

Section 3

Operating Budget

BUDGET

2021-2022 Operating Budgets
2023-2024 Operating Plan
2021-2022 Capital Budgets
2023-2030 Capital Plan



Contents

DISCUSSION & ANALYSIS.....	1
OPERATING BUDGET SUMMARY	1
EXPENSES	4
2022 OPERATING REVENUES AND TRANSFERS	10
TAX SUPPORTED.....	13
UTILITIES.....	14
FLEET	14
THE BUDGET IN BRIEF	14
2021 & 2022 OPERATING BUDGET (SUMMARY OF GROSS REVENUES AND EXPENDITURES)	19
2021 & 2022 One Time Operating Budget Summary- Tax Supported	25
COUNCIL 2021-2022 BUDGET GUIDELINE & ADMINISTRATION RESPONSE	30
ORGANIZATION CHART	32
2021 BUDGET: TAX LEVY REQUIREMENT CHANGE FACTORS.....	33
2022 BUDGET: TAX LEVY REQUIREMENT CHANGE FACTORS.....	34
2021-2022 UTILITY REVENUE REQUIREMENT CHANGE FACTORS.....	37
ELECTRIC LIGHT & POWER	37
WATER.....	38
WASTE WATER	39
WASTE MANAGEMENT	40
2021 & 2022 OPERATING BUDGET (SUMMARY OF GROSS REVENUES AND EXPENDITURES)	41
2021-2022 OPERATING BUDGET – SUMMARY OF GROSS REVENUE & EXPENSES	42
2021-2022 OPERATING BUDGET – GENERAL PROGRAMS	44
2021-2022 OPERATING BUDGET – MAYOR & CITY MANAGER’S OFFICE	52
CITY MANAGER’S OFFICE	53
OFFICE OF MAYOR AND COUNCIL	54
CORPORATE AND EMPLOYEE SERVICES DIVISION	55
OPERATING BUDGET – CORPORATE & EMPLOYEE SERVICES DIVISION	59
CORPORATE & EMPLOYEE SERVICES DIRECTORATE SERVICES AND SERVICE LEVELS.....	61
CORPORATE & EMPLOYEE SERVICES DIRECTORATE OPERATING BUDGET	62

HUMAN RESOURCES DEPARTMENT SERVICES AND SERVICE LEVELS	63
HUMAN RESOURCES OPERATING BUDGET	66
CORPORATE COMMUNICATIONS DEPARTMENT SERVICES AND SERVICE LEVELS.....	67
CORPORATE COMMUNICATIONS OPERATING BUDGET.....	70
LEGISLATIVE SERVICES DEPARTMENT SERVICES AND SERVICE LEVELS.....	73
LEGISLATIVE SERVICE OPERATING BUDGET	75
FINANCIAL SERVICES DEPARTMENT SERVICES AND SERVICE LEVELS	77
FINANCIAL SERVICES OPERATING BUDGET	79
INFORMATION & TECHNOLOGY SERVICES DEPARTMENT SERVICES AND SERVICE LEVELS.....	81
INFORMATION & TECHNOLOGY SERVICES OPERATING BUDGET.....	83
REVENUE & ASSESSMENT SERVICES DEPARTMENT SERVICES AND SERVICE LEVELS	85
REVENUE & ASSESSMENT SERVICES OPERATING BUDGET	88
COMMUNITY SERVICES DIVISION	91
COMMUNITY SERVICES DIRECTORATE OPERATING BUDGET.....	96
PARKS & PUBLIC WORKS DEPARTMENT SERVICES AND SERVICE LEVELS	97
PARKS & PUBLIC WORKS OPERATING BUDGET	101
SAFE & HEALTHY COMMUNITIES DEPARTMENT SERVICES AND SERVICE LEVELS	103
SAFE & HEALTHY COMMUNITIES OPERATING BUDGET	108
COMMUNITY SERVICES BUSINESS EXCELLENCE DEPARTMENT SERVICES AND SERVICE LEVELS.....	111
COMMUNITY SERVICES BUSINESS EXCELLENCE OPERATING BUDGET	112
TRANSIT & FLEET DEPARTMENT SERVICES AND SERVICE LEVELS	115
TRANSIT & FLEET OPERATING BUDGET	117
UTILITIES DEPARTMENT SERVICES AND SERVICE LEVELS	119
ELECTRIC, LIGHT & POWER OPERATING BUDGET	123
ENVIRONMENTAL SERVICES OPERATING BUDGET.....	126
DEVELOPMENT AND PROTECTIVE SERVICES DIVISION	129
OPERATING BUDGET – DEVELOPMENT & PROTECTIVE SERVICES DIVISION.....	133
DEVELOPMENT AND PROTECTIVE SERVICES DIRECTORATE.....	135
ENGINEERING SERVICES DEPARTMENT SERVICES AND SERVICE LEVELS	137
ENGINEERING SERVICES OPERATING BUDGET	139
INSPECTIONS & LICENSING DEPARTMENT SERVICES AND SERVICE LEVELS.....	141

INSPECTIONS & LICENSING OPERATING BUDGET	143
LAND & ECONOMIC DEVELOPMENT DEPARTMENT SERVICES AND SERVICE LEVELS	145
LAND & ECONOMIC DEVELOPMENT OPERATING BUDGET	148
CITY PLANNING & GROWTH DEPARTMENT SERVICES AND SERVICE LEVELS	151
CITY PLANNING & GROWTH OPERATING BUDGET	153
EMERGENCY SERVICES DEPARTMENT SERVICES AND SERVICE LEVELS	155
EMERGENCY SERVICES OPERATING BUDGET	157
MUNICIPAL POLICING SERVICES DEPARTMENT SERVICES AND SERVICE LEVELS	159
MUNICIPAL POLICING SERVICES OPERATING BUDGET	162
2021-2024 OPERATING BUDGETS & PLAN	165
Terms of Reference	167
Account descriptions for Summary of Gross Revenue and Expense	167

2021 – 2022 Operating Budget

DISCUSSION & ANALYSIS

OPERATING BUDGET SUMMARY

The Operating Budget is split into tax supported operations and utility / self-supported operations¹. Tax supported operations² are not self-sufficient based on the revenues they can generate and require property taxes to provide a balanced budget. Utility/Self-supported operations do not require property taxes and instead generate their revenue required by increases in fees or in the case of utilities the rates they charge customers.

Internal transfers are estimated as part of the budget and include charges where one department provides services to another department and transfers from utility/self-supported operations to tax supported operations (includes franchise fees, dividends and support cost allocations). As per the Municipal Government Act, reserve transfers can be considered part of providing a balanced budget. Reserve transfers are estimated as part of the budget as well and include transfers from reserves to fund expenditures (one-time items), transfers to reserves for capital purposes and transfers to / from reserves for budgeted surpluses / budgeted deficits

The Organization

As of October 1, 2020 The City is made up of 3 Divisions headed by a General Manager along with the City Managers Office. An organizational chart is located on page 32.

City Managers office: We provide leadership to the organization in carrying out its executive and administrative responsibilities.

Community Services: We provide the community a wide variety of programs and services that enhance quality of life, embrace diversity, strengthen community, build strong organizations, and ensure accessibility and access for all. We manage and maintain our utilities, facilities, and assets in a sustainable way for the well-being and economic benefit of our citizens. We prioritize community safety efforts and environmental-focused initiatives so we can all continue to enjoy our city in a park.

¹ Utility/Self-supported operations are Electric, Light & Power Utility, Water Utility, Wastewater Utility, Solid Waste Utility (includes garbage collection, landfill and recycling), Land Bank and Subdivision Development and Fleet Operations

²Tax supported operations are Office of Mayor & Council, City Manager, Community Services Directorate, Community Services Business Excellence, Parks & Public Works, Safe & Healthy Communities, Transit & Fleet, Storm Water, Street & Traffic Lights, Corporate & Employee Services Directorate, Corporate Communications, Financial Services, Human Resources, Information & Technology Services, Legislative Services, Revenue & Assessment Services, Development & Protective Services Directorate, City Planning & Growth, Engineering Services, Inspections & Licensing, Land & Economic Development, Emergency Services, Municipal Policing Services

Development & Protective Services: Our focus is on working with our community to enable development, help shape our built environment, and protect Red Deerians from emergencies and crime for a safe, livable and prosperous community. We demonstrate our value by emphasizing customer-focused and business-friendly practices to promote our city's development and wellbeing.

Corporate and Employee Services: Corporate and Employee Services division exists to render a comprehensive, integrated suite of services and specialized advice to ensure that risk and corporate resources (people, information, financial) are optimized for effectiveness, efficiency and sustainability.

The divisions / departments have also been restructured effective October 1, 2020. The new organization structure is reflected in the information provided. Additional restructuring of operations within divisions will occur in 2021 and will be reflected in the 2022 budget.

2021 Operating Budget Summary

Category	Tax	Utility	Self	Total
Expenditures	255,568	104,533	19,389	379,490
Revenues	201,158	149,020	3,600	353,779
Transfers (non-reserves)	48,971	(15,272)	21,346	55,045
Deficit (surplus)	5,438	(29,215)	(5,557)	(29,334)
Transfer (from) to Reserves	(5,438)	29,215	5,557	29,334
Tax Increase Required	0	0	0	0

2021 Operations

For tax supported operations, budgeted expenditures and revenues are \$255.6 million and \$201.2 million respectively. There are an additional \$49.0 million of transfers (revenue), which includes items such as support cost allocations for corporate service departments, franchise fees, dividends and depreciation offsets. This results in a net deficit of \$5.4 million, which is offset by a transfer from reserves of \$5.4 million. This results in no increase in tax revenue required to balance the budget.

For utility operations, budgeted expenditures and revenues are \$104.5 million and \$149.0 million respectively. There are an additional \$15.3 million of transfers (expenditures), which includes

items such as support cost allocations for corporate service departments, franchise fees, dividends, depreciation offsets, debenture principal and contributed assets. This results in a net surplus of \$29.2 million, which is offset by a transfer to reserves of \$29.2 million.

For self-supported operations, budgeted expenditures and revenues are \$19.4 million and \$3.6 million respectively. There are an additional \$21.3 million of transfers (revenue), which includes items such as support cost allocations for corporate service departments, depreciation offsets, debenture principal and contributed assets. This results in a net surplus of \$5.6 million, which is offset by a transfer to reserves of \$5.6 million.

2022 Operating Budget Summary

Category	Tax	Utility	Self	Total
Expenditures	257,165	106,767	20,979	384,911
Revenues	207,121	150,777	14,902	372,800
Transfers (non- reserves)	48,686	(15,044)	11,621	45,264
Deficit (surplus)	1,358	(28,966)	(5,544)	(33,153)
Transfer (from) to Reserves	(1,358)	28,966	5,544	33,153
Tax Increase Required	0	0	0	0

2022 Operations

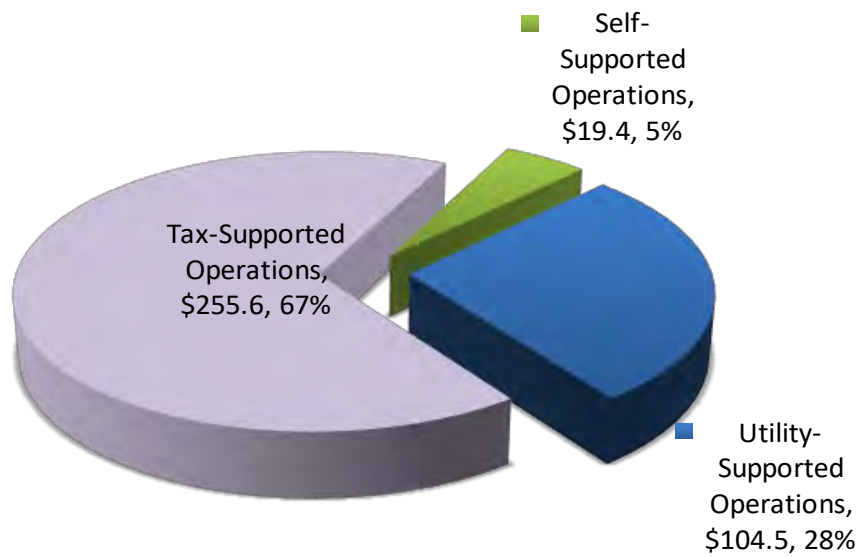
For tax supported operations, budgeted expenditures and revenues are \$257.2 million and \$207.1 million respectively. There are an additional \$48.7 million of transfers (revenue), which includes items such as support cost allocations for corporate service departments, franchise fees, dividends and depreciation offsets. This results in a net deficit of \$1.4 million, which is offset by a transfer from reserves of \$1.4 million.

For utility operations, budgeted expenditures and revenues are \$106.8 million and \$150.8 million respectively. There are an additional \$15.0 million of transfers (expenditure), which includes items such as support cost allocations for corporate service departments, franchise fees, dividends, depreciation offsets, debenture principal and contributed assets. This results in a net surplus of \$29.0 million, which is offset by a transfer to reserves of \$29.0 million.

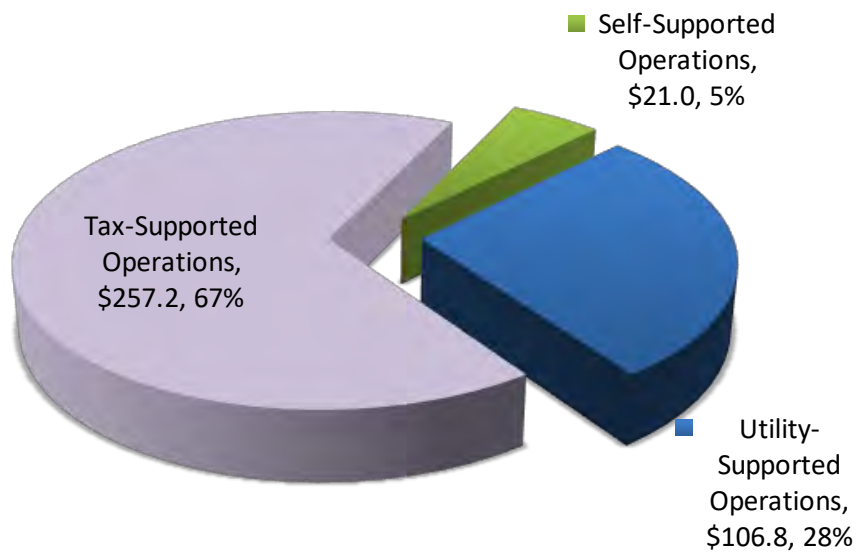
For self-supported operations, budgeted expenditures and revenues are \$21.0 million and \$14.9 million respectively. There are an additional \$11.6 million of transfers (revenue), which includes items such as support cost allocations for corporate service departments, depreciation offsets, debenture principal and contributed assets. This results in a net surplus of \$5.5 million, which is offset by a transfer to reserves of \$5.5 million.

