	2,000	\$40,000
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
185*	BUS, 1989	TRANSIT	1989	2008	400,000	2,000	\$398,000
251*	BUS, 1990	TRANSIT	1990	2008	400,000	2,000	\$398,000
252*	BUS, 1990	TRANSIT	1990	2008	400,000	2,000	\$398,000
253*	BUS, 1990	TRANSIT	1990	2008	400,000	2,000	\$398,000
254*	BUS, 1990	TRANSIT	1990	2008	400,000	2,000	\$398,000
434	1 TON TRUCK, 1999	WATER & WASTEWATER	1999	2008	42,000	2,000	\$40,000
560	TANDEM AXLE TRUCK, 2002	WATER & WASTEWATER	2002	2008	120,000	48,500	\$71,500
430	1/2 TON TRUCK, 1998	WASTEWATER TRT. PLT.	1998	2008	27,000	1,000	\$26,000
427	ICE RESURFACER, 1998	PARKS FACILITIES	1998	2008	11,000	500	\$10,500
C-4	VAN, 2001	EMERGENCY SERVICES	2001	2008	55,000	4,500	\$50,500
C-6	VAN, 1995	EMERGENCY SERVICES	1995	2008	40,000	3,000	\$37,000
P-88	PUMPER ENGINE, 1988	EMERGENCY SERVICES	1988	2008	500,000	48,000	\$452,000
271+	BUS, 1990	TRANSIT	1990	2009	1,000		\$1,000
272+	BUS, 1990	TRANSIT	1990	2009	1,000		\$1,000
500+	BUS, 1978	TRANSIT	1978	2009	1,000		\$1,000
501+	BUS, 1977	TRANSIT	1977	2009	1,000		\$1,000
506+	BUS, 1988 (used)	TRANSIT	2004	2009	1,000		\$1,000
509+	BUS, 1988 (used)	TRANSIT	2004	2009	1,000		\$1,000
					Subtotal	\$3,690,000	\$183,500
GROWTH							
New	MOWER 15'	PARKS MAINTENANCE	2008	2008	96,000		\$96,000
New*	BUS	TRANSIT	2008	2008	400,000		\$400,000
New*	BUS	TRANSIT	2008	2008	400,000		\$400,000
New	SUPPORT VAN	TRANSIT	2008	2008	45,000		\$45,000
New+	BUS	TRANSIT	2009	2009	1,000		\$1,000
					Subtotal	\$942,000	\$942,000
					Total	\$4,632,000	\$183,500
							\$4,448,500

* Purchase approved in 2007

+ To be ordered in 2008 for receipt in 2009

**THE CITY OF RED DEER
2009 BUDGET
EQUIPMENT REPLACEMENTS AND ACQUISITIONS**

UNIT NUMBER	DESCRIPTION	SUBFLEET	PURCHASE YEAR	REPLACEMENT YEAR	REPLACEMENT COST	SALVAGE VALUE	NET REPLACEMENT
REPLACEMENT							
457	CAR 4 DOOR, 1999	BYLAWS	1999	2009	20,000	1,000	\$19,000
348	AIR COMPRESSOR, 1994	ELECTRIC LT & PWR	1994	2009	30,000	1,000	\$29,000
439	SINGLE AXLE MANLIFT, 1999	FLT04	1999	2009	170,000	10,000	\$160,000
441	SINGLE AXLE DIGGER, 1999	FLT04	1999	2009	205,000	18,000	\$187,000
456	AEROTHATCH SEEDER, 1999	PARKS MAINTENANCE	1999	2009	11,000	500	\$10,500
458	1 TON TRUCK, 1999	PARKS MAINTENANCE	1999	2009	48,000	1,500	\$46,500
464	WOOD CHIPPER, 1999	PARKS MAINTENANCE	1999	2009	38,000	5,000	\$33,000
469	MOWER GROUNDSMASTER, 1999	PARKS MAINTENANCE	1999	2009	97,000	22,000	\$75,000
470	SINGLE AXLE TRUCK, 2000	PARKS MAINTENANCE	2000	2009	100,000	10,000	\$90,000
472	1-1/2 TON TRUCK, 1999	PARKS MAINTENANCE	1999	2009	50,000	2,500	\$47,500
473	1/2 TON TRUCK, 1999	PARKS MAINTENANCE	1999	2009	27,000	1,000	\$26,000
474	1/2 TON TRUCK, 1999	PARKS MAINTENANCE	1999	2009	27,000	1,000	\$26,000
477	1 TON TRUCK, 1999	PARKS MAINTENANCE	1999	2009	59,000	1,500	\$57,500
478	S/A WATER TRUCK, 2000	PARKS MAINTENANCE	2000	2009	94,000	10,000	\$84,000
449	3/4 TON TRUCK, 1999	PARKS RECREATION	1999	2009	45,000	1,000	\$44,000
471	ICE RESURFACER, 1999	PARKS RECREATION	1999	2009	75,000	15,000	\$60,000
450	1/2 TON TRUCK, 1999	ROADS	1999	2009	27,000	1,000	\$26,000
455	LOADER, 1999	ROADS	1999	2009	205,000	20,000	\$185,000
459	1 TON 4 X 4 TRUCK, 1999	ROADS	1999	2009	54,000	1,500	\$52,500
482	SPRAY PATCHER, 1999	ROADS	1999	2009	55,000	46,000	\$9,000
636	WALK BEHIND LINE PAINTER, 2	ROADS	2004	2009	10,000	500	\$9,500
217	FORKLIFT, 1989	STORES	1989	2009	70,000	5,000	\$65,000
271*	BUS, 1990	TRANSIT	1990	2009	400,000	2,000	\$398,000
272*	BUS, 1990	TRANSIT	1990	2009	400,000	2,000	\$398,000
500*	BUS, 1978	TRANSIT	1978	2009	400,000	2,000	\$398,000
501*	BUS, 1977	TRANSIT	1977	2009	400,000	2,000	\$398,000
506-	BUS, 1988(used bus 1 5 yr life)	TRANSIT	1978	2009	400,000	2,000	\$398,000
509-	BUS, 1988(used bus 2 5 yr life)	TRANSIT	1980	2009	400,000	2,000	\$398,000
451	1-1/2 TON CUBE VAN, 1999	WATER & WASTEWATER	1999	2009	225,000	28,000	\$197,000
460	3/4 TON VAN, 1999	WATER & WASTEWATER	1999	2009	33,000	1,500	\$31,500
461	3/4 TON VAN, 1999	WATER & WASTEWATER	1999	2009	33,000	1,500	\$31,500
462	3/4 TON TRUCK, 1999	WATER & WASTEWATER	1999	2009	40,000	1,500	\$38,500
577	SINGLE AXLE TRUCK, 2003	WATER & WASTEWATER	2003	2009	80,000	18,000	\$62,000
463	1 TON 4 X 4 TRUCK, 1999	WASTEWATER TRT. PLT	1999	2009	54,000	1,500	\$52,500
465	ATV, 1999	WASTEWATER TRT. PLT	1999	2009	13,000	1,000	\$12,000
M1486	AMBULANCE, 2001	EMERGENCY SERVICES	2001	2009	140,000	15,000	\$125,000
U-91	3/4 TON VAN, 1991	EMERGENCY SERVICES	1991	2009	40,000	4,500	\$35,500
RT-1	EZ LOADER TRAILER, 1991	EMERGENCY SERVICES	1991	2005	20,000	2,000	\$18,000
							\$0
Subtotal					\$4,595,000	\$261,500	\$4,333,500
GROWTH							
New*	BUS	TRANSIT	2009	2009	400,000		\$400,000
New+	BUS	TRANSIT	2010	2010	1,000		\$1,000
Subtotal					\$401,000		\$401,000

Total \$4,996,000 \$261,500 \$4,734,500

* Purchase approved in 2008

+ Purchase approved in 2009 for receipt in 2010

- Tentative life expectancy

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Action Buses
PROJECT JOB NUMBER:
DEPARTMENT/AREA: 310 Public Works/300 Equipment Fund

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	\$75,000			\$56,000	\$19,000	
2006	\$75,000			\$56,000	\$19,000	
2007	\$75,000			\$56,000	\$19,000	
2008	\$75,000			\$56,000	\$19,000	
2009						
2010+						
TOTAL	\$300,000	\$0	\$0	\$224,000	\$76,000	\$0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves:
 Grants: Transportation grant
 Other: Citizen Action Bus
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):

Critical Issues / Implications / Assumptions

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Garage Equipment & Major Repairs
PROJECT JOB NUMBER:
DEPARTMENT/AREA: 310 Public Works/300 Equipment Fund

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006	\$85,000	\$85,000				
2007	\$40,000	\$40,000				
2008	\$60,000	\$60,000				
2009						
2010+						
TOTAL	\$185,000	\$185,000	\$0	\$0	\$0	\$0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget: BU 300
 Reserves:
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 2006: 40K portable vehicle hoist
 45K bay 2W hoist retrofit
 2007: 20K paint outside of fleet garage
 20K replace south side stucco
 2008 60K re-roof south end of garage

Critical Issues / Implications / Assumptions
 Portable hoist required to maintain fleet equipment.
 Major repairs required to maintain and extend useful life of existing facilities/equipment.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

Treasury Services to help with providing costs.

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Transit Terminal Parkade
PROJECT JOB NUMBER:
DEPARTMENT/AREA: Inspections & Licensing

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006						
2007						
2008						
2009						
2010+	7,000,000		7,000,000			
TOTAL	7,000,000	0	7,000,000	0	0	0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Split between Capital Projects Reserve and Parking Fund Reserve (to be determined)
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 Construction of a parkade at the transit terminal

Critical Issues / Implications / Assumptions
 Assumption that the project would proceed since approximately \$1,000,000 invested in pilings etc to support the structure.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

Capital Budget 2005

Tax Supported Projects



THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Shelving
PROJECT JOB NUMBER: 60058
DEPARTMENT/AREA: Archives

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	17,500		17,500			
2006						
2007						
2008						
2009						
2010+						
TOTAL	17,500	0	17,500	0	0	0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
Operating Budget:
Reserves: Capital Projects Reserve
Grants:
Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
Was this project approved in a prior budget year? (Yes/No)
If yes, what year?
Reason for current funding request?

Detailed Description of Project (including Public Art Component):
This is part of an initiative to increase the storage capacity in the first Archives storeroom by utilizing the remaining "air" space, while at the same time improving the conditions under which the collections are stored. In particular, the new shelving will allow for more compact and efficient storage of the reference and clippings files, one of the most heavily used part of the collections.
The Archives also needs to acquire shelving for the new offsite storage space.

Critical Issues / Implications / Assumptions
The Archives will be out of storage space by early 2005. This project will extend the period of time before the storage areas are completely full. The reference and clippings files are one of the most heavily used parts of the collection. Consequently, storing them in an offsite storage area would not be practical. There will have to be some electrical work and moving of mechanical controls to install this new shelving. The surplus shelving on hand is unsafe and therefore unsuitable for use in the offsite storage areas. The proposed new shelving (E-Z-Rect) is the same as the new shelving used on the mobile units in the two storerooms. It can therefore be used on future mobile units or as static shelving in future Archives storerooms.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities	No additional operating costs associated.				0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Renovate Library at the Dawe Centre

PROJECT JOB NUMBER:

DEPARTMENT/AREA: Community Services General (Library)

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006	1,000,000		750,000	125,000	125,000	
2007						
2008						
2009						
2010+						
TOTAL	1,000,000	0	750,000	125,000	125,000	0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital Projects Reserve
 Grants: Provincial Grants
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No) NO - But was Identified
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 The Dawe library renovation, will be done in conjunction with the overall renovation being undertaken by Recreation, Parks & Culture. This renovation will update the current branch library at the GH Dawe Centre, which is very important in providing appropriate library services to North Red Deer. One of the main features is a new open concept that opens out onto the concourse, which will have a seating area for patrons to use when visiting the library and the Centre as a whole.

Critical Issues / Implications / Assumptions

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Renovate Existing Golden Circle for Community Centre

PROJECT JOB NUMBER:

DEPARTMENT/AREA: Community Services General

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006						
2007						
2008						
2009	622,000		622,000			
2010+						
TOTAL	622,000	0	622,000	0	0	0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital Projects Reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 To provide for an allotment of funds for the conversion of the existing Golden Circle facility into a Community Centre in the event Council decides to proceed with the construction of a new Museum & Archives facility.

Critical Issues / Implications / Assumptions

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Detail Design for Museum & Archives

PROJECT JOB NUMBER:

DEPARTMENT/AREA: Normandeau Society (Community Services General)

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	275,000		275,000			
2006						
2007						
2008						
2009						
2010+						
TOTAL	275,000	0	275,000	0	0	0

Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital Projects Reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No) NO - But it was identified
 If yes, what year? 2005
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 To provide for an allotment of funds in the event the Council decides to proceed with the Detail Design for the Museum and Archives project. This is as per the Major Facility Planning and Construction Template.

Critical Issues / Implications / Assumptions
 Funding must be set aside to ensure Council has the option to proceed, if they choose, with further planning.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services	The projected additional operating costs would be				0
Materials, Supplies & Utilities	determined through the design process.				0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Construction of Museum & Archives

PROJECT JOB NUMBER:

DEPARTMENT/AREA: Normandeau Society (Community Services General)

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006	6,000,000		3,200,000	2,800,000		
2007	14,000,000		12,882,000			1,118,000
2008	2,360,000		2,360,000			
2009						
2010+						
TOTAL	22,360,000	0	18,442,000	2,800,000	0	1,118,000

Note: Above figures based on those provided in the Rotary Recreation Park Facilities Study which are considered very preliminary. IF project was to proceed it would follow the Major Facility Planning & Construction Template moving from Concept Plan to Detail Design which will result in further development of this number to project more accurate costs.

Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)

Operating Budget:

Reserves: Capital Projects Reserve

Grants: Centennial Legacies

Other: Community Fundraising

Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)

Was this project approved in a prior budget year? (Yes/No) NO - But it was identified

If yes, what year? For 2006

Reason for current funding request?