EXPENSES

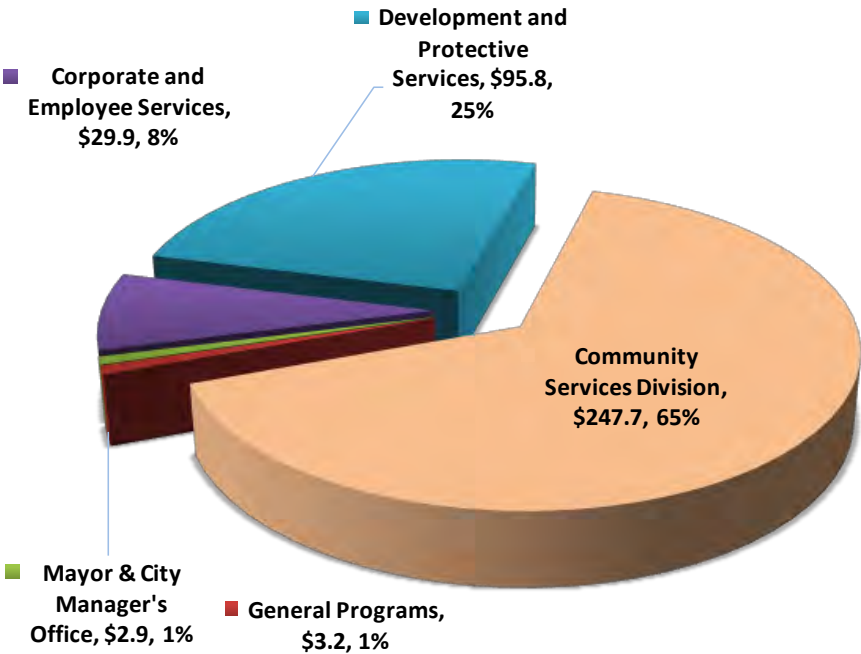
Total Expense by Fund- 2021 Budget



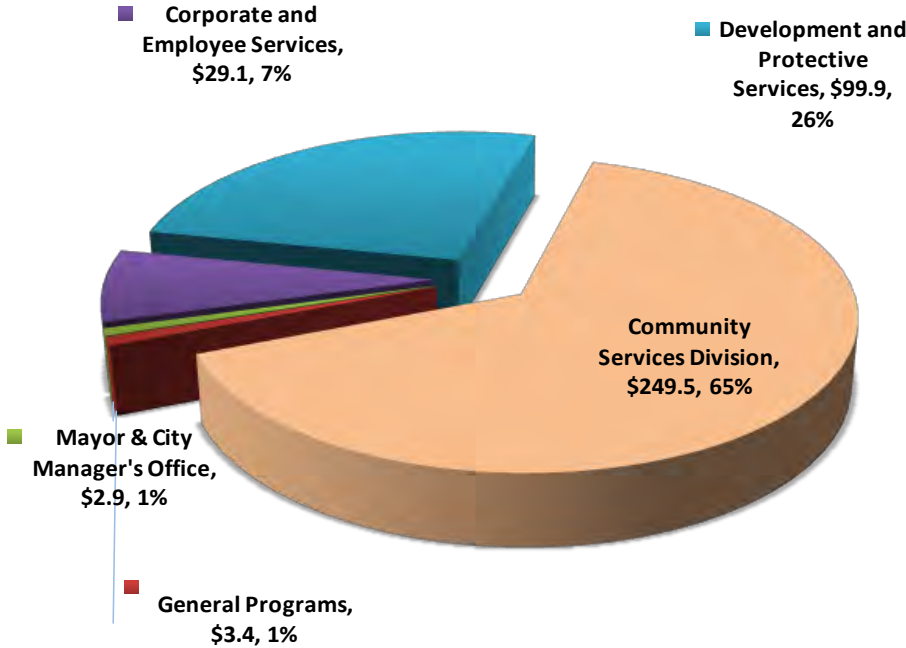
Total Expense by Fund- 2022 Budget



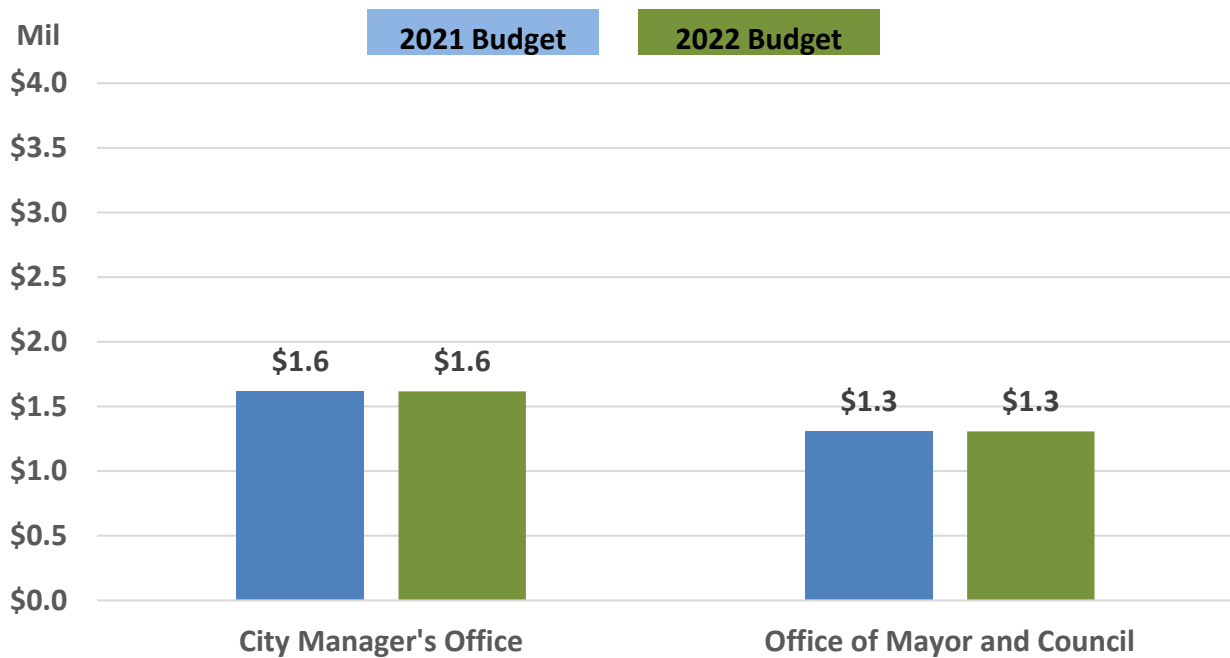
Total Expense by Division-2021 Budget



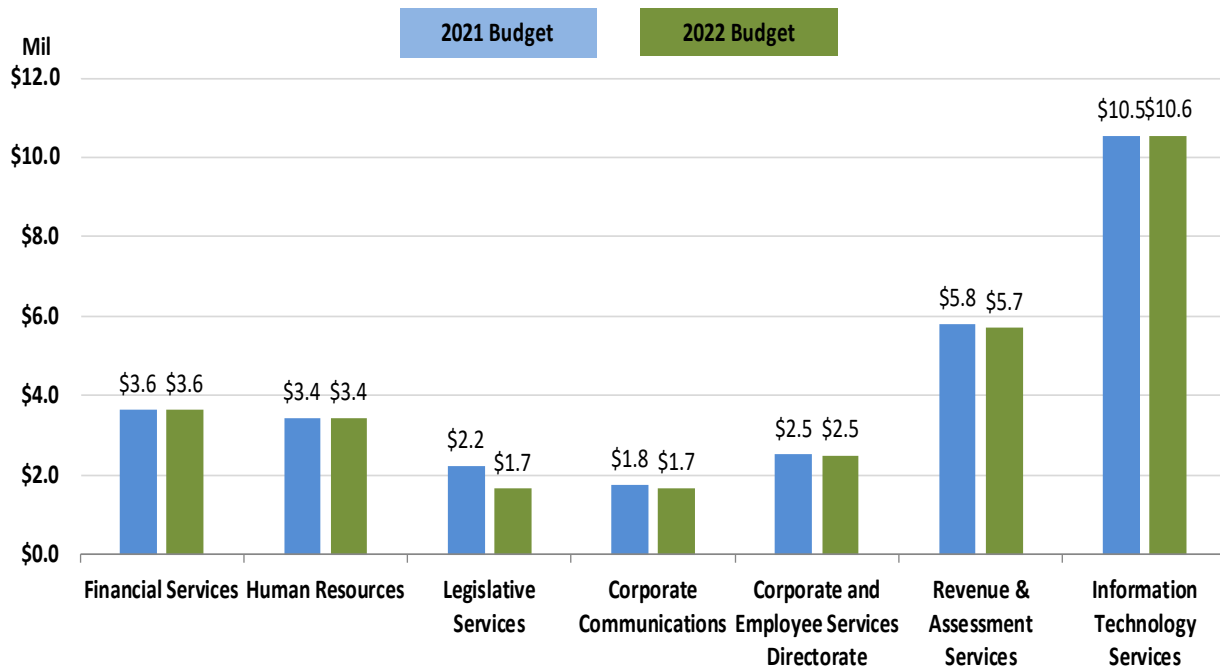
Total Expense by Division- 2022 Budget



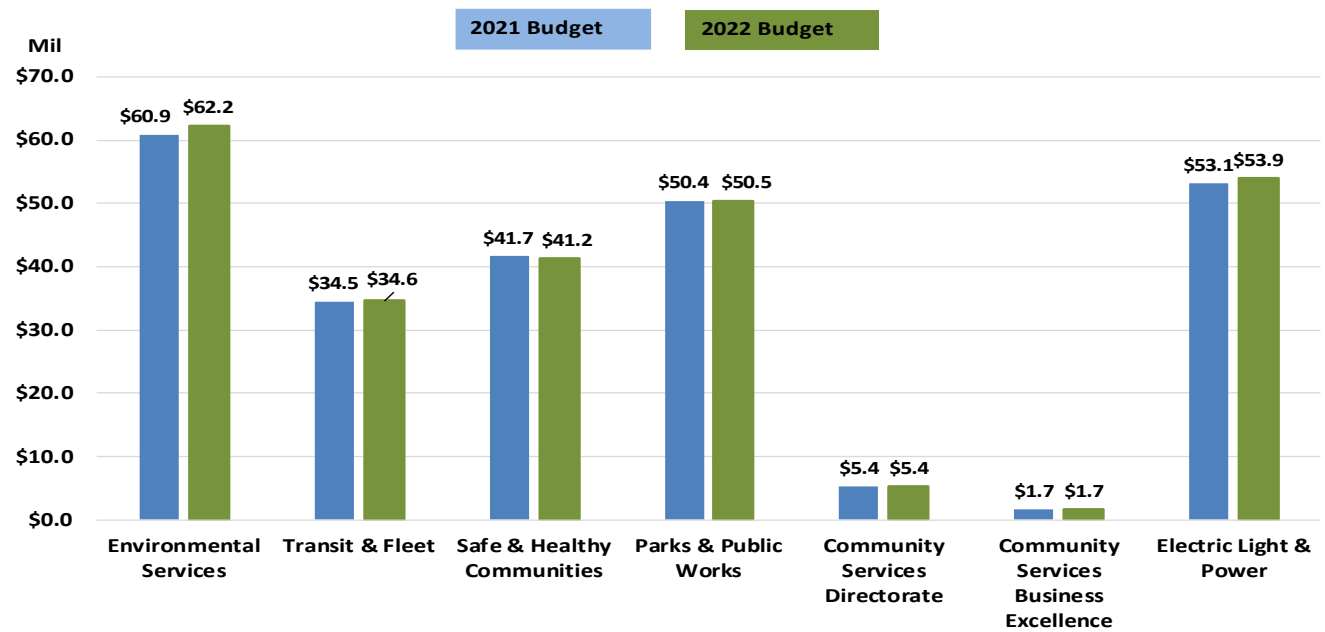
2021 & 2022 Total Expense by Department- Mayor & City Manager's Office



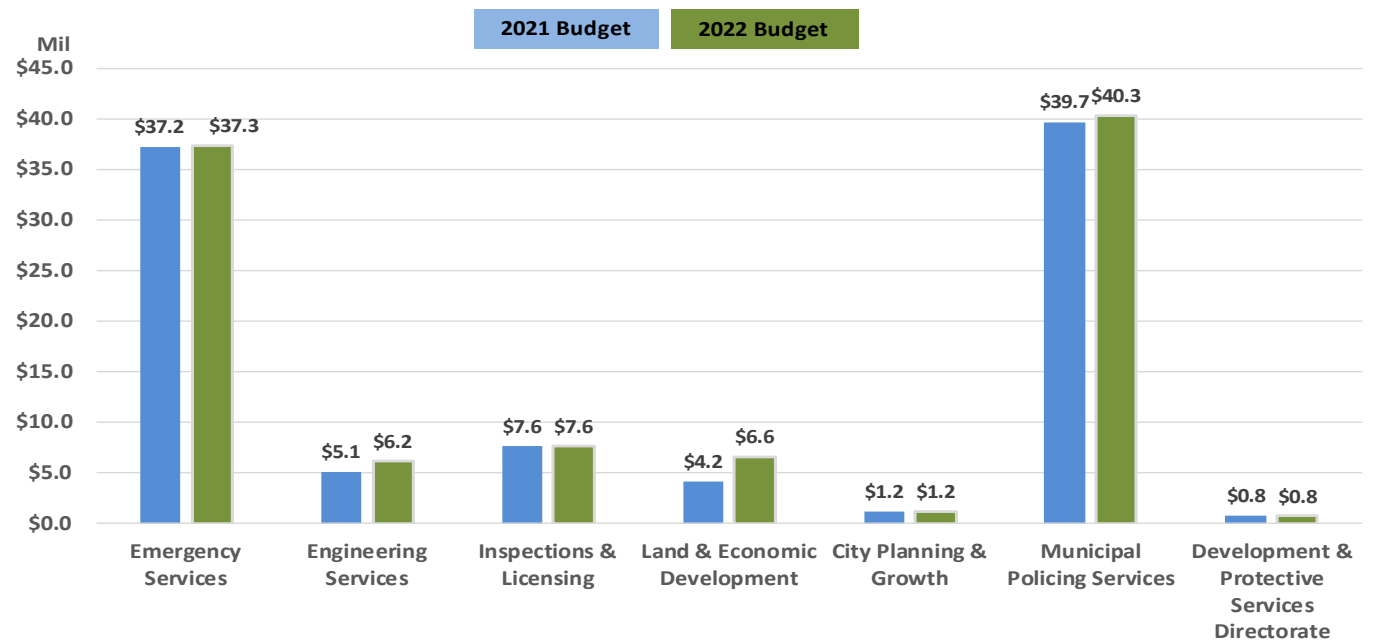
2021 & 2022 Total Expense by Department- Corporate and Employee Services Division



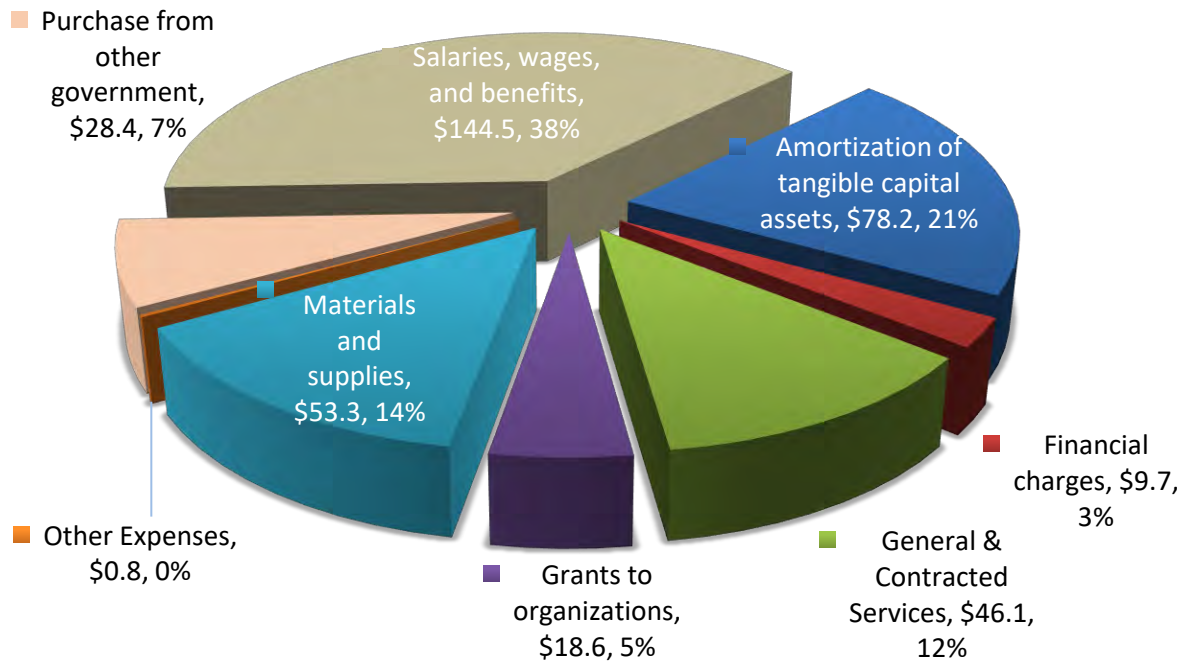
2021 & 2022 Total Expense by Department- Community Services Division