Detailed Description of Project (including Public Art Component):

Begin construction of a Museum and Archives Facility

Critical Issues / Implications / Assumptions

Mechanical/environmental control and space issues must be addressed in order to prevent further deterioration of the current building and to ensure a proper environment exists for preservation/conservation of museum and archives collections (including permanent City records). Staffing and programming space is also critical to meet current and future needs.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services	Yet to be determined (part of Detail Design in 2005).				0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs	Yet to be determined.				\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: River Bend Golf Capital Improvements

PROJECT JOB NUMBER:

DEPARTMENT/AREA: Community Services / River Bend Golf & Recreation Society

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	148,000		148,000			
2006	240,000		240,000			
2007	160,000		160,000			
2008	140,000		140,000			
2009						
2010+						
TOTAL	688,000	0	688,000	0	0	0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: River Bend Capital (2.4312.479)
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):

	2005	2006	2007	2008	2009
River Bend Irrigation - Replace Contr	40	42	40	40	
River Bend Entrance - Road & Swale Repair			95		
River Bend # 2 - Retaining Wall Repair		60			
Tee #3, #8		22			
Tee #14, #16			25		
Fairway #18		11			
Traps	108				
Minilinks - upgrade & repair		105			
Parking Lot				100	

Critical Issues / Implications / Assumptions

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: River Bend Clubhouse

PROJECT JOB NUMBER: 61049

DEPARTMENT/AREA: Community Services / River Bend Golf & Recreation Society

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	600,000					600,000
2006						
2007						
2008						
2009						
2010+						
TOTAL	600,000	0	0	0	0	600,000

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves:
 Grants:
 Other: Loan Repayment
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 Total cost of project is \$1.7M
 Renovation of the River Bend Clubhouse. Includes the kitchen, offices, pro-shop, cart storage, Jr. club storage and the additional staging for tournaments.

Critical Issues / Implications / Assumptions

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services	Covered by River Bend Society				0
Materials, Supplies & Utilities	(reviewed by Treasury Services)				0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service	Covered by River Bend Society				\$0
Opportunity Costs	(reviewed by Treasury Services)				\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: City Hall Space Requirements
PROJECT JOB NUMBER:
DEPARTMENT/AREA: Development Services

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006	2,500,000		2,500,000			
2007	5,000,000		5,000,000			
2008						
2009						
2010+						
TOTAL	7,500,000	0	7,500,000	0	0	0

Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital Projects Reserve
 Grants:
 Other:

Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 There is a BPFR to commission a consultant to advance the necessary investigation of options, preliminary design works (Concept only), and some high level costings and financial analysis of the options. There are a number of options to be considered from new construction to leasing.

Critical Issues / Implications / Assumptions
 City Hall is effectively at capacity for staff, equipment, and information management accommodation.

 The community visits City Hall on a daily basis. Inadequate, or crowded, substandard facilities results in a less pleasant interaction with our staff.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

Treasury Services to help with providing costs.

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: ES - Other (220, 221, 222, 223)

PROJECT JOB NUMBER: 70047

DEPARTMENT/AREA: Emergency Services

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	142,000		142,000			
2006	126,000		126,000			
2007	210,000		210,000			
2008	260,000		260,000			
2009	110,000		110,000			
2010+						
TOTAL	848,000	0	848,000	0	0	0

Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital Project Reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Detailed Description of Project:

	2005	2006	2007	2008	2009
Heavy Rescue Equipment Replacement	42000		25000		25000
Personal Alert Safety System 2005 (new standard)		36000			
SCBA replacement air tanks			25000	30000	35000
Replace 4 Thermal Imaging Cameras (2000 purchase)				120000	
Motorola Centricom Elite Radio System	40000				
Electronic Equipment Replacements	10000	10000	10000	10000	10000
Additional Communications Position & Radio Con.		80000			
Mobile Emergency Communications Centre			150000		
Radio Console Replacement				100000	
Security Systems Upgrades					40000
Mechanic's Shop Hoist	50000				

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

Treasury Services to help with providing costs.

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: ES EMS (225)
PROJECT JOB NUMBER: 70049
DEPARTMENT/AREA: Emergency Services

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	95,000		95,000			
2006	105,000		105,000			
2007	105,000		105,000			
2008	105,000		105,000			
2009	45,000		45,000			
2010+	45,000		45,000			
TOTAL	500,000	0	500,000	0	0	0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital Project Reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Continued Acquisition and/or Replacement Program of Assets
--

Detailed Description of Project (including Public Art Component):

	2005	2006	2007	2008	2009
Cardiac Monitor Acquisition and Replacement	45	45	45	45	45
Electronic Patient Care Reporting Project	50				
Patient System Training Simulator		60			
Mass Casualty Incident Resource			60	60	

Critical Issues / Implications / Assumptions

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

Treasury Services to help with providing costs.

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Fire Training Facility
PROJECT JOB NUMBER: 70054
DEPARTMENT/AREA: Emergency Services

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	50,000		50,000			
2006	50,000		50,000			
2007	50,000		50,000			
2008	50,000		50,000			
2009						
2010+						
TOTAL	200,000	0	200,000	0	0	0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital Reserves Project
 Grants:
 Other:

Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No) Yes, the first of five years (\$50,000)
 If yes, what year? 2004
 Reason for current funding request? Ongoing Capital Improvements

Detailed Description of Project:
 Year two of a five year upgrading project to make improvements to Fire Training grounds and facilities to accommodate fire and hazardous materials training programs. Project includes grading and paving undeveloped areas and improvements to the tower to enhance the live fire capability of the building. Additional haz-mat props to be added to the new areas developed.

Critical Issues / Implications / Assumptions
 Better, more thorough training for E.S. personnel.
 Improvements to Training Facility will allow higher rates to be charged to external customers..

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities	4,000	5,000	6,000	7,000	22,000
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$4,000	\$5,000	\$6,000	\$7,000	\$22,000

Other Associated Costs (if applicable): Treasury Services to help with providing costs.

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Station #5
PROJECT JOB NUMBER: 70056
DEPARTMENT/AREA: Emergency Services

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	3,437,750		3,437,750			
2006						
2007						
2008						
2009						
2010+						
TOTAL	3,437,750		3,437,750	0	0	0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital Project Reserves
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project:
 Station 5 was identified in our Master Plan, and is a critical part of the Dillon Study and Advisory Committee recommendation to Council in 2002. It has been in the major capital budget since 2002.
 \$100,000 was approved in the 2004 budget for design. Estimated Costs:
 Building: \$2,450,500 Fire Engine + Equipment: 585,000 Thermal Imaging Camera: \$30,000
 Land & Servicing \$162,250 Ambulance + Equipment: \$210,000

Critical Issues / Implications / Assumptions
 The demands on service in the north part of Red Deer have increased each year. This station is part of the Emergency Services Plan to meet response times and service levels.
 Without another station in the north, the Department will be unable to meet its travel time objectives.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel	\$330,133	\$330,133			\$660,266
General & Contracted Services	3,375	13,500	13,500	13,500	43,875
Materials, Supplies & Utilities	10,875	43,500	43,500	43,500	141,375
Other	1,750	7,000	7,000	7,000	22,750
Revenue					0
TOTAL Projected Operating Costs	\$346,133	\$394,133	\$64,000	\$64,000	\$868,266

Other Associated Costs (if applicable): Treasury Services to help with providing costs.

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Relocate Station 3 Suppression Function
PROJECT JOB NUMBER: 70055 (Provide for current year only)
DEPARTMENT/AREA: Emergency Services

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006						
2007						
2008						
2009	2,300,000		2,300,000			
2010+						
TOTAL	2,300,000	0	2,300,000	0	0	0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital Projects Reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project :
 Relocating Station 3 was a direction recommended by the Dillon Study and accepted by City Council. Land has been purchased and set aside in the Aspen Ridge subdivision. The trigger to relocate is when the City population nears 90,000. This station will likely be another satellite station staffed to provide fire suppression and ambulance service. The future of the existing Mountview station (and its Administration, Communications, Prevention, and Maintenance functions) is still to be determined.

Critical Issues / Implications / Assumptions
 The City grew by 3,232 people in 2004. Continued growth at that rate will see the City will reach 90,000 by 2009. Growth and development in the southeast will require protection at the adopted planning guideline target rate of 4 minutes or less 90% of the time for the first arriving vehicle.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel				\$0	\$0
General & Contracted Services				13,500	13,500
Materials, Supplies & Utilities				43,500	43,500
Other				7,000	7,000
Revenue				0	0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$64,000	\$64,000

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Citizen Relationship Management

PROJECT JOB NUMBER:

DEPARTMENT/AREA: ITS - Corporate Project - All Departments

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006	50,000		50,000			
2007	250,000		250,000			
2008	100,000		100,000			
2009						
2010+						
TOTAL	400,000	0	400,000	0	0	0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital Projects
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 A Citizen Relationship Management System is one that will corporately handle the process of receiving a citizen's call or request through to tracking and handling the resolution to the problem. Currently we have separate call logging systems for each department and The proposed system will provide a central database of all customer service requests, inquiries and complaint calls. It will be corporate wide and quickly check for duplicate calls, schedule inspections, display associated assets, directly add work orders or code enforcement cases, track costs, and track actions performed to resolve the issue.

Critical Issues / Implications / Assumptions
 Centralized database so all contact with citizens can be viewed by all departments.
 Need to review a centralized versus decentralized approach for this system.
 Need to review the possibility of establishing a 311 Call Center.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel				\$15,000	\$15,000
General & Contracted Services				50,000	50,000
Materials, Supplies & Utilities				10,000	10,000
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$75,000	\$75,000

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Corporate Electronic File Management (PC DOCS Roll Out)

PROJECT JOB NUMBER: 70038

DEPARTMENT/AREA: ITS/Legislative & Administrative Services / Records Management

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	100,000		100,000			
2006	100,000		100,000			
2007						
2008						
2009						
2010+						
TOTAL	200,000	0	200,000	0	0	0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Capital Project Reserves: 100%
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No) Yes
 If yes, what year? 2004
 Reason for current funding request? Year 2 of a 3-year Project

Detailed Description of Project (including Public Art Component):
 Hardware/software capital for the roll out of the corporate electronic records management program to City business units. This is year two of a 3-year project to complete the roll out of the program to all City business units.

Critical Issues / Implications / Assumptions
 Operating Costs already budgeted

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Emergency Services Mobile Computing/Field Automation
PROJECT JOB NUMBER:
DEPARTMENT/AREA: Emergency Services/Information Technology Services

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006	250,000		250,000			
2007						
2008						
2009						
2010+						
TOTAL	250,000	0	250,000	0	0	0

Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital Projects
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):

The completion of the installation of the Fire Department Management System (FDM) prompts the requirement to take this system and its information out into the field. This project will place wireless ruggedized laptops and tablets in all emergency services response vehicles. This will allow emergency services crews to obtain critical information in the field and also collect data as it happens. A pilot project for the Investigator Unit is underway and one for the Platoon Chief vehicle is planned for 2005.

Critical Issues / Implications / Assumptions
 FDM Software will support wireless capabilities

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel				\$45,000	\$45,000
General & Contracted Services					0
Materials, Supplies & Utilities				50,000	50,000
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$95,000	\$95,000

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Inspections and Licensing Application Upgrades

PROJECT JOB NUMBER:

DEPARTMENT/AREA: ITS and Inspections and Licensing

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006						
2007	100,000		100,000			
2008						
2009						
2010+						
TOTAL	100,000	0	100,000	0	0	0

Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital Projects
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):

Inspections and Licensing software upgrades or replacements to Dog Licenses, Parking Ticket and Business Licensing applications. It will also be important to do a major review of the Development Permit System and Building Inspections System.

Critical Issues / Implications / Assumptions

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services				15,000	15,000
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$15,000	\$15,000

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET

CAPITAL BUDGET DETAIL

PROJECT TITLE: Asset Management Systems Implementation

PROJECT JOB NUMBER:

DEPARTMENT/AREA: Information Technology/Treasury Services/Public Works

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	75,000		75,000			
2006	500,000		500,000			
2007	275,000		275,000			
2008						
2009						
2010+						
TOTAL	850,000	0	850,000	0	0	0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital Projects Reserves & Utility Reserves
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 This is a multi-year project to specify, purchase and implement a corporate asset management system that will be used to manage all City assets. With the help of a consultant, a multi-functional evaluation group will be created to specify the needs. Once needs have been established and a suitable system chosen, Public Work's assets will be implemented into the new system. Once implemented for Public Works, implementation for other Departments and Business Units will follow. Integration to the existing GIS and the current ERP system will be imperative.

Critical Issues / Implications / Assumptions
 For 2005, a consultant will be engaged, the evaluation group established and a system chosen. A detailed implementation plan will also be established.
 For 2006, Public Work's assets will be implemented into the new system.
 For 2007, the system will be rolled out to other areas for all City assets.
 Payback - Better management information and more efficient operations.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel		\$35,000	\$25,000		\$60,000
General & Contracted Services			50,000		50,000
Materials, Supplies & Utilities			10,000		10,000
Other		<i>see below</i>			0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$35,000	\$85,000	\$0	\$120,000

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Capital Service /Amortization		\$85,000			\$85,000
Opportunity /Interest Costs (850,000 * 5%)		\$42,500			\$42,500

Treasury Services to help with providing costs.

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: ERP - Financial System - Upgrade/Replacement
PROJECT JOB NUMBER:
DEPARTMENT/AREA: ITS - Corporate Project

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006						
2007						
2008						
2009						
2010+	750,000		750,000			
TOTAL	750,000	0	750,000	0	0	0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital Projects
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 Our Enterprise Resource Planning (ERP-Financial) System is currently 9 years old. A major upgrade was made on the software in 2001. In 2003, JDEdwards (our software vendor) was purchased by PeopleSoft. In early 2004 PeopleSoft made a commitment to our ERP Software version and this was good. More recently, Oracle has made a purchase bid on PeopleSoft and if successful they will be migrating all customers to the Oracle ERP system. Given the uncertainty of all of this, we need to ensure the future flexibility to do a major upgrade or replacement of the ERP system.

Critical Issues / Implications / Assumptions
 Assumes that Oracle purchases PeopleSoft and discontinues support of our current ERP system version.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable): Treasury Services to help with providing costs.

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET

CAPITAL BUDGET DETAIL

PROJECT TITLE: Human Resource/Payroll System Upgrade

PROJECT JOB NUMBER:

DEPARTMENT/AREA: ITS, Treasury Services and Personnel

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006	50,000		50,000			
2007	75,000		75,000			
2008	325,000		325,000			
2009						
2010+						
TOTAL	450,000	0	450,000	0	0	0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital Projects Reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 This is a multi-year project to upgrade the Human Resource/Payroll System and implement a new time entry module. The current system is approximately 10 years old and the software vendor (Infinium) was recently purchased by another Software Vendor (SSA). There is also uncertainty with our ERP Software from Peoplesoft (due to a pending sale to Oracle) that integrates tightly with time entry. Given the age and uncertainty of the software and the tight integration between Payroll the the ERP, we need to do an upgrade to our time entry module and also ensure there is flexibility for a major upgrade or replacement of the HR system.