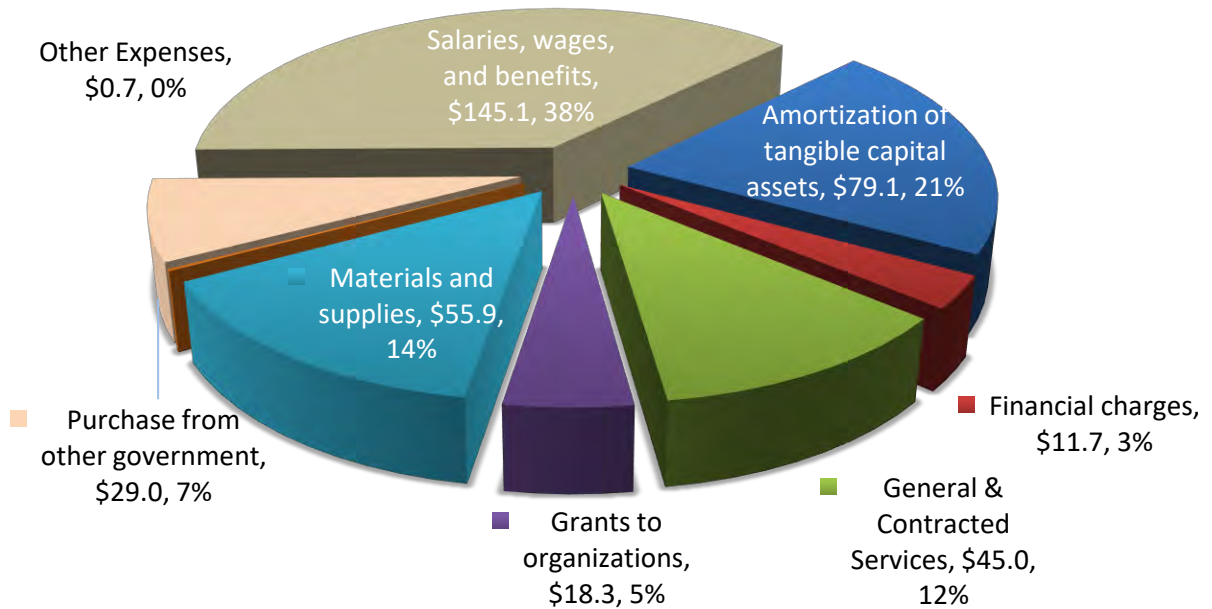
2021 & 2022 Total Expense by Department – Development and Protective Services Division



Total Expense by Category-2021 Budget



Total Expense by Category-2022 Budget



Total Expenses by Category- 2021 & 2022 Budget

Types of Expenses	2021 Budget (in millions)	%	2022 Budget (in millions)	%
Other Expenses	0.8	0%	0.7	0%
Financial charges	9.7	3%	11.7	3%
Grants to organizations	18.6	5%	18.3	5%
Purchase from other government	28.4	7%	29.0	8%
General & Contracted Services	46.1	12%	45.0	12%
Materials and supplies	53.3	14%	55.9	15%
Amortization of tangible capital assets	78.2	21%	79.1	21%
Salaries, wages, and benefits	144.5	38%	145.1	38%
Total	379.5	100%	384.9	100%

See Terms of Reference at end of section for description of Types of Expenses categories.

The proposed 2021 Operating Budget is \$379.5 million. This represents a 2.89% decrease compared to the 2020 Operating Budget of \$390.8 million. The proposed 2022 Operating Budget is \$384.9 million. This represents a 1.42% increase compared to the 2021 Operating Budget of \$379.5 million. The significant changes (increase / (decrease)) in expenses from 2020 and 2021 are as follows:

Significant Changes - Increase (Decrease)	2021	2022	Total
Westerner Grant	1,000,000	-	1,000,000
2021 Municipal Election & Cost of Governance	551,876	-	551,876
EMS AHS Dispatch Contract	(500,000)	-	(500,000)
Emergency Services Overtime	845,000		845,000
ELP Transmission Charges	800,000	800,000	1,600,000
Land Bank Subdivision Revenue & Capital Expense	(475,364)	1,496,210	1,020,846
Red Deer Airport Authority - Annual Operating Grant	313,690	313,690	627,380
Red Deer Airport - Capital Request *	1,087,500	2,037,500	3,125,000
Provincial Highway Maintenance	273,000	273,000	546,000
Wastewater Base Budget Changes	804,142	369,878	1,174,020
Water Base Budget Changes	636,332	518,633	1,154,965
Residuals Management Facility Operating Budget	253,643	354,300	607,943
RCMP Contract	1,667,078	595,087	2,262,165
River Bend Golf & Recreation Society Operating Grant	289,441	300,000	589,441
Urban Encampments & Debris Cleanup on Public Lands	516,974	-	516,974
Budget Guideline Changes with Zero Tax Impact	(657,615)	2,180,260	1,522,645
Personnel Provision Tax Supported	387,000	850,000	1,237,000
COVID Expenses	1,022,696	245,000	1,267,696
Confidential Cost Savings		(500,000)	(500,000)
Staffing Changes	(5,239,573)	-	(5,239,573)
Total	3,575,821	9,833,558	13,409,379

* Dependant on Intermunicipal Collaboration Framework (ICF) agreement with Red Deer County

2021 Operating Revenues & Transfers

In order to present a balanced budget revenues and transfers are \$379.5 million for the proposed 2021 Operating Budget. As with expenditures this represents a 2.89% decrease from 2020.

Transfers

Transfers are required to comply with Municipal Government Act requirements, Public Sector Accounting Board requirements, Municipal Affairs requirements and to separate tax supported operations from self-supported operations. Transfers include amortization offsets, debt principal payments, contributed assets offset, internal revenues / expenses and operating transfers from / to capital.

Transfers are \$55.0 million for the proposed 2021 Operating Budget. This represents a 4.56% increase over the 2020 Operating Budget of \$52.6 million.

The significant changes (increase / (decrease)) from 2020 are as follows:

Significant Changes	2021
Amortization Offset	468,475
Operating Contribution from (to) Capital	2,672,017
Debt Principal Payments	(1,015,318)
Contributed Asset Offset	299,354
Total	2,424,528

2022 OPERATING REVENUES AND TRANSFERS

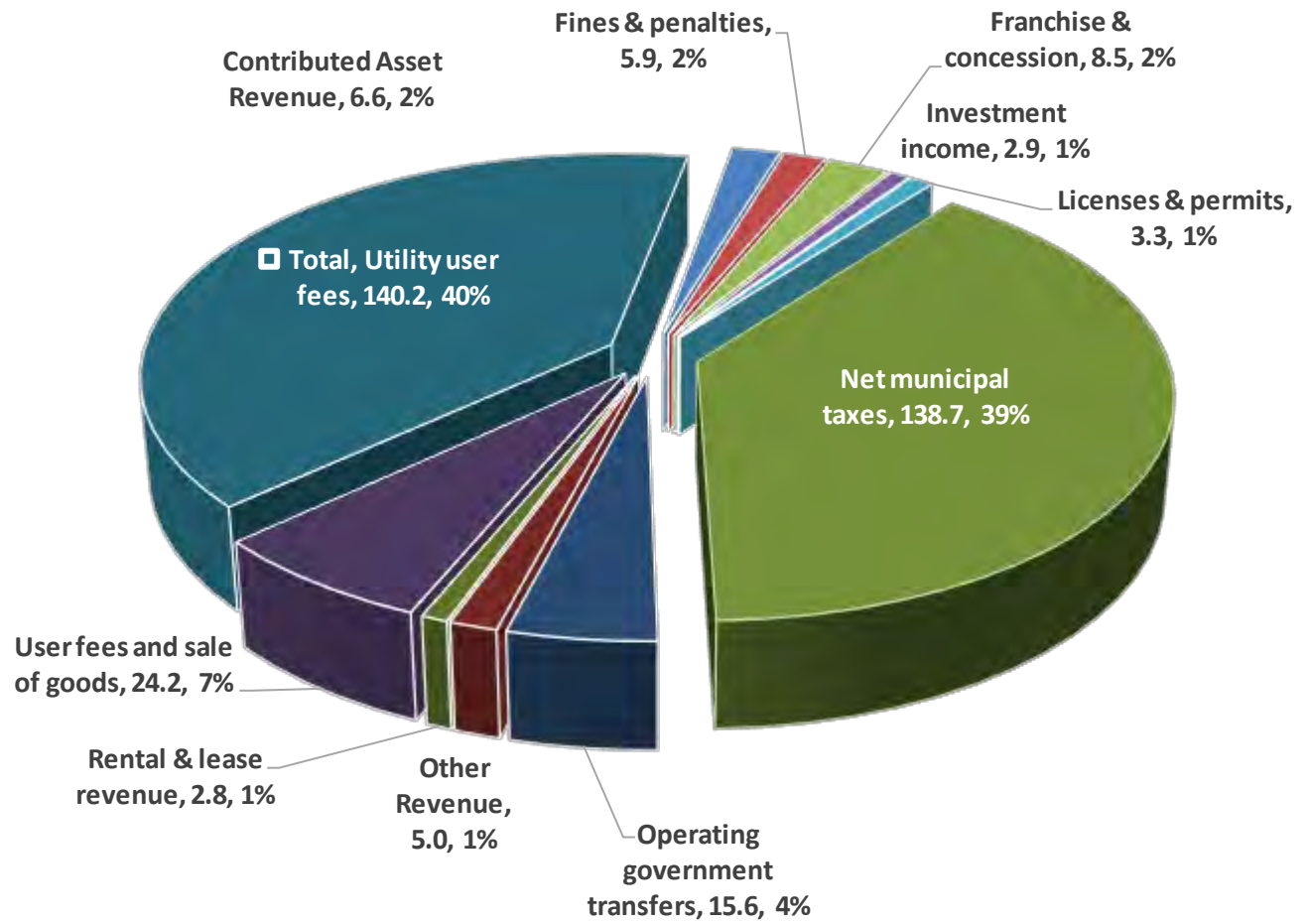
In order to present a balanced budget revenues and transfers are \$384.9 million for the proposed 2022 Operating Budget. As with expenditures this represents a 1.42% increase from 2021.

Transfers are \$45.3 million for the proposed 2022 Operating Budget. This represents a 17.6% decrease over the 2021 Operating Budget of \$55.0 million.

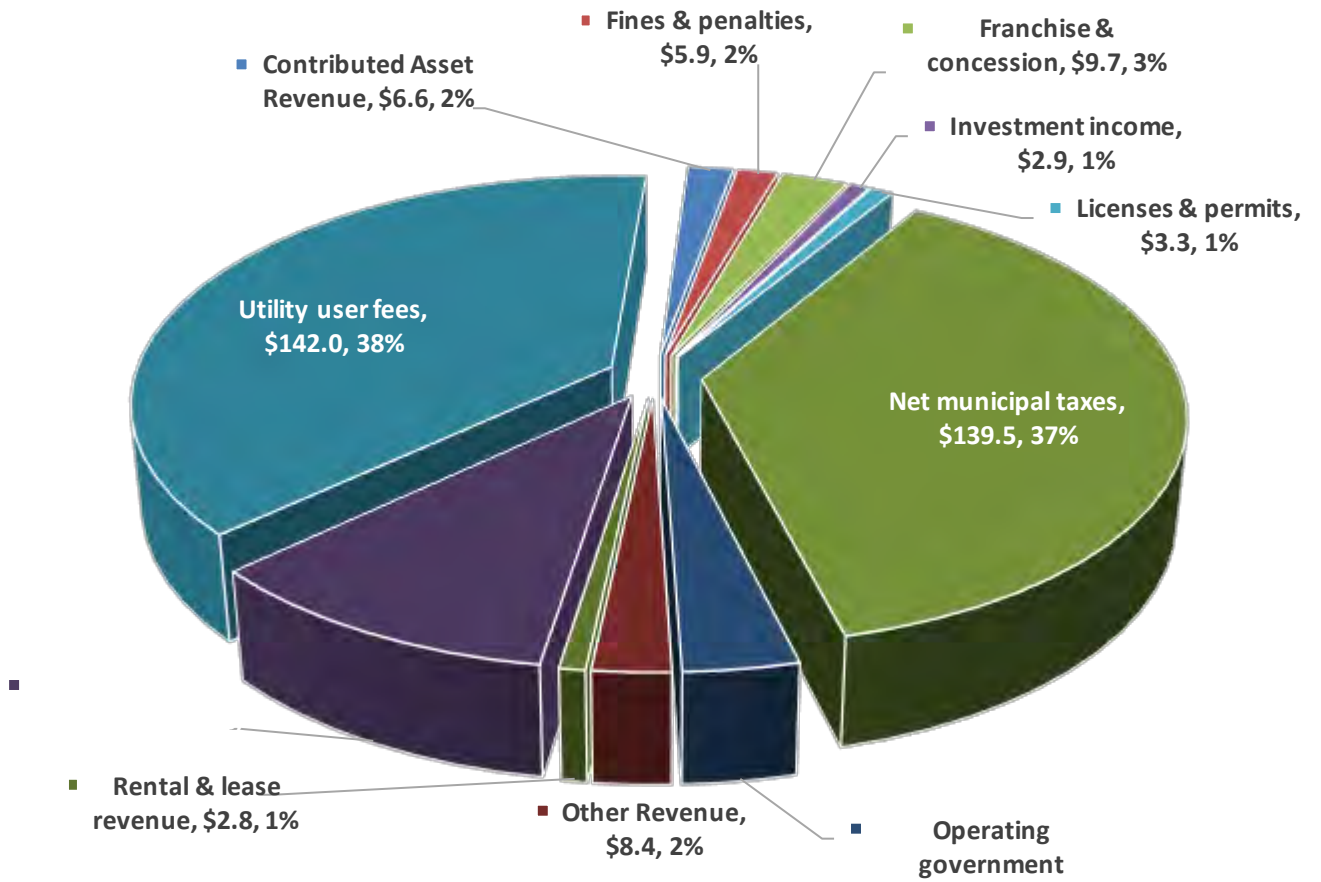
The significant changes (increase / (decrease)) from 2021 are as follows:

Significant Changes	2022
Amortization Offset	892,357
Operating Contribution from (to) Capital	(9,791,976)
Debt Principal Payments	(898,908)
Total	(9,798,527)

Total Revenue by Category for 2021
\$353.8 Million (in Millions)



Total Revenue by Category for 2022
\$372.8 Million (in Millions)



Total Revenue by Category
(in millions)

Types of Revenue	2021 Budget (in millions)	%	2022 Budget (in millions)	%
Rental & lease revenue	2.8	1%	2.8	1%
Investment income	2.9	1%	2.9	1%
Licenses & permits	3.3	1%	3.3	1%
Other Revenue	5.0	1%	8.4	2%
Fines & penalties	5.9	2%	5.9	2%
Contributed asset revenue	6.6	2%	6.6	2%
Franchise & concession	8.5	2%	9.7	3%
Operating government transfers	15.6	4%	12.4	3%
User fees and sale of goods	24.2	7%	39.4	11%
Net municipal taxes	138.7	39%	139.5	37%
Utility user fees	140.2	40%	142.0	38%
Total	353.8	100%	372.8	100%

Revenues are \$353.8 million in the proposed 2021 Operating Budget. This represents a 2.96% decrease compared to the 2020 revenues of \$364.6 million.

Revenues are \$372.8 million in the proposed 2022 Operating Budget. This represents a 5.37% increase compared to the 2021 revenues of \$353.8 million.

TAX SUPPORTED

Administration has proposed a net increase of \$0 to the tax supported operating budget for 2021 and 2022 which requires a 0% increase in property taxes for 2021 and 2022.

This compares to \$2,865,796 (2.15%) for the 2019 budget and \$682,648 (0.5%) in the 2020 budget.

In addition to the ongoing net expenditure changes, there is also one-time net expenditures included in the operating budget for 2021 of \$9.1 million and for 2022 of \$3.4 million. These net expenditures are funded by a transfer from reserves so there is no impact on taxation. A summary of these one-time net expenditures is listed on page 25.

UTILITIES

The utility increases are also within the 0.5% Council Guideline as follows:

	2021		2022	
Utilities	Net Increase	%	Net Increase	%
EL&P	256,303	0.44%	265,997	0.45%
Water	112,003	0.50%	114,612	0.50%
Waste Water	110,694	0.50%	113,180	0.50%
Solid Waste Management	83,103	0.50%	84,069	0.50%

For the other self-supported operations:

FLEET

2021 – \$45,388 net decrease – this amount is distributed to other operating departments so the net decrease is included in those operations

2022 – \$135,663 net increase – this amount is distributed to other operating departments so the net increase is included in those operations

SUBDIVISION

2021 – \$2,382,890 net Increase – land sales fluctuate based on market conditions so for budget purposes the net increase is offset by an increase in transfers from reserves.

2022 – \$9,796,288 net decrease – land sales fluctuate based on market conditions so for budget purposes the net decrease is offset by a decrease in transfers from reserves.

THE BUDGET IN BRIEF

Personnel budget and Full time equivalents (FTEs)

Personnel costs make up 38%³ of the operating budget for both 2021 and 2022. For 2021 the personnel provision, which is the cost to address the increase in salary and wages is estimated to have an increase of \$350,000 while the 2022 increase is estimated at \$850,000. Normally, the largest component of this increase is a result of unionized increases approved by Council and the unions. The provision will also be used for benefit changes, job reevaluations and ladder changes. As salaries, wages and benefits form the largest expense in The City's budget, Administration will be looking to control the increase in this line item over future years. All union contracts will have expired as of December 31, 2020 and will be negotiated during 2021.

At The City we describe our personnel budgets in two ways:

³ RCMP Members are not included because they are provided through a contract

Full Time Equivalent: This is a calculation of hours and for The City is on average 1950 hours per year. It is not to be confused by the number of employees or positions we have at The City. For example one FTE can be filled by three employees each working 650 hours (so part time).

Employees: We employ a combination of permanent full time, permanent part time, temporary full time, temporary part time and casual staff at The City. The number of employees can fluctuate during the year, especially when we are hiring casual (seasonal) staff.

Administration's recommended budget for 2021 and 2022 includes the following FTE adjustments:

2021- 1,331.49

2022- 1,330.62

This meets the council guideline and in fact reduces our overall FTE count by 67.09 from 2020.

A significant part of our reduction occurred from a voluntary retirement program introduced in 2020. The result of this program was 58 staff retirements with those staff leaving the organization by September 30, 2020.

Capital

When The City acquires or builds additional capital – facilities or infrastructure – we have to ensure we have enough operating dollars in our budgets to ensure maintenance and programming. Best practice would be to approve any operating dollars related to capital as the capital project is approved.

Capital budgets have an impact on the operating budget in the following ways:

- Debenture payments - \$437,310 increase for 2021; \$3,345,878 for 2022
- Operating costs (ongoing) – tax supported operations \$414,554 increase for 2021 and \$326,905 increase for 2022; Water Utility - \$253,643 increase for 2021 and \$354,300 increase for 2022
- Transfers to reserves - \$695,000 for 2021 and \$699,000 for 2022

Agency and Community Requests

The City funds a variety of agencies: Waskasoo Environmental Education Society (WEES), Red Deer Museum + Art Gallery (MAG), Red Deer Public Library, Downtown Business Association (DBA) and River Bend Golf & Recreation Society that are included in our consolidated financial statements. As per 2021 – 2022 Council budget guidelines, each of these agencies are provided with an increase as per the Council guidelines which is 0% for 2021 – 2022. Where agreements previously allowed for an increase, these agreements are to be amended to reflect no increase in funding. The Central Alberta Crime Prevention Centre (CACPC) is to be treated similar to the agencies that are consolidated. Tourism Red Deer did not request an increase in funds. Central Alberta Economic Partnership (CAEP) membership continues and there is no adjustment in the budgeted amount of \$54,216 for 2021 or 2022. The membership rate increases will be covered by the department within their existing budget.

The City also receives requests from other community groups for funding. These requests are dealt with on an individual basis, annually through the Enterprise Business Process.

Ongoing Funding Increases - \$0 for both 2021 and 2022

- Tourism Red Deer did not request an increase in funds and their contract will remain at \$271,345 for 2021 and 2022..
- WEES will receive a 0% increase so their contract will remain at \$733,995 for 2021 & 2022.
- MAG will receive a 0% increase so their contract will remain at \$1,050,672 for 2021 & 2022.
- Red Deer Public Library will receive a 0% increase so their contract will remain at \$4,316,842 for 2021 & 2022.
- For CAEP there is no adjustment in the budgeted amount of \$54,216 for 2021 or 2022. The membership rate increases will be covered by the department within their existing budget. The increase is anticipated to be \$6,435 in 2021 and \$2,519 in 2022.
- DBA will receive a 0% increase so their grant will remain at \$187,835 for 2021 and 2022.

One Time Funding to Agencies- \$3,203,153 for 2021 and \$2,851,190

- The Westerner has a budgeted amount of \$1,000,000 for 2021. The payment of this amount will be dependent on cash flows. No funding has been budgeted for 2022.
- Red Deer Airport 2021 operating grant will be \$313,690. This is 40% less than prior year. The 2022 grant is budgeted at \$313,690 as well. The grants for airport capital projects are budgeted at \$1,087,500 for 2021 and \$2,037,500 for 2022.
- Central Alberta Crime Prevention will receive a 0% increase so their grant will remain at \$162,522 for 2021. Subsequent funding will be determined as part of the Community Development Grants process previously considered by Council.
- River Bend Golf & Recreation Society will receive a 0% increase so their grant will remain at \$289,441 for 2021. This has been budgeted on a one time basis due to the contract being extended for one year. The 2022 budgeted amount is also currently being treated as a one-time expense in the amount of \$300,000. The extended agreement expires at the end of 2021 and will be negotiated.

It is important to note that The City provides funds to community groups through a variety of funds such as the Community Culture Development Fund (CCDF), Fee for Service and also funds Red Deer & District Family and Community Support Services (FCSS). Within the 2021 budget there is additional one-time funding for the CCDF of \$150,000 plus additional ongoing funding of \$150,000 in 2022. There is also one-time funding in the amount of \$200,000 in each of 2021 and 2022 to allocate to community groups to help survive the impact of COVID-19.

Cost Savings

A corporate review was completed for cost savings that have been incorporated into the current proposed Operating Budget. For 2021 the following significant initiatives are recommended:

1. Decrease in FTEs – Voluntary Retirement Program/Staffing Changes
 - A Voluntary Retirement Program was offered during 2020. Where possible, the

position of the person participating in the program was abolished. Where the position had to be filled, an alternate position was identified within the budget to achieve the savings and related FTE reduction.

- i. 4.5 FTEs were reduced within the utility and self-supported operations for \$0.34 million
 - ii. 59.23 FTEs were reduced within the tax supported operations for \$5.2 million
2. Reduction in Business Travel / Conference / Training
 - A reduction across the organization in these areas was taken
 - i. \$0.06 million reduction for utility and self-supported operations
 - ii. \$0.19 million reduction for tax supported operations
3. Waste Management Initiatives
 - The frequency of green cart collection will be reduced to every other week for the winter months for a cost savings of \$0.1 million
 - Contractual obligations will be reduced for a cost savings of \$0.33 million

In addition to the corporate savings above, where departments recommended a cost savings these have been included in the recommended budget.

For 2022 there are no significant cost savings initiatives recommended.

Significant Changes and Investments

As per Council's strategic direction (page 49) Administration is recommending for 2021:

- The Westerner: \$1,000,000 one-time to enable the survival of this organization. (Economic Leader, Chosen Destination)
- Urban Encampments and Debris Cleanup on Public Lands: \$516,974 of ongoing funding is proposed that will fund the continued level of response for Community Police Officers, parks clean up and roadway needle collection related to rough sleeper and drug debris. (Safety)
- Community Safety Strategy Sustainability: \$145,311 ongoing is proposed to continue the work of the community safety strategy and in particular support the work of the Systems Leadership Team (SLT). (Safety)
- The Central Alberta Crime Prevention Centre: \$162,522 one-time to provide support to this stakeholder involved with safety initiatives within the community. (Safety)
- RCMP Contract: \$1,667,078 ongoing to maintain police services within the community (Safety)
- COVID Expenses: \$1,022,696 one-time to create a safe environment for the public visiting City facilities and for City staff. (Safety)

As per Council's strategic direction (page 49) Administration is recommending for 2022:

- RCMP Contract: \$595,087 ongoing to maintain police services within the community (Safety)
- COVID Expenses: \$245,000 one-time to create a safe environment for the public visiting

City facilities and for City staff. (Safety)

Revenue impacts

- Prior to the impact of COVID-19, The City was continuing to see a decrease in our revenue both in tax and utilities. The impact of COVID-19 has further reduced the amount of revenues. To compensate for the decreases on the tax side ongoing adjustments have been made for the general decrease in economic activity and a one-time adjustment has been made for the estimated impact of COVID-19. For 2021 this includes an adjustment to the Safe & Healthy Communities, Inspections and Licensing, Transit & Fleet, City Planning & Growth and Revenue & Assessment Services departments. To compensate for the decreases on the utility and self-supported side ongoing adjustments have been made for the general decrease in economic activity.

Provincial budget impacts

- As the provincial budget will not be released until February / March of 2021, any impacts to the 2021 Operating Budget will be dealt with on an one-time basis through the Operating Reserve – Tax Supported.

Growth

- 2020 has been a slow construction year with the impacts of COVID-19. Growth is expected to remain at \$600,000.

2021 & 2022 OPERATING BUDGET (SUMMARY OF GROSS REVENUES AND EXPENDITURES)

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Revenues					
Tax Levy	138,305,100	138,718,027	139,518,027	412,927	800,000
User fees and sale of goods	175,076,294	164,457,126	181,404,229	(10,619,168)	16,947,103
Other Revenue	51,195,761	50,603,496	51,877,592	(592,265)	1,274,096
	364,577,155	353,778,649	372,799,848	(10,798,506)	19,021,199
Other Transfers	26,236,654	25,711,071	12,111,029	(525,583)	(13,600,042)
Expenditures					
General Programs	9,745,544	3,180,332	3,403,161	(6,565,212)	222,829
Office of the City Manager	3,314,856	2,925,923	2,922,926	(388,933)	(2,997)
Corporate and Employees Services	29,425,757	29,901,153	29,148,086	475,396	(753,067)
Community Services	251,506,843	247,655,666	249,509,209	(3,851,177)	1,853,543
Development & Protective Services	96,820,809	95,826,650	99,927,495	(994,159)	4,100,845
	390,813,809	379,489,724	384,910,877	(11,324,085)	5,421,153
Surplus (Deficit)	(0)	(0)	(0)	0	(0)

Corporate Financing

Property tax overview

The 2021 and 2022 property tax revenue requirement for City operations are \$0 which represents a 0% increase once property tax growth due to additional construction and provincial government changes is included. The property tax revenue requirement is the amount required to present a balanced budget once changes to other revenues, expenditures and transfers for tax supported operations are considered. The 0% meets the Council budget guideline for 2021 and 2022.

Based on the property tax revenue prior to 2021 – 2022 Council changes, a 1.0% change in the property tax revenue equates to \$1,387,180 for 2021 and \$1,395,180 for 2022.

2021 Tax Revenue Changes

	Recommended	%
2020 Tax Revenue	\$138,305,100	
base budget adjustment	(187,073)	
2021 Construction Growth	600,000	
Subtotal	\$138,718,027	
2021 Impacts of prior year budgets, FAR's, and cost savings	\$0	
2021 Municipal Tax Total	\$138,718,027	0.00%

2022 Tax Revenue Change

	Recommended	%
2021 Tax Revenue	\$138,718,027	
2022 Construction Growth	800,000	
Subtotal	139,518,027	
2022 Impacts of prior year budgets, FAR's, and cost savings	\$0	
2022 Municipal Tax Total	139,518,027	0%

2021 Operating Budget Summary by Types of Operation (In Thousands)

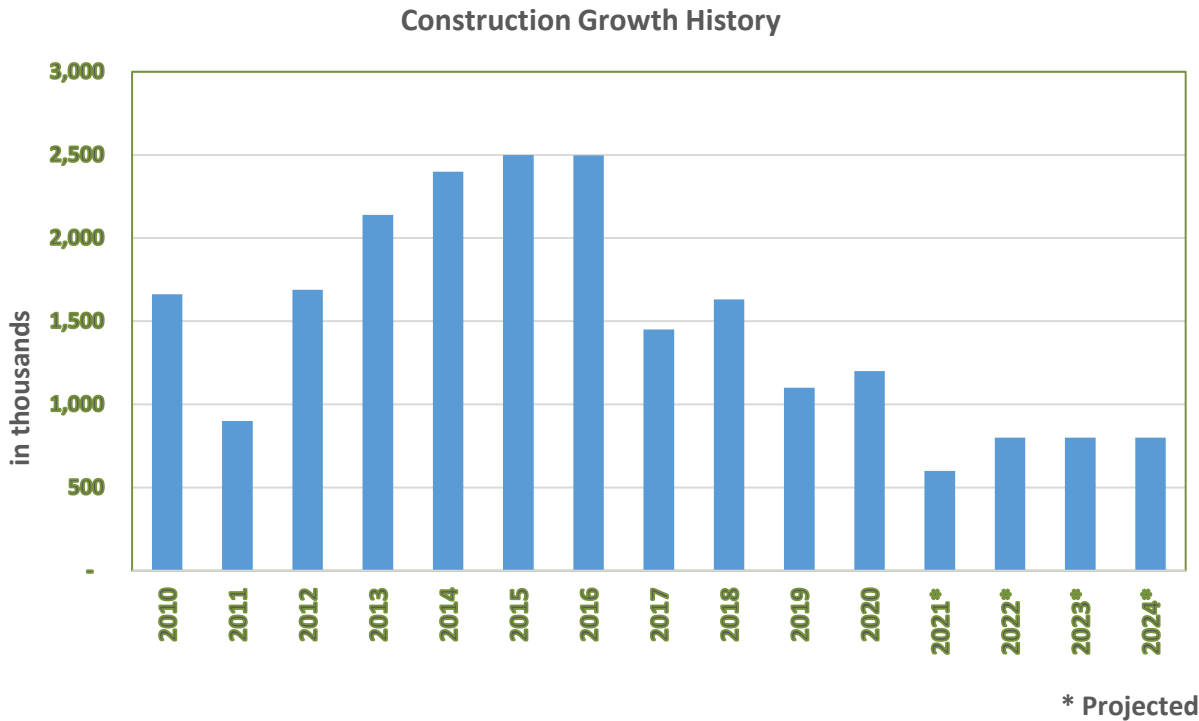
Category	Tax	Utility	Self	Total
Expenditures	255,568	104,533	19,389	379,490
Revenues	201,158	149,020	3,600	353,779
Transfers (non-reserves)	48,971	(15,272)	21,346	55,045
Deficit (surplus)	5,438	(29,215)	(5,557)	(29,334)
Transfer (from) to Reserves	(5,438)	29,215	5,557	29,334
Tax Increase Required	0	0	0	0

2022 Operating Budget Summary by Types of Operation (In Thousands)

Category	Tax	Utility	Self	Total
Expenditures	257,165	106,767	20,979	384,911
Revenues	207,121	150,777	14,902	372,800
Transfers (non- reserves)	48,686	(15,044)	11,621	45,264
Deficit (surplus)	1,358	(28,966)	(5,544)	(33,153)
Transfer (from) to Reserves	(1,358)	28,966	5,544	33,153
Tax Increase Required	0	0	0	0

The property tax growth has been estimated at \$600,000 for 2021 and \$800,000 for 2022. These

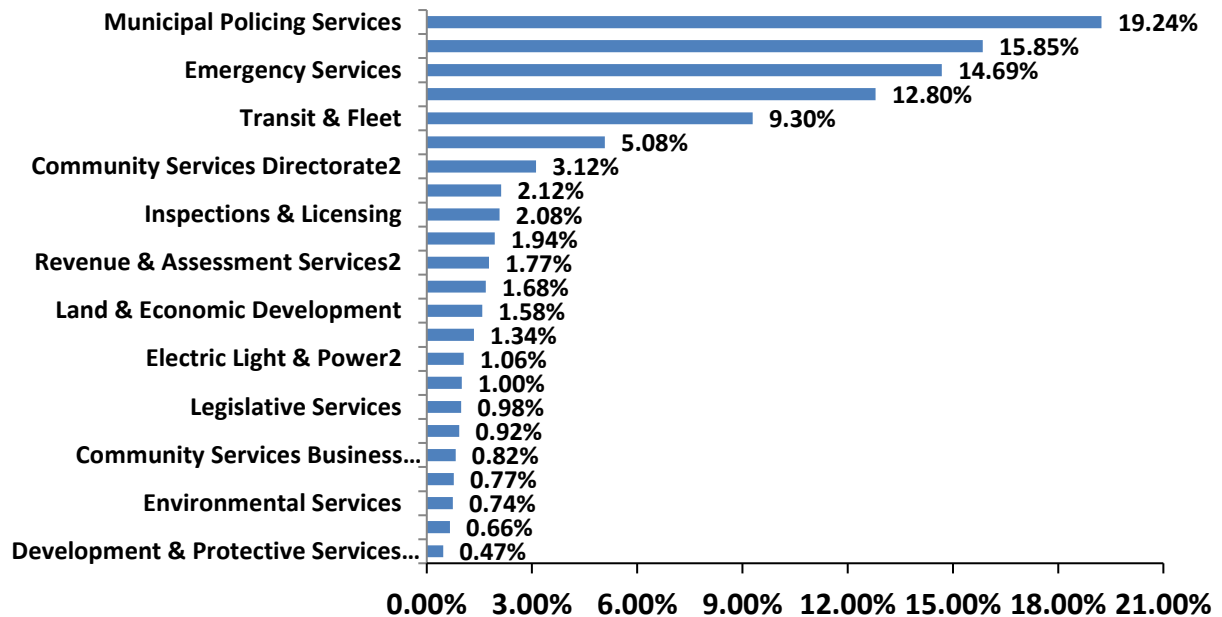
lower growth amounts are projected based on analysis of the current economic indicators. Growth has been used in previous budgets to help fund inflation in order to balance the budget to provide municipal services. This places additional pressure on the ability to fund growth related expenditures.