Critical Issues / Implications / Assumptions
 Need to upgrade or replace the time entry module that is integrated with our ERP system.
 Given the instability, we are uncertain whether we should upgrade or replace the current system
 Software industry is in flux (need to adopt a wait and see strategy)

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services				15,000	15,000
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$15,000	\$15,000

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET

CAPITAL BUDGET DETAIL

PROJECT TITLE: Phone System Upgrade or Replacement

PROJECT JOB NUMBER:

DEPARTMENT/AREA: ITS - Corporate Project - All Departments

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006						
2007						
2008						
2009						
2010+	500,000		500,000			
TOTAL	500,000	0	500,000	0	0	0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital Projects
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):

By 2010, the current phone system will be 12 years old. This is a capital project to review and potentially upgrade or replace the system with more cost effective, current technology. New technologies such as voice over IP, video conferencing and other wireless communications will be reviewed as part of this project.

Critical Issues / Implications / Assumptions
 Convergence of voice, video and data will have a significant effect on this project.
 Our existing system is still technologically current and very maintainable. However, there have been significant & rapid technology changes in this area. This will have an affect on when we do this project.
 Wireless/Cellular technology has become increasingly valuable and cost effective.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET

CAPITAL BUDGET DETAIL

PROJECT TITLE: Radio System Upgrade

PROJECT JOB NUMBER: 70041

DEPARTMENT/AREA: IT Services Corporate Project - Various Departments

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	350,000		350,000			
2006	150,000		150,000			
2007	150,000		150,000			
2008						
2009						
2010+						
TOTAL	650,000	0	650,000	0	0	0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Radio Replacement Reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):

This is a multi-year project to upgrade the 10 year old 800 mghz radio system. Business analysis, portable radios and talk group analysis has been completed. Talk Group implementation in process and Mobile RaioS will be replaced over the next couple of years. Radio system infrastructure will be upgraded for additional capacity and coverage required.

Critical Issues / Implications / Assumptions
 This project is funded from the Radio replacement reserve.
 The rental charge on radios will be reviewed as these fund the radio replacement reserve

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET

CAPITAL BUDGET DETAIL

PROJECT TITLE: Tax & Assessment System Upgrade or Replacement

PROJECT JOB NUMBER:

DEPARTMENT/AREA: ITS and Tax & Assessment

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006						
2007	400,000		400,000			
2008						
2009						
2010+						
TOTAL	400,000	0	400,000	0	0	0

Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital Projects
 Grants:
 Other:

Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):

Tax and Assessment currently runs two separate software packages for each of its business units. There is some integration between the two systems but we need to review the systems/software and ensure that it meets all requirements of the business units and then upgrade or replace as required. The Tax system was implemented in 1998 and the current version of the Assessment software was upgraded in 2000.

Critical Issues / Implications / Assumptions

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

Treasury Services to help with providing costs.

THE CITY OF RED DEER 2005 BUDGET

CAPITAL BUDGET DETAIL

PROJECT TITLE: City Hall Maintenance

PROJECT JOB NUMBER:

DEPARTMENT/AREA: Inspections & Licensing

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006	366,500		366,500			
2007	250,000		250,000			
2008						
2009	60,000		60,000			
2010+						
TOTAL	676,500	0	676,500	0	0	0
Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)						
Operating Budget:						
Reserves: Capital Projects Reserve						
Grants:						
Other:						
Detailed Description of Project (including Public Art Component):						
		2005	2006	2007	2008	2009
Main & Second Floor Window Replacements			250000	250000		
Replace Aire Handling Units			49500			
Replace Original Boiler			67000			
IT Services Air Conditioning Unit					60000	
City Hall Building Assessment as prepared by Stantec Consulting Ltd.						
Critical Issues / Implications / Assumptions						
<p>The City of Red Deer City Hall facility is a 4-storey civic administration centre constructed in 2 phases. The original building, the main and second floor, was completed in 1963. The substructure is cast-in-place concrete. Most of the equipment, which serves these floors, is located in the buildings basement. Stantec has confirmed that this equipment is at or near its anticipated life expectancy.</p> <p>The expansion to the building, that is the 3rd and 4th floors, was completed in 1981 and substructure is steel framed. The second floor extension was re-clad to match the expanded floors. Separate mechanical and electrical systems have been added to the original building systems.</p> <p>Over the years, numerous modifications have been made to the mechanical and electrical systems to correct deficiencies due to past and on-going renovations.</p> <p>As part of the assessment it was assumed the design life of complex to be fifty years, at which time major or complete replacement is assumed to take place. In most cases, similar buildings have lasted much longer than fifty years, however, the longevity depends upon proper maintenance and repair of building components.</p>						
Other Associated Costs (if applicable):						
		2005	2006	2007	2008+	Total
Debt Service						\$0
Opportunity Costs						\$0

THE CITY OF RED DEER 2005 BUDGET

CAPITAL BUDGET DETAIL

PROJECT TITLE: New Postage Machine for the Mail Room

PROJECT JOB NUMBER: 70051

DEPARTMENT/AREA: Legislative & Administrative Services / Mail Room

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	27,000		27,000			
2006						
2007						
2008						
2009						
2010+						
TOTAL	27,000	0	27,000	0	0	0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Capital Project Reserves: 100%
 Grants:
 Other:

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 Canada Post will require the existing postage machine, purchased in 1999, be replaced with a new digital machine prior to January 1, 2006 in order to be compatible with their new system requirements.

Critical Issues / Implications / Assumptions

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services*		800	800	800	2,400
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$800	\$800	\$800	\$2,400

* Annual program update.

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Public Works Facilities Major Repairs
PROJECT JOB NUMBER:
DEPARTMENT/AREA: 310 Public Works/

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006	\$20,000		\$20,000			
2007	\$11,000		\$11,000			
2008	\$125,000		\$125,000			
2009	\$10,000		\$10,000			
2010+						
TOTAL	\$166,000	\$0	\$166,000	\$0	\$0	\$0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital projects reserves
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 2006: 20K paint exterior of the public works building
 2007: 11K Replace wood windows
 2008: 125K Replace administration office roof
 2009: 10K renovate parking meter roof

Critical Issues / Implications / Assumptions
 Repairs forecast to preserve/ extend useful life of existing capital structures. Estimates only, submitted as indicator of future demands on reserves.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

Treasury Services to help with providing costs.

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Public Works Parking Lot
PROJECT JOB NUMBER:
DEPARTMENT/AREA: 310 Public Works/315 Building Mtce

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	\$15,000		\$15,000			
2006						
2007						
2008						
2009						
2010+						
TOTAL	\$15,000	\$0	\$15,000	\$0	\$0	\$0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital projects reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 To rehabilitate the Public Works building parking lot which is quickly deteriorating and in need of repairs. Repairs will prolong the life of the existing parking lot.

Critical Issues / Implications / Assumptions
 If not funded, deterioration will be accelerated. Poor parking lot conditions can contribute to damage to equipment and vehicles, as well as creating safety hazards.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Storm Lift Station Pumps
PROJECT JOB NUMBER:
DEPARTMENT/AREA: 310 Public Works/333 Storm Sewer

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006	\$30,000		\$30,000			
2007						
2008						
2009						
2010+						
TOTAL	\$30,000	\$0	\$30,000	\$0	\$0	\$0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital projects reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 Major repair/replacement of storm lift station pumps and controls.

Critical Issues / Implications / Assumptions
 To preserve/extend useful life of existing infrastructure and maintain storm sewer operations.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

Treasury Services to help with providing costs.

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Storm Main Replacements
PROJECT JOB NUMBER:
DEPARTMENT/AREA: 310 Public Works/333 Storm Sewer

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	\$50,000	\$50,000				
2006	\$50,000	\$50,000				
2007	\$50,000	\$50,000				
2008	\$50,000	\$50,000				
2009	\$50,000	\$50,000				
2010+						
TOTAL	\$250,000	\$250,000	\$0	\$0	\$0	\$0

Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)
 Operating Budget: BU 335
 Reserves:
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 Replacement of storm mains as required.

Critical Issues / Implications / Assumptions
 To ensure adequate drainage of storm water.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: West Yards Relocation
PROJECT JOB NUMBER: 10741 (Parent)
DEPARTMENT/AREA: 310 Public Works/315 Building Maintenance

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	2,100,000		2,100,000			
2006	15,000,000		10,080,000			4,920,000
2007	15,000,000		10,080,000			4,920,000
2008	20,000,000		13,440,000			6,560,000
2009						
2010+						
TOTAL	52,100,000	0	35,700,000	0	0	16,400,000

Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital projects reserve (57%), Utility reserves (12%)
 Grants:
 Other: Land Sales (15%), Debt (16%)
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 1100K Purchase of land from the Land Bank for relocation of the west yards
 1000K Detailed design of new Riverside facilities. This is a continuation of the relocation study/design introduced in the 2004 budget.
 \$50M for relocation of Public Works, Civic Garage, Transit, EL&P, Parks, Stores

Critical Issues / Implications / Assumptions
 Commitment to land purchase will allow Land Bank to proceed with development/sale of the balance of the Riverside industrial property.
 Detailed design work required in 2005 to facilitate construction.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable): Treasury Services to help with providing costs.

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Alto Reste Cemetery Columbarium Construction

PROJECT JOB NUMBER:

DEPARTMENT/AREA: Recreation, Parks & Culture/Parks Maintenance

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006						
2007						
2008						
2009	25,000		25,000			
2010+						
TOTAL	25,000	0	25,000	0	0	0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Cemetery/Perpetual Care Public Reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, under funded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 - Construction of an additional Columbarium unit as the existing units are projected to have reached capacity

Critical Issues / Implications / Assumptions
 The trend for increasing cremations will continue

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Alto Reste Cemetery Land Acquisition

PROJECT JOB NUMBER:

DEPARTMENT/AREA: Recreation, Parks & Culture/Parks Maintenance

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006						
2007	250,000		250,000			
2008						
2009						
2010+						
TOTAL	250,000	0	250,000	0	0	0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Cemetery/Perpetual Care; Public Reserves
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 - The purchase of adjoining land to allow for future expansion of the cemetery.

Critical Issues / Implications / Assumptions

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Alto Reste Cemetery Roadway Extension

PROJECT JOB NUMBER:

DEPARTMENT/AREA: Recreation, Parks & Culture/Parks Maintenance

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006						
2007						
2008	45,000		45,000			
2009						
2010+						
TOTAL	45,000	0	45,000	0	0	0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Cemetery/Perpetual Care; Public Reserves
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, under funded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 - Alto Reste Cemetery roadway extension to provide access to new areas as needs increase.

Critical Issues / Implications / Assumptions

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Annie L Gaetz Shelter Upgrade

PROJECT JOB NUMBER:

DEPARTMENT/AREA: Recreation, Parks & Culture/ Rec Facilities

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	140,000		70,000	70,000		
2006						
2007						
2008						
2009						
2010+						
TOTAL	140,000	0	70,000	70,000	0	0

Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: \$70,000 Capital Projects Reserve
 Grants: \$70,000 CFEP Grant
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, under funded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 - To renovate and upgrade the Annie L. Gaetz community shelter to our standard for community shelters.
 - 50% funding to come from a community facility enhancement grant.

Critical Issues / Implications / Assumptions

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Bower Ponds Building & Area Redevelopment

PROJECT JOB NUMBER:

DEPARTMENT/AREA: Recreation, Parks & Culture/ Rec Facilities

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006	2,000,000		2,000,000			
2007						
2008						
2009						
2010+						
TOTAL	2,000,000	0	2,000,000	0	0	0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital Projects Reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, under funded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 - Renovation to an aging building
 - Based on the outcome of the Waskasoo Park Facilities Study funded in 2004

Critical Issues / Implications / Assumptions
 - Safety/ Appearance Issue

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

Treasury Services to help with providing costs.

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Bower Ponds Fountain

PROJECT JOB NUMBER: 61023

DEPARTMENT/AREA: Recreation, Parks & Culture/Parks Facilities

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	14,000		14,000			
2006						
2007						
2008						
2009						
2010+						
TOTAL	14,000	0	14,000	0	0	0

Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital Project Reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, under funded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Previous Year Funding
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 - Replace existing water fountain at Bower Ponds.
 - \$14,000 was approved in the 2004 Budget bringing the total project cost to \$28,000

Critical Issues / Implications / Assumptions

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Dawe Centre Renovations

PROJECT JOB NUMBER: 61020

DEPARTMENT/AREA: Recreation, Parks & Culture/ Rec Facilities

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006	3,000,000		3,000,000			
2007	3,000,000		3,000,000			
2008						
2009						
2010+						
TOTAL	6,000,000	0	6,000,000	0	0	0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital Project Reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, under funded?)

Was this project approved in a prior budget year? (Yes/No)	Yes
If yes, what year?	2004
Previously Funded Amount	\$300,000
Reason for current funding request?	Under funded

Detailed Description of Project (including Public Art Component):
 - To upgrade the pool and shell of the Dawe Centre.
 - Detailed Design has taken place and Construction will begin immediately after the Recreation Centre Renovation is Completed

Critical Issues / Implications / Assumptions
 - To provide a top of the line leisure centre in the north end of the city. Many parts of this building are now over 30 years old and are in need of updating.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel			\$40,000		\$40,000
General & Contracted Services			10,000		10,000
Materials, Supplies & Utilities			50,000		50,000
Other					0
Revenue			-8,000		-8,000
TOTAL Projected Operating Costs	\$0	\$0	\$92,000	\$0	\$92,000

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Great Chief Park Diamond #3 Expansion

PROJECT JOB NUMBER:

DEPARTMENT/AREA: Recreation, Parks & Culture/ Rec Facilities

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	80,000		80,000			
2006						
2007						
2008						
2009						
2010+						
TOTAL	80,000	0	80,000	0	0	0

Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: \$80,000 Capital Projects Reserve
 Grants:
 Other:

Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, under funded?)

Was this project approved in a prior budget year? (Yes/No)	Yes
If yes, what year?	2004
Previous Funding Approved	\$200,000
Reason for current funding request?	Tender Price Over Budget Amount

Detailed Description of Project (including Public Art Component):
 - To upgrade utility Diamond #3 into a full size baseball diamond. With the assistance of 3 of our user groups who are contributing \$66,000 plus a CFEP Grant of \$75,000
 - \$200,000 was approved in the 2004 Budget bringing the total cost of the project to \$280,000.