Other impacts on the property tax revenue such as changes to the provincial education requisition and senior’s housing requisition have been estimated at this point at the 2020 amounts as the 2021 and 2022 amounts have not been provided to The City. The distribution of the property tax revenue between residential, multi-family and non-residential classes will occur when the property tax bylaw is presented to Council. When each of the above impacts is combined with changes in property assessment, the final increase in property tax for individual properties will vary from 0% for 2021 & 2022.

For the most part, the 2021 & 2022 Operating Budgets as presented maintains the existing levels of service through targeted control of expenditure increases required to maintain the levels of service, accommodates the impacts of the known provincial budget reductions and adjusts revenue amounts to expected amounts.

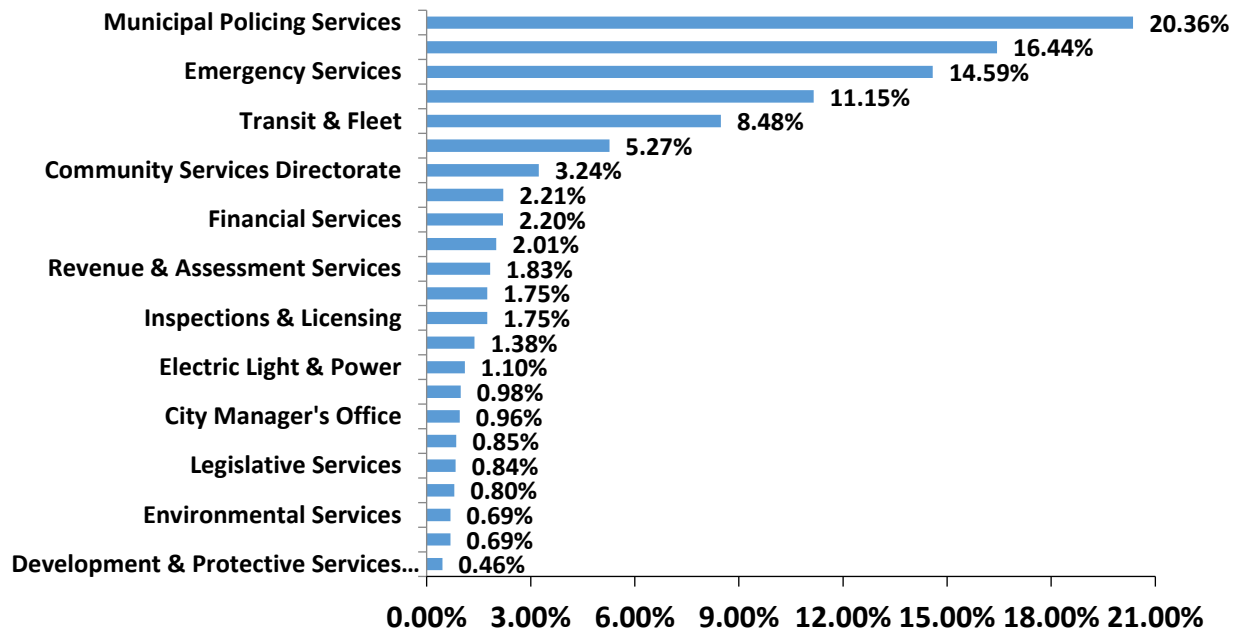
What a Residential Taxpayer Pays for an Average Home – 2021



Average typical family detached home	\$ 325,000
Proposed Property Tax Increases for 2021	0%

Division/Department	Property Tax Levy for Average Home	Property Tax Levy Increase for Average Home	%
Municipal Policing Services	450.04	-	19.24%
Parks & Public Works	370.73	-	15.85%
Emergency Services	343.54	-	14.69%
Safe & Healthy Communities	299.41	-	12.80%
Transit & Fleet	217.45	-	9.30%
Other Services	658.15	-	28.13%
Annual Residential Property Tax Increase for Average Home (municipal only)	2,339.32	-	100.00%
Monthly Residential Property Tax for Average Home (municipal only)	194.94	-	

What a Residential Taxpayer Pays for an Average Home – 2022



Average typical family detached home

\$ 325,000

Proposed Property Tax Increases for 2022

0%

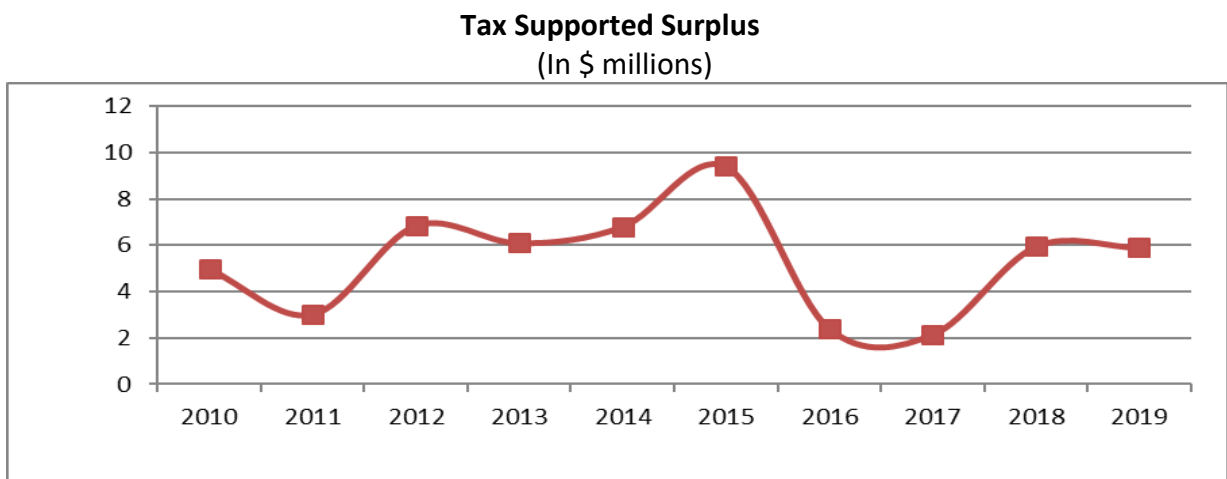
Division/Department	Property Tax Levy for Average Home	Property Tax Levy Increase for Average Home	%
Municipal Policing Services	476.28	-	20.36%
Parks & Public Works	384.51	-	16.44%
Emergency Services	341.22	-	14.59%
Safe & Healthy Communities	260.88	-	11.15%
Transit & Fleet	198.32	-	8.48%
Other Services	678.12	-	28.99%
Annual Residential Property Tax Increase for Average Home (municipal only)	2,339.32	-	100.00%
Monthly Residential Property Tax for Average Home (municipal only)	194.94	-	

Reserves

Operating Reserve – Tax Supported (ORTS)

The purpose of the Operating Reserve – Tax Supported is to fund emergencies, provide cash flow / working capital for general operations and to fund other initiatives (one-time items and carry forwards).

There is no sustainable source of funding for this reserve; funding is dependent on any surplus from tax supported operations. The following chart shows the tax supported surpluses from 2010 to 2019. The amount of the surplus fluctuates from a low of \$2.16M in 2017 to a high of \$9.41M in 2015 with a yearly average of \$5.36M over the 10 year period.

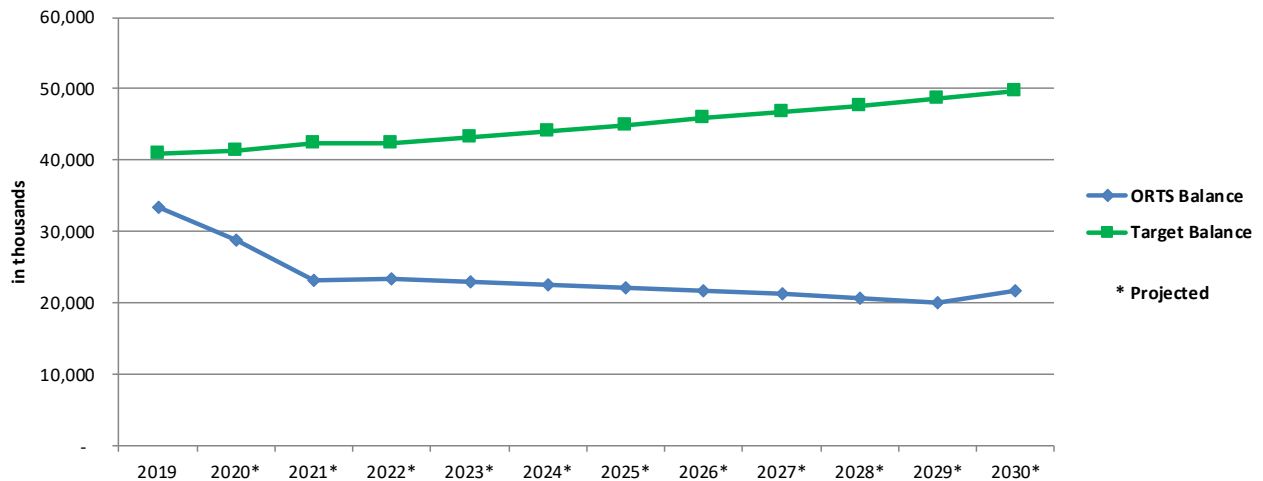


The forecast of the reserve is based on annual surpluses of \$5 million per year, one-time expenditures of \$4 million per year (for 2023 – 2030) and carry forward expenditures of \$2.1 million per year. The one-time items amount currently included in the 2021 and 2022 budgets, before carry forwards are considered, is \$9.1 million and \$3.4 million respectively. These one time amounts for 2021 and 2022 have been used in the forecast. The carry forwards amount is determined in late December of each year. The one-time amount in 2021 is significantly higher than prior years due to an allowance of \$5.3 million for the impact of COVID-19 on tax supported revenues, \$1 million for COVID-19 expenses and \$1 million of additional support to The Westerner.

2021 & 2022 One Time Operating Budget Summary- Tax Supported

Item#	Description	2021	2022	Total
1.00	Prior Year Budget Approved	664,540	-	664,540
2.00	COVID Operating Grant	(2,991,139)		(2,991,139)
3.00	G.H. Dawe Community Centre Project 2021-2023 Operating Budget Adjustment	99,382	128,409	227,791
4.00	Increase to Community Culture Development Grant	150,000		150,000
5.00	Downtown Identity Project	150,000		150,000
6.00	The Central Alberta Crime Prevention Centre	162,522		162,522
7.00	Community Agency COVID Sustainability Grant	200,000	200,000	400,000
9.00	RBGRS Operating Grant	289,441	300,000	589,441
10.00	Red Deer Airport Authority - Annual Operating Grant	313,690	313,690	627,380
11.00	2021 - Parking Operations Revenue Reduction Due to COVID	689,000		689,000
12.00	EMS AHS Dispatch Contract	722,800		722,800
13.00	Westerner Grant	1,000,000		1,000,000
14.00	2021 & 2022 COVID Expenses	1,022,696	245,000	1,267,696
15.00	Red Deer Airport Capital Requests	1,087,500	2,037,500	3,125,000
16.00	Transit Recovery Reduction due to Covid19	1,985,400		1,985,400
17.00	Recovery Reduction due to COVID19	3,337,398		3,337,398
18.00	City Vision and Community Plan (MDP Update)		150,000	150,000
8.00	Confidential Funding Request	200,000		200,000
	Major Changes Subtotal	8,418,690	3,374,599	11,793,289
	Other one time items (a total of 12 items for 2021 and one item for 2022)	10,199	(6,000)	4,199
	Total one time expenses	9,093,429	3,368,599	12,462,028

Operating Reserve – Tax Supported



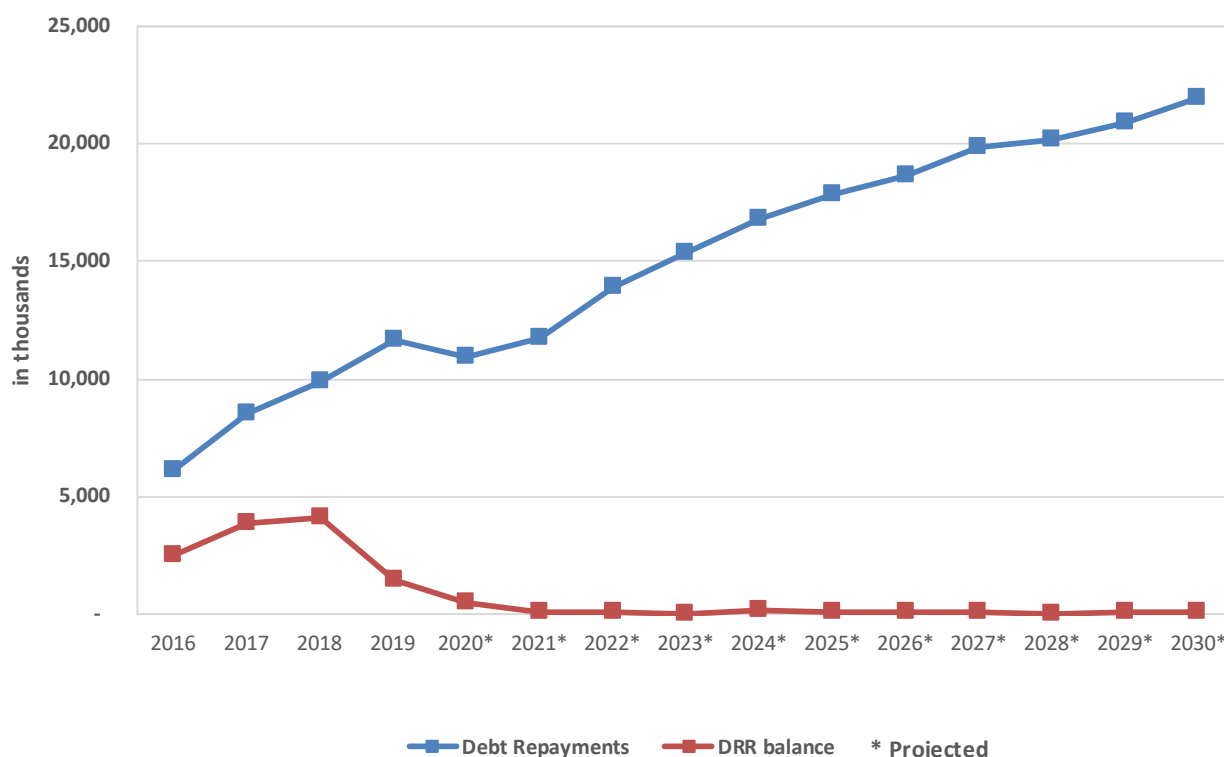
Currently there are no other initiatives included in the forecast of the reserve other than one time items and carry forwards. Other initiatives could include significant changes in operations such as annexation or a municipal police force and emergencies. Based on average amounts for surplus, one time items and carry forwards, the forecast shows an annual draw on the reserve of \$1.1 million.

As budgets continue to tighten, there is increased risk that the historical annual surplus of \$5 million will not be achieved. This concern is heightened over the next 1 – 2 years due to the uncertainty of revenues impacted by COVID-19. Adjustments have been made to anticipated revenue amounts on a one time basis for this impact and anticipated additional expenses have been included on a one time basis as well. These revenues, as well as the increased expenses, will continue to be monitored to determine the impact on the reserve.

The reserve will continue to be monitored on an annual basis with a 10 year forecast being prepared and updated annually. Additional adjustments to the level of one time funding and carry forwards may be required to ensure sustainability.