Critical Issues / Implications / Assumptions

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Heritage Ranch Redevelopment & Utility Connection

PROJECT JOB NUMBER:

DEPARTMENT/AREA: Recreation, Parks & Culture/ Rec Facilities

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006	2,000,000		2,000,000			
2007						
2008						
2009						
2010+						
TOTAL	2,000,000	0	2,000,000	0	0	0

Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital Project Reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, under funded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 - Redevelopment including Utility Connection of the Heritage Ranch Facilities
 - Based on the outcome of the Waskasoo Facilities Study funded in 2004

Critical Issues / Implications / Assumptions

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: New Indoor Ice Surface

PROJECT JOB NUMBER:

DEPARTMENT/AREA: Recreation, Parks & Culture/ Rec Facilities

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006						
2007						
2008	5,000,000		5,000,000			
2009						
2010+						
TOTAL	5,000,000	0	5,000,000	0	0	0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital Project Reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, under funded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 - Adding an additional ice surface to the city in a location to be determined

Critical Issues / Implications / Assumptions

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel				\$95,000	\$95,000
General & Contracted Services				65,000	65,000
Materials, Supplies & Utilities				80,000	80,000
Other				20,000	20,000
Revenue				-125,000	-125,000
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$135,000	\$135,000

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Kinsmen Arena B Dressing Room

PROJECT JOB NUMBER:

DEPARTMENT/AREA: Recreation, Parks & Culture/ Rec Facilities

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	70,000		70,000			
2006						
2007						
2008						
2009						
2010+						
TOTAL	70,000	0	70,000	0	0	0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: \$70,000 Capital Projects Reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, under funded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Previously Funded
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 - To expand the dressing rooms at the Kinsmen B Arena to allow for a female dressing room and additional size to the four dressing rooms and the officials dressing room.
 - The current dressing rooms are undersized even for youth teams
 - \$200,000 was approved in the 2004 Budget. The total project cost would be \$270,000

Critical Issues / Implications / Assumptions
 - We have received a CFEP Grant for \$105,000 for this project

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Lions Campground Electrical Upgrade

PROJECT JOB NUMBER:

DEPARTMENT/AREA: Recreation, Parks & Culture/ Rec Facilities

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006						
2007	65,000		65,000			
2008						
2009						
2010+						
TOTAL	65,000	0	65,000	0	0	0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital Project Reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 - To upgrade the electrical systems of Lions Campground

Critical Issues / Implications / Assumptions

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Memorial Centre Roof Repairs

PROJECT JOB NUMBER:

DEPARTMENT/AREA: Recreation, Parks & Culture/ Rec Facilities

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	120,000		120,000			
2006						
2007						
2008						
2009						
2010+						
TOTAL	120,000	0	120,000	0	0	0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital Projects Reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, under funded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 - To fix the roof of the Memorial Centre that has a major leaking problem. The roof is over the auditorium used by Central Alberta Theatre. We have an agreement which obligates the City to fix major infrastructure items for this facility

Critical Issues / Implications / Assumptions
 - We are concerned with the build up of mould and mildew as well as the constant problem of leaking in this facility. If unattended, it may lead to the closure of the facility

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

Treasury Services to help with providing costs.

THE CITY OF RED DEER 2005 BUDGET

CAPITAL BUDGET DETAIL

PROJECT TITLE: Normandeau Shelter Renovations

PROJECT JOB NUMBER:

DEPARTMENT/AREA: Recreation, Parks & Culture/ Rec Facilities

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006						
2007						
2008	120,000		60,000	60,000		
2009						
2010+						
TOTAL	120,000	0	60,000	60,000	0	0

Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital Project Reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, under funded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):

Critical Issues / Implications / Assumptions

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Parks Maintenance, Storage and Facilities

PROJECT JOB NUMBER:

DEPARTMENT/AREA: Recreation, Parks & Culture/ Rec Facilities

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006	1,117,500		1,117,500			
2007	432,000		432,000			
2008	324,500		324,500			
2009						
2010+						
TOTAL	1,874,000	0	1,874,000	0	0	0

Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital Projects Reserve
 Grants:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, under funded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 - Renovation to a aging buildings and restricted space within the parks maintenance area
 - Based on the outcome of the Red Deer Parks Maintenance Storage and Office Facilities Study from December 2003
 The Capital expenditure breaks down as follows:
 Ecological Services Building \$753,000
 Alto Reste Cemetery Building \$432,000
 Parks Maintenance Shop 2 \$364,500
 New Storage Compound \$324,500

Critical Issues / Implications / Assumptions
 - The need for additional space is directly related to increased storage demands for both equipment and vehicles. Many of the buildings specified have little opportunity to expand due to site constraints. The location of storage is also a concern. As operational costs increase there is not an even dispersal of storage facilities throughout the city. Costs do not include site servicing or land costs and are based on 2003 dollars

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Playground CSA Renovations

PROJECT JOB NUMBER: 60081

DEPARTMENT/AREA: Recreation, Parks & Culture/ Park Facilities

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	36,000	36,000				
2006	36,000	36,000				
2007	36,000	36,000				
2008	36,000	36,000				
2009	36,000	36,000				
2010+	36,000	36,000				
TOTAL	216,000	216,000	0	0	0	0

Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)
 Operating Budget: Funded through BU 785.8931
 Reserves:
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 - This item was approved as a BPFR in 2004 to allow for the continual upgrade of playground equipment to maintain CSA safety standards

Critical Issues / Implications / Assumptions
 - Maintaining CSA Safety Standards

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable): Treasury Services to help with providing costs.

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Recreation Centre Renovation

PROJECT JOB NUMBER: 61043

DEPARTMENT/AREA: Recreation, Parks & Culture/ Rec Facilities

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	1,000,000		1,000,000			
2006						
2007						
2008						
2009						
2010+						
TOTAL	1,000,000	0	1,000,000	0	0	0

Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital Projects Reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, under funded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Amount of Funding Approved
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 - To complete the funding for a major Renovation of the Recreation Centre.
 - the Detailed Design is complete and \$4,090,000 was placed in the 2004 Major Capital Budget for the start of the renovations. This amount will be carried over to 2005 and the project will start in the fall.
 -The Recreation Centre is over a 40 year old building at the end of it's lifecycle. These renovations will update the shell, interior and mechanical systems of the building.

Critical Issues / Implications / Assumptions
 - Failure to complete this project could lead to expensive equipment repairs, unnecessary facility down time and customer dissatisfaction

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel		\$80,000			\$80,000
General & Contracted Services					0
Materials, Supplies & Utilities		25,000			25,000
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$105,000	\$0	\$0	\$105,000

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

Treasury Services to help with providing costs.