Debt Repayment Reserve

The purpose of the Debt Repayment Reserve (DRR) is to fund tax supported debt repayments and to provide a stable source of funding for capital projects. This reserve works with the Capital Projects Reserve (CPR) to help both reserves remain sustainable. Funds are transferred between the DRR and the CPR to achieve a balance above zero in compliance with Council Budget Guidelines.



On an annual basis there is \$9.9 million contributed to the DRR from operations. For 2021 and 2022, there is \$11.7 million and \$13.9 million required. The amount required continues to grow to \$21.9 million in 2030 based on the current capital plan. Although the purpose of the reserve includes a stable source of funding for capital projects, within the 10 year forecast period the reserve is strictly being used to fund debt payments.

As the annual contribution to the DRR does not meet the annual funding requirement, a total of \$77.8 million of transfers from the CPR to the DRR will be required over the 10 year period 2021 – 2030 to keep the DRR balance above zero and comply with Council budget guidelines.

The CPR is able to transfer this amount of money due to the approval of additional transfers from operating to reserves. Since 2015 The City of Red Deer has added up to 1% of the property tax increase towards capital to fund growth and amenities. Please see the chart below that shows the annual contribution since 2015 and the proposed increases for 2021 and 2022.

Year	Incremental Contribution- Amenity & Growth	%	Annual Contribution	Accumulated Balance
2015	1,154,079	1.00	1,154,079	1,154,079
2016	1,221,929	1.00	2,376,008	3,530,087
2017	1,000,000	0.80	3,376,008	6,906,095
2018	1,293,000	1.00	4,669,008	11,575,103
2019	1,324,500	1.00	5,993,508	17,568,611
2020	682,000	0.50	6,675,508	24,244,119
2020- reduction	(3,500,000)		3,175,508	27,419,627
2021	695,000	0.50	3,870,508	31,290,135
2022	699,000	0.50	4,569,508	35,859,643

This is not the only transfer of operating dollars to tax supported capital reserves. In total, there is an annual transfer of \$19.2 million to tax supported capital reserves as of 2020. With the Amenity & Growth amounts proposed for 2021 and 2022 this amount would be \$19.9 million for 2021 and \$20.6 million for 2022. This capital contribution is used to fund the capital budget and plan that is being debated by City Council from November 30 – December 4 and is critical to ensure financial sustainability.

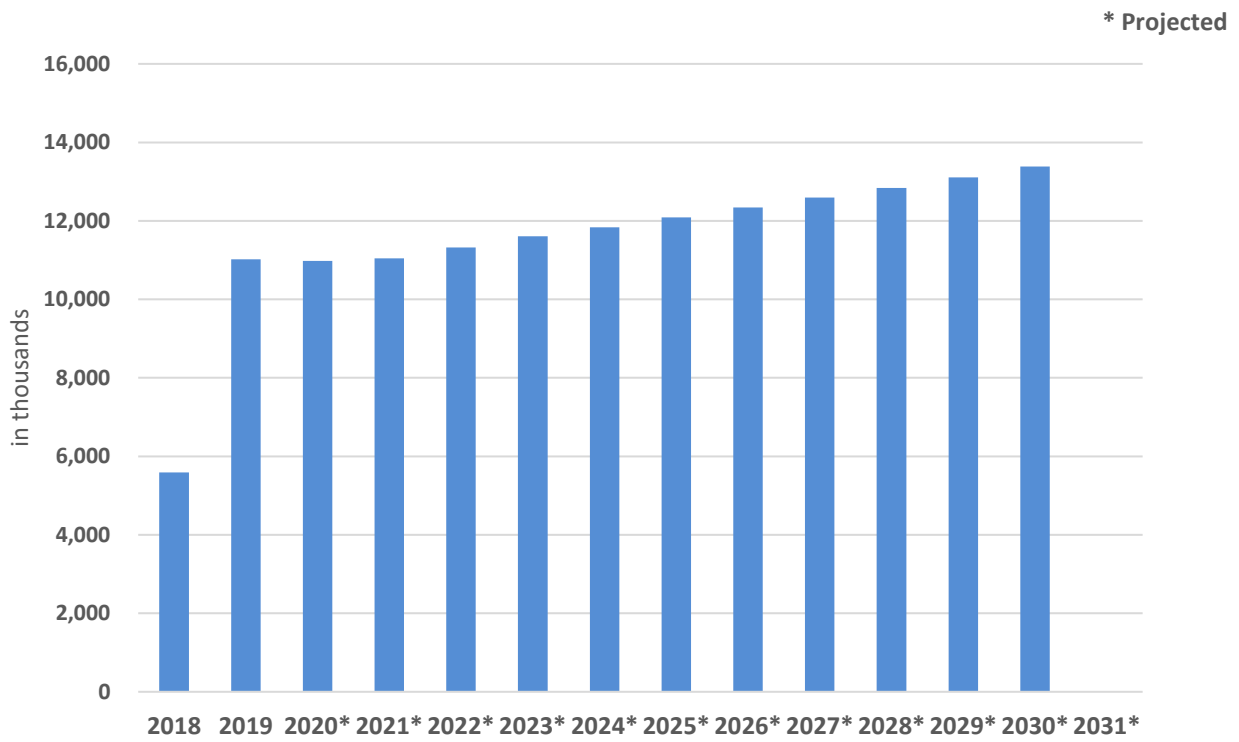
The reserve will continue to be monitored for sustainability on an annual basis as part of the budget process.

Operating Reserve – Self-Supported Operations

The purpose of these reserves is to provide working capital for the utilities. The reserves are managed in accordance with the Council Policy PS-A-2.7 Utility. Funding for the reserves is from annual surpluses from utility operations, or, if required, from transfers from the utility capital reserves.

Only the utility operating reserves for Electric, Light & Power, Water, Wastewater and Solid Waste are included in the chart below. Other self-supporting operations have reserves but they are either a combination of operating and capital or capital only. The reserves will tend to grow as the revenues for the utilities grow. The reserves are monitored on an annual basis for compliance with the Utility policy.

Utility Operating Reserve

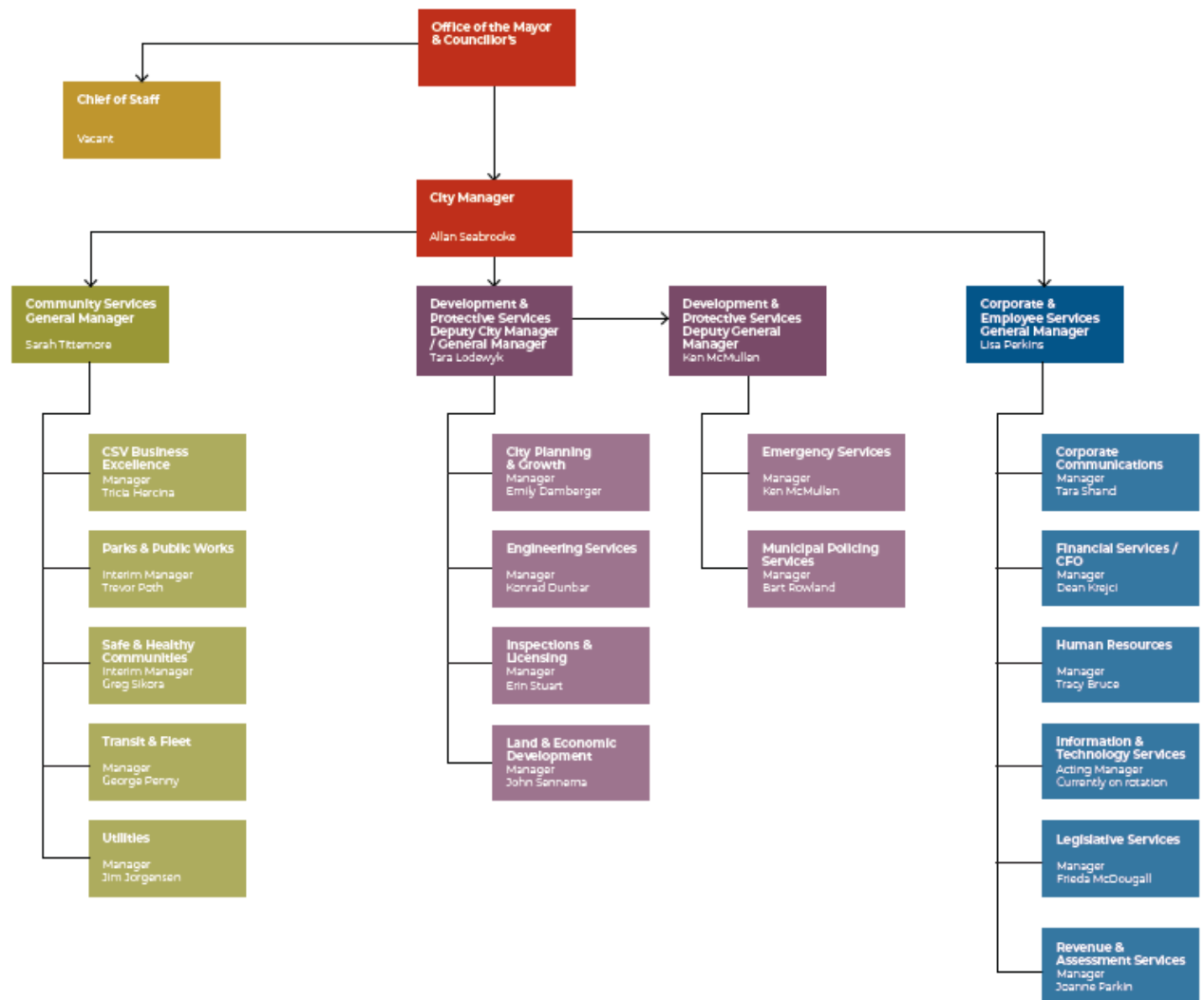


COUNCIL 2021-2022 BUDGET GUIDELINE & ADMINISTRATION RESPONSE

Council Guideline	Administration response
A multi-year budget process will be used with a review process to be utilized for each subsequent year of the multi-year budget process to allow for changes due to external factors.	Administration has implemented a multi year budget process for 2021-2022 along with preparing an operating plan and capital plan.
A 0.5% capital contribution (amenity and growth) for the 2021 and 2022 Operating Budgets and 1% within the 2023 – 2024 Operating Plan.	<p>The 0.5% capital contribution (amenity and growth) has been included in the 2021 and 2022 budgets.</p> <p>With a reduction in the capital transfer the capital budget and plan has focused on the sustainability of our assets. The City owns \$3.2 billion in assets.</p>
A property tax revenue requirement to be no more than 0% including the 0.5% capital contribution for the 2021 and 2022 Operating Budgets.	The 2021 and 2022 budget recommended by Council is at zero percent as directed by Council.
A property tax revenue requirement to be no more than 2.5% including the 1% capital contribution for the 2023 – 2024 Operating Plan.	The plan has been built to meet this requirement.
Utility rate increases to be no more than 0.5% in the 2021 and 2022 Operating Budgets.	<p>All utilities are at or under the 0.5%:</p> <p>EL&P – 0.44% and 0.45%</p> <p>Water – 0.5% and 0.5%</p> <p>Wastewater – 0.5% and 0.5%</p> <p>Solid Waste – 0.5% and 0.5%</p>
Cost savings – Administration asked to identify areas for service level based cost savings.	Departments were asked to look for cost savings which are built into the budget. The total amount of cost reductions is \$5.7 million for 2021 and \$0.5 million for 2022.
Innovations and Efficiencies – departments asked to identify.	A presentation on the key innovations of the organization will be presented during the operating budget in December
Fees and Charges – no increases in fees or new fees in the 2021 and 2022 Operating Budgets.	Council policy GP.F.2.5 provides instructions to Administration to consider fee increases using the factors of market comparison, total cost of the service, and community benefit.

Council Guideline	Administration response
	Council asked Administration not to put forward any increases to fees as part of the 2021-2022 budget. The budgets have been built to reflect this requirement.
Funding Adjustment Requests (FAR)	FARs were submitted by all operating departments if they responded to base level service maintenance, previous capital projects, revenue or a strategic direction of council.
City agencies	<p>The City provides funding to several agencies who operate city facilities on its behalf or have a contracted relationship with the organization. These include the Red Deer Public Library, The Red Deer Museum and Art Gallery, The Waskasso Environmental Education Society, the Red Deer Crime Prevention Centre, Tourism Red Deer and Riverbend Golf and Recreation Society</p> <p>Similar to the operating departments, all agencies were asked not to submit any increases to operations.</p>
Providing a copy of Administration's budget to the public (in hard copy and digital format) to allow for public feedback that is provided to Council	The operating and capital budget will be available to the public on line for comments prior to Council debate. All comments received from members of the public are provided to Council for their consideration. Due to the pandemic hard copies will not be provided.

ORGANIZATION CHART



2021 BUDGET: TAX LEVY REQUIREMENT CHANGE FACTORS

Item#	Description	Total	2021 Tax Impact
	<u>2021 Net Tax Levy Requirement</u>		
	2020 Net Tax Levy Requirement	138,305,100	
	2021 Construction Growth	600,000	
	2021 base budget adjustment- street light property tax changed to exempt	(187,073)	
		138,718,027	
1.0	Prior Year Budget Approved	146,287	0.11%
2.0	Staffing Changes	(5,186,102)	(3.74%)
3.0	Construction Growth	(600,000)	(0.43%)
4.0	Increase to Red Deer County Agreement for Recreation	(535,805)	(0.39%)
5.0	Transfers to Tax Supported Operations	(319,659)	(0.23%)
6.0	Cost Savings of Travel/Conference/Training Budget (Tax Supported Operations)	(185,403)	(0.13%)
7.0	Community Safety Strategy Sustainability	145,311	0.10%
8.0	Operations - Capstone at Riverlands	148,540	0.11%
9.0	Stormwater Operator Funding	150,000	0.11%
10.0	Operating Impacts From Already Built Capital	184,953	0.13%
11.0	Provincial Share of Fine Revenue Increase	205,495	0.15%
12.0	Appeal Losses	254,000	0.18%
13.0	Transit Revenue Adjustment	296,000	0.21%
14.0	Recreation Revenue Adjustment	316,644	0.23%
15.0	Parking Operations Revenue Adjustments	346,542	0.25%
16.0	Personnel Provision	350,000	0.25%
17.0	Electrical, Natural Gas, and City's Utility Charges for Tax Supported	377,214	0.27%
18.0	Permit & Licensing Revenue Reduction	473,500	0.34%
19.0	Urban Encampments & Debris Cleanup on Public Lands	516,974	0.37%
20.0	Amenity & Growth	695,000	0.50%
21.0	Emergency Overtime	845,000	0.61%
22.0	RCMP Contract	1,667,078	1.20%
	Major Changes Subtotal	145,282	0.10%
	Other Tax Levy Change Requirement Factors (for a total of 37 items)	(291,569)	(0.21%)
	2021 Tax Levy Change Requirement Factors	-	0.00%

Prior Year Budget Approved is 11 items, all less than \$100,000

Other Tax Levy Change Requirement Factors is 37 items, all less than \$100,000

2022 BUDGET: TAX LEVY REQUIREMENT CHANGE FACTORS

Item#	Description	Total	2022 Tax Impact
	<u>2022 Net Tax Levy Requirement</u>		
	2021 Net Tax Levy Requirement	138,718,027	
	2022 Construction Growth	800,000	
		139,518,027	
23.0	Prior Year Budget Approved	(6,967)	(0.00%)
3.0	Construction Growth	(800,000)	(0.57%)
5.0	Transfers to Tax Supported Operations	(330,982)	(0.24%)
12.0	Appeal Losses	100,000	0.07%
16.0	Personnel Provision	850,000	0.61%
20.0	Amenity & Growth	699,000	0.50%
22.0	RCMP Contract	595,087	0.43%
24.0	Increase to Community Culture Development Grant	150,000	0.11%
25.0	911 Emergency Communications Centre Operating	110,000	0.08%
26.0	ATCO Franchise Revenue	(1,203,526)	(0.86%)
27.0	Confidential Cost Savings	(500,000)	(0.36%)
	Major Changes Subtotal	(330,421)	(0.24%)
	Other Tax Levy Change Requirement Factors (for a total of 14 items)	337,388	0.24%
	2022 Tax Levy Change Requirement Factors	-	0.00%

Prior Year Budget Approved is 2 items, all less than \$100,000

Other Tax Levy Change Requirement Factors is 14 items, all less than \$100,000

Item#	Initiative Descriptions- 2021 & 2022
2.0	Staffing Change: reduction in personnel costs related to the Voluntary Retirement Program and other position abolished, reallocated and transferred
3.0	Construction Growth: the estimated amount of property tax revenue from new assessment
4.0	Increase to Red Deer County Agreement for Recreation: as per the agreement between The County and The City to ensure county residents have access to City facilities
5.0	Transfers to Tax Supported Operations: increase in transfers from utilities related to support cost allocations, dividends and franchise fees
6.0	Cost Savings of Travel/Conference/Training Budget: reduces budgets in these areas by 10% across all tax supported operations
7.0	Community Safety Strategy Sustainability: : to support the work of the Systems Leadership Team (SLT) in the community
8.0	Operations - Capstone at Riverlands: to operate and maintain public realm spaces
9.0	Stormwater Operator Funding: to provide funding related to the maintenance of stormwater infrastructure
10.0	Operating Impacts From Already Built Capital: operating costs of parks, sports fields and landscaping related to City projects and subdivision development
11.0	Provincial Share of Fine Revenue Increase: reduced fine revenue for January – March 2021 related to increase in provincial share of fine revenue increasing from 26.7% to 40%
12.0	Appeal Losses: The City has seen an increase in the amount of appeal losses over the past several years
13.0	Transit Revenue Adjustment: to better align budget with historical actual revenues, excluding the impact of COVID-19
14.0	Recreation Revenue Adjustment: to better align budget with historical actual revenues, excluding the impact of COVID-19
15.0	Parking Operations Revenue Adjustments: This FAR is to align parking revenue budgets to more accurately reflect the current revenue shortfalls as a result of the downturn in the Alberta economy and its effect on parking revenues in the downtown core.
16.0	Personnel Provision: to provide funding for union contract settlements, benefit rate changes and other compensation related cost changes
17.0	Electrical, Natural Gas, and City's Utility Charges: increased utility costs for tax supported operations
18.0	Permit & Licensing Revenue Reduction: to better align budget with historical actual revenues

Item#	Initiative Descriptions- 2021 & 2022
19.0	Urban Encampments & Debris Cleanup on Public Lands: the cost of enforcement and cleanups related to drug debris and rough sleeper camp debris
20.0	Amenity & Growth: to increase contribution to capital as per Council budget guidelines
21.0	Emergency Overtime: to better align budget with overtime costs that have occurred over the past few years
22.0	RCMP Contract: to increase contract costs to maintain 154 members
24.0	Increase to Community Culture Development Grant: to provide increased resources for community groups which qualify for this funding
25.0	911 Emergency Communications Centre Operating: operating funds related to the construction of a new 911 Communications Centre
26.0	ATCO Franchise Revenue: increased franchise fee revenue as a result of increased distribution revenues for ATCO

2021-2022 UTILITY REVENUE REQUIREMENT CHANGE FACTORS

ELECTRIC LIGHT & POWER

Item#	Description	Total	2021 Rate Impact
	<u>2021 ELP Utility Revenue Requirement</u>		
	2020 ELP Utility Revenue Requirement	60,274,615	
	2021 Negative Growth	(1,819,518)	
		58,455,097	
	<u>2021 Recommended Changes</u>		
1.00	Transmission Charges	800,000	1.37%
2.00	Guideline Changes	217,263	0.37%
3.00	Negative Growth	1,819,518	3.11%
4.00	Reserve Transfers	(2,770,006)	(4.74%)
5.00	Other Changes Required (for a total of 3 items)	189,528	0.32%
	2021 ELP Utility Revenue Requirement	256,303	0.44%
Item#	Description	Total	2022 Rate Impact
	<u>2022 ELP Utility Revenue Requirement</u>		
	2021 ELP Utility Revenue Requirement	58,711,400	
	2022 Negative Growth	(33,658)	
		58,677,742	
	-		
1.00	Transmission Charges	800,000	1.36%
4.00	Reserve Transfers	(676,433)	(1.15%)
6.00	Other Changes Required (for a total of 3 items)	142,430	0.24%
	2022 ELP Utility Revenue Requirement	265,997	0.45%

Item#	Initiative Descriptions- 2021 & 2022
1.0	Transmission Charges: increase in transmission charges for use of the provincial transmission system
2.0	Guideline Changes: this is the amount provided corporately for items such as insurance, utility charges and support cost allocations, investment income, and debenture payments
3.0	Negative Growth: to better align budget to historical actual revenues as a result of decreased electricity consumption
4.0	Reserve Transfers: decreased transfer to reserves due to less surplus projected

Item included in Other Changes Required is less than \$100,000.

WATER

Item#	Description	Total	2021 Rate Impact
	<u>2021 Water Utility Revenue Requirement</u>		
	2020 Water Utility Revenue Requirement	22,527,971	
	2021 Negative Growth	(127,419)	
		22,400,552	
	<u>2021 Recommended Changes</u>		
1.00	Water Reserve Transfers	(467,752)	(2.09%)
2.00	Water Negative Growth Revenue	127,419	0.57%
3.00	Water Base Budget Changes	321,128	1.43%
4.00	Residuals Management Facility (RMF) Operating Budget	253,643	1.13%
5.00	Other Changes Required (for a total of 4 items)	(122,435)	(0.55%)
	2021 Water Utility Revenue Requirement	112,003	0.50%
Item#	Description	Total	2022 Rate Impact
	<u>2022 Water Utility Revenue Requirement</u>		
	2021 Water Utility Revenue Requirement	22,512,555	
	2022 Negative Growth	578,486	
		23,091,041	
	<u>2022 Recommended Changes</u>		
1.00	Water Reserve Transfers	(272,737)	(1.18%)
2.00	Water Growth Revenue	(578,486)	(2.51%)
3.00	Water Base Budget Changes	523,985	2.27%
4.00	Residuals Management Facility (RMF) Operating Budget	354,300	1.53%
6.00	WTP Operation Foreperson (previously approved)	115,831	0.50%
7.00	Other Change Required (for 1 item)	(28,281)	(0.12%)
	2022 Water Utility Revenue Requirement	114,612	0.50%

Item#	Initiative Descriptions- 2021 & 2022
1.0	Water Reserve Transfers: decreased transfer to reserves due to less surplus projected
2.0	Water Negative/Positive Growth Revenue: to better align budget to historical actual revenues as a result of consumption changes
3.0	Water Base Budget Changes: changes related to personnel provisions, support cost allocations, debenture payments, and investment income
4.0	Residuals Management Facility (RMF) Operating Budget: operating costs related to the construction of the facility

Item included in Other Changes Required is less than \$100,000.

WASTE WATER

Item#	Description	Total	2021 Rate Impact
	<u>2021 Waste Water Utility Revenue Requirement</u>		
	2020 Waste Water Utility Revenue Requirement	23,113,258	
	2021 Negative Growth	(974,457)	
		22,138,801	
	<u>2021 Recommended Changes</u>		
1.00	Waste Water Negative Growth Revenue	974,458	4.40%
2.00	Waste Water Base Budget Changes	248,041	1.12%
3.00	Waste Water Reserve Transfers	(1,101,515)	(4.98%)
4.00	Waste Water Treatment Plant (WWTP) Chemical Treatment	100,000	0.45%
5.00	Other Changes Required (for a total of 3 items)	(110,290)	(0.00)
	2021 Waste Water Utility Revenue Requirement	110,694	0.50%
	Description	Total	2021 Rate Impact
	<u>2022 Water Utility Revenue Requirement</u>		
	2021 Waste Water Utility Revenue Requirement	22,249,494	
	2022 Negative Growth	465,455	
		22,714,949	
	<u>2022 Recommended Changes</u>		
1.00	Waste Water Growth Revenue	(465,455)	(2.05%)
2.00	Waste Water Base Budget Changes	255,747	1.13%
3.00	Waste Water Reserve Transfers	362,276	1.59%
6.00	Other Change Required (for 1 item)	(39,388)	(0.17%)
	2022 Waste Water Utility Revenue Requirement	113,180	0.50%

Item#	Initiative Descriptions- 2021 & 2022
1.0	Waste Water Negative/Positive Growth Revenue: to better align budget to historical actual revenues as a result of consumption changes
2.0	Waste Water Base Budget Changes: changes related to personnel provisions, support cost allocations, debenture payments, and investment income
3.0	Waste Water Reserve Transfers: increased (decreased) transfer to reserves due to less (more) surplus projected
4.0	Waste Water Treatment Plant (WWTP) Chemical Treatment: increase in chemical usage for the WWTP to comply with the Provincial approval license to operate the facility

WASTE MANAGEMENT

Item#	Description	Total	2021 Rate Impact
	<u>2021 Waste Management Utility Revenue Requirement</u>		
	2020 Waste Management Utility Revenue Requirement	17,240,349	
	2021 Negative Growth	(619,749)	
		16,620,600	
	<u>2021 Recommended Changes</u>		
1.00	Waste Management Base Budget Changes	105,224	0.63%
2.00	Green Cart Every Other Week in the Winter Cost Saving	(100,000)	(0.60%)
3.00	Waste Management Negative Growth Revenue	619,749	3.73%
4.00	2021 Waste Management Contractual Obligations	(326,974)	(1.97%)
5.00	2021 Waste Management Reserve Transfers	(170,485)	(1.03%)
6.00	Other Changes Required (for a total of 2 items)	(44,411)	(0.27%)
	2021 Waste Water Utility Revenue Requirement	83,103	0.50%
	Description	Total	2021 Rate Impact
	<u>2022 Waste Management Utility Revenue Requirement</u>		
	2021 Waste Water Utility Revenue Requirement	16,703,703	
	2022 Negative Growth	108,227	
		16,811,930	
	<u>2022 Recommended Changes</u>		
3.00	Waste Management Growth Revenue	(108,227)	(0.64%)
5.00	Waste Management Reserve Transfers	199,401	1.19%
7.00	Other Changes Required (for a total of 2 items)	(7,105)	(0.04%)
	2022 Waste Water Utility Revenue Requirement	84,069	0.50%

Item#	Initiative Descriptions- 2021 & 2022
1.0	Waste Management Base Budget Changes: changes related to personnel provisions, support cost allocations, debenture payments, and investment income
2.0	Green Cart Every Other Week in the Winter Cost Saving: reduced frequency of green cart pickup in the Winter
3.0	Waste Management Negative/Positive Growth Revenue: to better align budget to historical actual revenues due to changed volumes in commercial garbage and at the Waste Management Facility
4.0	Waste Management Contractual Obligations: reduced contract costs due to lower volumes in residential cart collection, commercial bin collection and at the Waste Management Facility
5.0	Waste Management Reserve Transfers: increased (decreased) transfer to reserves due to less (more) surplus projected

2021 & 2022 OPERATING BUDGET (SUMMARY OF GROSS REVENUES AND EXPENDITURES)

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Revenues					
Tax Levy	138,305,100	138,718,027	139,518,027	412,927	800,000
User fees and sale of goods	175,076,294	164,457,126	181,404,229	(10,619,168)	16,947,103
Other Revenue	51,195,761	50,603,496	51,877,592	(592,265)	1,274,096
	364,577,155	353,778,649	372,799,848	(10,798,506)	19,021,199
Other Transfers	26,236,654	25,711,071	12,111,029	(525,583)	(13,600,042)
Expenditures					
General Programs	9,745,544	3,180,332	3,403,161	(6,565,212)	222,829
Office of the City Manager	3,314,856	2,925,923	2,922,926	(388,933)	(2,997)
Corporate and Employees Services	29,425,757	29,901,153	29,148,086	475,396	(753,067)
Community Services	251,506,843	247,655,666	249,509,209	(3,851,177)	1,853,543
Development & Protective Services	96,820,809	95,826,650	99,927,495	(994,159)	4,100,845
	390,813,809	379,489,724	384,910,877	(11,324,085)	5,421,153
Surplus (Deficit)	(0)	(0)	(0)	0	(0)

2021-2022 OPERATING BUDGET – SUMMARY OF GROSS REVENUE & EXPENSES

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Revenues					
Tax Levy	138,305,100	138,718,027	139,518,027	412,927	800,000
User fees and sale of goods	31,882,595	24,249,694	39,440,307	(7,632,901)	15,190,613
Utility user fees	143,193,699	140,207,432	141,963,922	(2,986,267)	1,756,490
Investment income	2,701,226	2,860,448	2,860,448	159,222	-
Fines & penalties	5,849,582	5,893,378	5,893,378	43,796	-
License & permit fees	3,687,279	3,302,851	3,302,851	(384,428)	-
Government transfers	12,076,765	15,607,974	12,355,256	3,531,209	(3,252,718)
Franchise & concession	8,381,242	8,464,058	9,667,377	82,816	1,203,319
Rental & lease	2,950,681	2,825,430	2,781,482	(125,251)	(43,948)
Contributed assets	6,928,037	6,628,683	6,628,683	(299,354)	-
Other Revenue	8,620,949	5,020,674	8,388,117	(3,600,275)	3,367,443
Revenues	364,577,155	353,778,649	372,799,848	(10,798,506)	19,021,199
Other Transfers					
Internal Revenues & (Expenses)	3,347,486	3,229,531	3,246,872	(117,955)	17,342
Debt principal payments	(20,266,093)	(21,281,411)	(22,180,319)	(1,015,318)	(898,908)
Amortization offset	77,742,928	78,211,403	79,103,760	468,475	892,357
Contributed assets offset	(6,928,037)	(6,628,683)	(6,628,683)	299,354	-
Contribution from (to) capital	(1,157,751)	1,514,266	(8,277,710)	2,672,017	(9,791,976)
Contribution from (to) reserves	(26,501,878)	(29,334,034)	(33,152,891)	(2,832,156)	(3,818,857)
Other Transfers	26,236,654	25,711,071	12,111,029	(525,583)	(13,600,042)

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Expenditures					
General Programs	9,745,544	3,180,332	3,403,161	(6,565,212)	222,829
Office of the City Manager	3,314,856	2,925,923	2,922,926	(388,933)	(2,997)
Corporate & Employees					
Services	29,425,757	29,901,153	29,148,086	475,396	(753,067)
Community Services	251,506,843	247,655,666	249,509,209	(3,851,177)	1,853,543
Development & Protective					
Services	96,820,809	95,826,650	99,927,495	(994,159)	4,100,845
Expenditures	390,813,809	379,489,724	384,910,877	(11,324,085)	5,421,153
Surplus (Deficit)	(0)	(0)	(0)	0	(0)

2021-2022 OPERATING BUDGET – GENERAL PROGRAMS

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Expenditures					
Salaries, wages, and benefits	1,219,921	(5,600,333)	(4,750,442)	(6,820,254)	849,891
General/Contracted services	193,840	1,637,536	859,840	1,443,696	(777,696)
Grants to organizations	2,421,400	1,425,865	434,352	(995,535)	(991,513)
Financial Charges	5,878,889	5,683,770	6,825,917	(195,119)	1,142,147
Other expenses	31,494	33,494	33,494	2,000	-
Amortization of tangible capital assets				-	-
	9,745,544	3,180,332	3,403,161	(6,565,212)	222,829
Revenues					
Tax Revenues	138,305,100	138,718,027	139,518,027	412,927	800,000
Other municipal Revenues	(507,600)	(647,135)	(738,648)	(139,535)	(91,513)
Investment income	1,062,725	990,548	990,548	(72,177)	-
Fines & penalties	963,340	1,038,340	1,038,340	75,000	-
License & permit fees	25,000	25,000	25,000	-	-
Franchise & concession Revenues	8,266,992	8,350,431	9,553,957	83,439	1,203,526
Government transfers	311,941	3,303,080	311,941	2,991,139	(2,991,139)
Other Revenues	79,155	81,155	81,155	2,000	-
	148,506,653	151,859,446	150,780,320	3,352,793	(1,079,126)

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Other Transfers					
Internal Revenues & (Expenses)	(42,634)	(45,334)	(46,271)	(2,700)	(937)
Transfers from (to) operating	27,852,765	28,088,997	28,414,067	236,232	325,070
Debt principal payments	(5,761,589)	(6,137,232)	(7,186,499)	(375,643)	(1,049,267)
Contribution from (to) capital	542,421	625,248	631,160	82,827	5,912
Contribution from (to) reserves	991,652	924,278	(3,308,136)	(67,374)	(4,232,414)
	23,582,615	23,455,957	18,504,321	(126,658)	(4,951,636)
Net Requirement	(162,343,724)	(172,135,071)	(165,881,480)	(9,791,347)	6,253,591

General Programs include budget for long-term debt debenture payments, personnel provisions, staff vacancy allowance, investment earnings, funding of one time items for tax supported operations. Net Municipal Taxes Revenue is reported under General Programs.