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Rotary Recreation Park Site Development

PROJECT JOB NUMBER:

DEPARTMENT/AREA: Recreation, Parks & Culture/ Rec Facilities

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006	1,019,000		1,019,000			
2007	1,000,000		1,000,000			
2008						
2009	1,000,000		1,000,000			
2010+						
TOTAL	3,019,000	0	3,019,000	0	0	0

Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital Projects Reserve
 Grants:
 Other:

Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, under funded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 - In response to the Rotary Recreation Parks Faculty Study by Simpson Roberts This funding will primarily be used for:
 Development of a major North South pedestrian Promenade
 Develop a 'gateway' feature at major park access locations
 Improve visibility and security in the park
 Develop the existing gravel parking area located along 43 St

Critical Issues / Implications / Assumptions
 - The park currently does not function as effectively as it could. The seclusion of many sites and the lack of a clear pathway make it difficult to visitors to find their way. The seclusion also dramatically reduces the safety and security in this park

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel		\$2,000			\$2,000
General & Contracted Services		1,000			1,000
Materials, Supplies & Utilities		2,000			2,000
Other					0
Revenue		-600			-600
TOTAL Projected Operating Costs	\$0	\$4,400	\$0	\$0	\$4,400

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Concept Design - New Building with EMS Station 2 (67th St)

PROJECT JOB NUMBER:

DEPARTMENT/AREA: RCMP

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	50,000		50,000			
2006						
2007						
2008						
2009						
2010+						
TOTAL	50,000	0	50,000	0	0	0

Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital Project Reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 Concept Design Study to determine the needs and the best way to achieve them in partnership with Emergency Services at Station 2 (67th St). This phase will determine preliminary space needs, foot print etc and very preliminary costs.

Critical Issues / Implications / Assumptions
 It would be advantageous to determine the needs and expectations of a second detachment in the northern sector of the city in order to achieve a high degree of success in the functionality of another Police station.
 Partnering with Emergency Services will allow for synergies in both space and service between two departments of the city.
 With a satellite site in north Red Deer, police will have opportunity to better meet the needs of residents in a more expedient way.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services	No costs available until Concept Plan indicates a preliminary estimate.				0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs	See above.				\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Detail Design - New Building with EMS Station 2 (67th St)

PROJECT JOB NUMBER:

DEPARTMENT/AREA: RCMP

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	130,000		130,000			
2006						
2007						
2008						
2009						
2010+						
TOTAL	130,000	0	130,000	0	0	0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital Projects Reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 Detail Design Study to determine the needs and the best way to achieve them in partnership with Emergency Services at Station 2 (67th St). This phase will finalize space, construction drawings, foot print etc. and determine more specific capital and operating costs.

Critical Issues / Implications / Assumptions
 It would be advantageous to determine the needs and expectations of a second detachment in the northern sector of the city in order to achieve a high degree of success in the functionality of another Police station.
 Partnering with Emergency Services will allow for synergies in both space and service between two departments of the city.
 With a satellite site in north Red Deer, police will have opportunity to better meet the needs of residents in a more expedient way.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services	No costs available until Concept and Detail Plans				0
Materials, Supplies & Utilities	indicate preliminary estimates.				0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs	See above.				\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Concept Design - Present Police Building Renovation

PROJECT JOB NUMBER:

DEPARTMENT/AREA: RCMP

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	50,000		50,000			
2006						
2007						
2008						
2009						
2010+						
TOTAL	50,000	0	50,000	0	0	0

Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital Projects Reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 Concept Design for the proposed renovation of the present RCMP building to provide for current needs and future expansion. This will include addressing needs related to the cells. This phase will determine space needs, foot print etc.

Critical Issues / Implications / Assumptions
 Addressing needs related to cells will address problems related to monitoring of prisoners, and other more recent standards.
 The Red Deer City RCMP building has expanded several times, and both small and large renovations have taken place in several areas. As we continue to look to future growth space issues must be considered and the municipality, through our Police agreement is obligated to provide adequate and appropriate space for the RCMP.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services	No costs available until Concept Plan indicates a preliminary estimate.				0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable): Treasury Services to help with providing costs.

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs	See above.				\$0

THE CITY OF RED DEER 2005 BUDGET

CAPITAL BUDGET DETAIL

PROJECT TITLE: Renovation of Present Facility and Addition of Police Facilities with EMS Station

PROJECT JOB NUMBER:

DEPARTMENT/AREA: RCMP

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006	5,000,000		5,000,000			
2007	2,500,000		2,500,000			
2008						
2009						
2010+						
TOTAL	7,500,000	0	7,500,000	0	0	0

Note: Above figures are preliminary estimates only. Further development of these figures will be achieved through the Concept and Detail Design Studies which are being brought forward for 2005.

Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)

Operating Budget:

Reserves: Capital Projects Reserve

Grants:

Other:

Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)

Was this project approved in a prior budget year? (Yes/No) NO - But it was identified

If yes, what year?

Reason for current funding request?

Detailed Description of Project (including Public Art Component):

Provision of funding (after determination by 2005 Studies) for the renovation of the present RCMP building and the possible establishment of a second detachment in the northern sector of the city in conjunction with EMS Station 2.

Critical Issues / Implications / Assumptions

The Red Deer City RCMP building has expanded several times, and both small and large renovations have taken place over the years. As we continue to look to future growth space issues must be considered and the municipality, through our Police agreement is obligated to provide adequate and appropriate space for the RCMP. Staffing levels (both RCMP members and Municipal Employees) have increased significantly in recent years causing strain on the existing facility.

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services	Yet to be determined through Detail Design process.				0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Renovate Existing Museum/Archives for Seniors Centre (Golden Circle)

PROJECT JOB NUMBER:

DEPARTMENT/AREA: Social Planning

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005						
2006						
2007	235,000		235,000			
2008	2,250,000		2,250,000			
2009						
2010+						
TOTAL	2,485,000	0	2,485,000	0	0	0

Description of Funding Sources: (I.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital Projects Reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 To provide for an allotment of funds for the conversion of the existing Museum & Archives facility into a Seniors Centre in the event Council decides to proceed with the construction of a new Museum & Archives facility.

Critical Issues / Implications / Assumptions

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services					0
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$0	\$0	\$0	\$0

Other Associated Costs (if applicable): Treasury Services to help with providing costs.

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0

THE CITY OF RED DEER 2005 BUDGET CAPITAL BUDGET DETAIL

PROJECT TITLE: Scheduling Software for Specialized Public Transit Service

PROJECT JOB NUMBER:

DEPARTMENT/AREA: TRANSIT/IT

Budget Year	Gross Cost	Operating Budget	Reserves	Grants	Customer Contrib.	Other
2005	100,000		100,000			
2006						
2007						
2008						
2009						
2010+						
TOTAL	100,000	0	100,000	0	0	0

Description of Funding Sources: (i.e. specify grant name, reserve name, etc.)
 Operating Budget:
 Reserves: Capital Project Reserve
 Grants:
 Other:
Note: If project is funded in whole or part by Debenture Debt then ensure borrowing bylaw required by MGA Section 254 has been passed.

Prior Year Approvals (Project not started, not completed, underfunded?)
 Was this project approved in a prior budget year? (Yes/No)
 If yes, what year?
 Reason for current funding request?

Detailed Description of Project (including Public Art Component):
 The purchase of scheduling software for planning and scheduling special transportation passenger trips, increasing efficiency and effectiveness (enabling more passenger trips within the same vehicle capacity, and responding to growing demand for service)

Critical Issues / Implications / Assumptions
 A greater return on investment can be gained by increasing shared ride trips including more available passenger trips within the same vehicle capacity. The project was recommended in the 2003/2004 Transit and Special Transportation Study. Customer sati

Projected Future Year Incremental Operating Costs (if applicable):

	2005	2006	2007	2008+	Total
Personnel					\$0
General & Contracted Services		20,000	20,000	20,000	60,000
Materials, Supplies & Utilities					0
Other					0
Revenue					0
TOTAL Projected Operating Costs	\$0	\$20,000	\$20,000	\$20,000	\$60,000

Other Associated Costs (if applicable):

	2005	2006	2007	2008+	Total
Debt Service					\$0
Opportunity Costs					\$0