2021 Operating Budget Major Changes Include:

- Salaries, wages, and benefits reduced by \$6,820,254 mainly from organizational staffing change and cost savings achieved through Voluntary Retirement Program offsetting by estimated increase in personnel provision for contract settlements and other adjustments as needed.
- General/Contracted Services increased by \$1,022,696 due to one time funding request as a result of COVID 19.
- Grants to organization decreased by \$1,000,000 due to change of grant to Westerner.
- Decrease in Financial charges \$195,119 and Increase in Debt Principal Payments \$375,643 based on debt payments forecasted per 2021 capital budget and the 10 year plan. These are funded by Debt Repayment Reserves and no net impact on operating budget.
- Municipal Tax Revenue increased by \$412,927 as a result of property tax base budget adjustment for Street Lights and anticipated revenue from construction growth
- Other Municipal Revenues decreased by \$104,000 due to net increased in budgeted tax loss for assessment adjustments/appeals.
- Investment Income estimated to reduce by \$72,177 offsetting by less transfer to reserves. The net impact on operating budget is zero.
- ATCO Franchise Revenue increased by \$83,439 in 2021 & \$1,203,526 in 2022 per forecast provided by ATCO Gas.
- Government Transfers increased by \$2,991,139 due to one-time COVID 19 Municipal Operating Support Transfer grant from the Province. Total of \$10,232,360 for General Operation and \$1,732,196 for Transit Operation will be received for April 1 2020- March 31 2021. The \$2.99 mil represents 3 month of total amount to receive.
- Transfer from Operating and from capital expected to increase by \$236,232 & \$82,827 respectively as a result of changes to support cost allocations, Municipal Consent & Access, and Municipal Dividend contributed from utility operations.
- Decrease in Transfer from Operating Reserve Tax Supported (ORTS) \$8,717,185 due to reversal of 2020 budgeted one-time funding requests.
- Increase of \$9,093,428 in Transfer from ORTS to fund previously approved and 2021 one-time initiatives.
- Transfer to Capital Project Reserve of \$695,000 for Amenity & Growth annual contribution

2022 Operating Budget Major Changes Include:

- Salaries, wages, and benefits up by \$850,000 due to change to personnel provision for compensation for related cost changes such as position evaluations, contract settlements, market adjustments and changes in benefit costs.
- ATCO Franchise Revenue increased by \$83,439 in 2021 & \$1,203,526 in 2022 per forecast provided by ATCO Gas.
- Grants to organization decreased by \$1,000,000 due to reversal of one-time grant to Westerner.
- General/Contracted Services decreased by \$777,696 largely due to reversal of one time request in 2021 and additional funding of \$245,000 asked in 2022.
- Municipal Tax Revenue increased by \$800,000 due to anticipated revenue from construction growth.
- Reversal of Government Transfers of \$2,991,139 for COVID 19 Municipal Operating Support Transfer grant from the Province realized in 2021.
- Increase in Financial charges \$1,142,147 and Increase in Debt Principal Payments \$1,049,267 based on debt payments forecasted per 2021 capital budget and the 10-year plan. These are funded by Debt Repayment Reserves and no net impact on operating budget.
- Transfer from Operating expected to increase by \$325,070 as a result of changes to support cost allocations, Municipal Consent & Access, and Municipal Dividend contributed from utility operations.
- Transfer to Capital Project Reserve of \$699,000 for Amenity & Growth annual contribution
- Decrease in Transfer from Operating Reserve Tax Supported (ORTS) \$9,093,428 due to reversal of 2021 budgeted one-time funding requests.
- Increase of \$3,368,600 in Transfer from ORTS to fund previously approved and 2022 one-time initiatives.

THIS PAGE INTENTIONALLY LEFT BLANK

INTRODUCTION

The Service and Service Levels Inventory at the front of each division and department's budget serves as a foundation to better articulate services provided to the residents of Red Deer.

This document is organized by division and department and highlights major program areas, each consisting of services with details provided on services delivered to the community. Alignment between Council and corporate strategic priorities, and departmental activities in service to these priorities is highlighted on the first page of each division's section. Additionally, each division's key priority areas are highlighted in terms of now (2021/22), next (2023-2024), and horizon (2025+).

This inventory was developed to show services from the outside in; resident, municipal clients and stakeholder centric viewpoints. It describes services from the perspective of the person or group receiving the service. Delivery of services to the community is enabled and supported by a complement of internal business (corporate) services that enable and support service delivery to the organization. Some services that are internal in nature and are essential to the organization's success may not appear in this inventory. These are every day activities that need to occur in order for The City of Red Deer to function as an organization.

The inventory outlines the current state and, as such, Administration will continue to review, evaluate, and improve how we provide and articulate services and service levels, processes, and delivery methods to ensure community needs continue to be met.

2019-2022 STRATEGIC PLAN PRIORITIES

A SAFE COMMUNITY | A CHOSEN DESTINATION | A SOCIALLY RESPONSIBLE CITY |

AN ECONOMIC LEADER | CITIZEN FOCUSED SERVICE

Red Deer is...				The City of Red Deer provides...
A safe community	A socially responsible city	A chosen destination	An economic leader	Citizen focused service
Red Deer is a safe and secure community. Safety is strengthened through a focus on enforcement, as well as prevention, intervention and education.	Red Deer offers a welcoming community where everyone can enjoy a high quality of life. As a community, together we advocate for much needed social infrastructure and build a resilient community.	We are a four-season destination where visitors and residents enjoy our parks, trails and distinctive amenities, all within our "city in a park". Centrally located in the province, we attract events that generate investment and enhance our community identity.	We have a strong, dynamic economy, fostered by entrepreneurship and innovation. Leveraging our central location, Red Deer is an economic hub with a revitalized downtown and diverse local economy.	Citizens are confident they receive value in the services provided by The City. We are committed to service excellence and review operations to ensure efficiency and effectiveness.

ORGANIZATIONAL PRIORITIES (IN ALIGNMENT WITH THE STRATEGIC PLAN)

COMMUNITY SAFETY | FINANCIAL SUSTAINABILITY | RECOVERY PLANNING |

INFRASTRUCTURE MAINTENANCE | CORPORATE CULTURE

CITY MANAGERS OFFICE

OFFICE'S OF THE GENERAL MANAGERS

The Office of the City Manager is comprised of the City Manager along with General Managers of each division: Community Services, Corporate and Employee Services, and Development and Protective Services. This office ensures The City of Red Deer is well-run and provides value to all of our citizens through the programs and services that are offered by the organization. This office provides support and strategic advice to Council and looks at the big picture of service delivery, all while promoting principles of efficiency, effectiveness, relevance, transparency, accountability and governance.



2021-2022 OPERATING BUDGET – MAYOR & CITY MANAGER’S OFFICE

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Expenditures					
City Manager's Office	1,979,872	1,618,773	1,615,776	(361,099)	(2,997)
Mayor & Councillor's Office	1,334,984	1,307,150	1,307,150	(27,834)	-
	3,314,856	2,925,923	2,922,926	(388,933)	(2,997)
Revenues					
City Manager's Office	-	-	-	-	-
Mayor & Councillor's Office	2,000	2,000	2,000	-	-
	2,000	2,000	2,000	-	-
Other Transfers					
City Manager's Office	9,354	30,149	30,149	20,795	-
Mayor & Councillor's Office	(18,700)	(18,700)	(18,700)	-	-
	(9,346)	11,449	11,449	20,795	-
Net Requirements					
City Manager's Office	1,970,518	1,588,624	1,585,627	(381,894)	(2,997)
Mayor & Councillor's Office	1,351,684	1,323,850	1,323,850	(27,834)	-
Net Requirement	3,322,202	2,912,474	2,909,477	(409,728)	(2,997)

The City Managers office provides leadership to the organization in carrying out its executive and administrative responsibilities.

CITY MANAGER'S OFFICE

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Expenditures					
Salaries, wages, and benefits	1,500,417	1,519,497	1,519,497	19,080	-
General/Contracted services	461,247	56,089	53,092	(405,158)	(2,997)
Materials and supplies	7,444	12,363	12,363	4,919	-
Purchase from other government				-	-
Grants to organizations	735	-	-	(735)	-
Amortization of tangible capital assets	10,029	30,824	30,824	20,795	-
	1,979,872	1,618,773	1,615,776	(361,099)	(2,997)
Other Transfers					
Internal Revenues & (Expenses)	(675)	(675)	(675)	-	-
Amortization offset	10,029	30,824	30,824	20,795	-
	9,354	30,149	30,149	20,795	-
Net Requirement	1,970,518	1,588,624	1,585,627	(381,894)	(2,997)

Major variance between 2020 and 2021 include:

- \$392,632 decrease in in General & Contracted Services due to reversal of one time funding initiatives budgeted in 2020 including \$20,000 for Mid-sized City Mayor and CAO Caucus, \$20,000 for Indigenous Relations, \$20,000 for Urban Aboriginal Voices Society, and \$332,632 for Police Review.

OFFICE OF MAYOR AND COUNCIL

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Expenditures					
Salaries, wages, and benefits	983,849	986,729	986,729	2,880	-
General/Contracted services	235,399	204,685	204,685	(30,714)	-
Materials and supplies	104,736	104,736	104,736	-	-
Grants to organizations	11,000	11,000	11,000	-	-
	1,334,984	1,307,150	1,307,150	(27,834)	-
Revenues					
Other Revenues	2,000	2,000	2,000	-	-
	2,000	2,000	2,000	-	-
Other Transfers					
Internal Revenues & (Expenses)	(18,700)	(18,700)	(18,700)	-	-
	(18,700)	(18,700)	(18,700)	-	-
Net Requirement	1,351,684	1,323,850	1,323,850	(27,834)	-

CORPORATE AND EMPLOYEE SERVICES DIVISION

CORPORATE COMMUNICATIONS | FINANCIAL SERVICES | HUMAN RESOURCES |

INFORMATION TECHNOLOGY SERVICES | REVENUE & ASSESSMENT SERVICES | LEGISLATIVE SERVICES

Corporate and Employee Services Division exists to render a comprehensive, integrated suite of services and specialized advice to ensure that risk and corporate resources (people, information, financial) are optimized for effectiveness, efficiency and sustainability.

GENERAL MANAGER – LISA PERKINS



OUR SUPPORT FOR ORGANIZATIONAL PRIORITIES

COMMUNITY SAFETY | FINANCIAL SUSTAINABILITY | RECOVERY PLANNING | INFRASTRUCTURE MAINTENANCE | CORPORATE CULTURE

- Align and communicate corporate projects, services and program delivery aimed at organizational priorities
- Support organizational priorities through implementation of the *IT Master Plan*
- Support *Better Together* initiatives
- Liaise with and engage the community to understand interests, needs, motivations and external drivers around crime and community safety
- Deliver employee communications and public relations strategies in support of advocacy efforts around drug crisis and homelessness
- Support departments in credit adjudication and collection of revenue.
- Long range financial planning and multi-year budget
- Continue implementation of the Financial Leadership Framework including Integrated Risk Management Framework
- Ensure financial reporting compliance with new/updated PSAB standards
- Update and monitor financial dashboards to manage COVID Impacts
- Provide financial oversight of the Westerner Exposition Association
- Support the development of innovative workforce strategies that contribute to The City's financial sustainability
- Ongoing business planning and technical support to The City's front line service providers during the recovery effort
- Lead the organization in recovery through providing Health and Safety direction and support
- Support the organization in people management and labour relations related to COVID-19 recovery
- Work with departments on their recovery efforts to ensure timely, effective and transparent communications
- Public participation that enables community engagement and influence over corporate processes and decision-making
- Creation of an approach to corporate issues/functions that supports and enables a culture of effective decision-making
- Provide development opportunities and tools that support the culture shift to effective decision making

AS WE WORK TOWARD THE LONG TERM VISION FOR RED DEER

A SAFE COMMUNITY | A CHOSEN DESTINATION | A SOCIALLY RESPONSIBLE CITY | AN ECONOMIC LEADER | CITIZEN FOCUSED SERVICE

- Provide strategic and tactical communications services to the Red Deer RCMP detachment
- Upgrade 911 Computer Aided Dispatch System
- Liaise with and engage the community to understand interests, needs, motivations and external drivers around crime and community safety
- Align and communicate corporate projects, services and program delivery aimed at personal safety and crime reduction
- Support advocacy efforts around the drug crisis and homelessness with employee communications and public relations strategies
- Continued work with the Government of Alberta on a 24/7 integrated shelter and drug treatment court
- Ensure the community brand is reflected, as appropriate, in City documents, especially those that promote our community
- Promote good news stories through *We Are Red Deer*
- Work closely with property and business owners across the community to build good relationships
- Complete the implementation of *ePlans* and *eApply* for development and building permits and plans submissions online
- Establish Information Technology partnerships with academia, industry & start-ups to drive economic development
- Lead the fulfillment of sponsorships, activation of event opportunities and execution of protocols for sport and event hosting
- Communicate with residents, businesses, and partners in a consistent, straightforward and timely manner
- Implement *Citizen Relationship Management System* solutions
- Reconfigure City Hall to optimize customer experience and enable high quality citizen focused service.

KEY DIVISIONAL PRIORITIES GOING FORWARD

Now (2021-2022)

- *Corporate Information & Technology Master Plan*
- Enterprise Business Architecture
- *Financial Leadership Framework* Implementation
- Value for Money audit
- Information Technology functional upgrades and replacements
- City Website review, redesign, and technology upgrade
- Conversion of the corporate Geographical Information Systems
- Tenant Utility Accounts policy
- Merger of Bridges Community Foundation and Sylvan Lake Foundation
- Develop and implement corporate approach to Asset Management
- CFO report to CAO re: financial concerns
- 2022-2026 Strategic Plan
- Internal Engagement Strategy
- Organizational Customer Service
- Budget Public Participation & Communications Redesign
- Event hosting strategy (sponsorship and protocol post COVID-19)
- Council Community Relations Plan
- EBA Human Resources Information System including Payroll and Time Entry
- Collective bargaining for all unions
- Council Community Relations Plan
- Election 2021
- New Council Orientation
- Implement Meeting Management Software
- Census

Next (2023-2024)

- Information Technology functional upgrades and replacements
- Radio System functional upgrade (first responders)
- RedNet fibre network functional upgrade
- Smart Cities and the Internet of Things innovative approaches
- Storm Utility Feasibility Study
- Develop online payments strategy
- IAAO certification for the assessment function
- Review financial indicators
- Integrated Risk Management Framework – develop and implement Risk Register
- 2024 AUMA Conference and Trade Show
- 311 Implementation
- EBA Human Resources Information System
- Internal Engagement Strategy
- Formal Multi-media Plan
- EBA Human Resources Information System Implementation
- 2024 AUMA Conference and Trade Show

Horizon (2025+)

- Information Technology functional upgrades and replacements
- Radio System functional upgrade (operational staff)
- RedNet fibre network functional upgrade
- Support annexation/growth
- 2025 Election
- New Council Orientation
- Update City's Public Participation Framework
- Technology (e.g. Artificial Intelligence) plan that increases communication and public participation opportunities
- Formalize community partnerships to increase collaborative opportunities that result in more robust, comprehensive communications
- 2027-2030 Strategic Plan
- Update Community Identity
- 2025 Election
- New Council Orientation

OPERATING BUDGET – CORPORATE & EMPLOYEE SERVICES DIVISION

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Expenditures					
Corporate & Employee Services Directorate	2,505,457	2,517,225	2,498,455	11,768	(18,770)
Human Resources	3,399,904	3,433,658	3,433,658	33,754	-
Corporate Communications	2,223,780	1,760,241	1,667,970	(463,539)	(92,271)
Legislative Services	1,736,049	2,220,567	1,659,691	484,518	(560,876)
Financial Services	3,671,998	3,643,841	3,643,841	(28,157)	-
Information & Technology Services	10,063,756	10,534,994	10,550,753	471,238	15,759
Revenue & Assessment Services	5,824,813	5,790,627	5,693,718	(34,186)	(96,909)
	29,425,757	29,901,153	29,148,086	475,396	(753,067)
Revenues					
Corporate & Employee Services Directorate	-	-	-	-	-
Human Resources	66,400	66,400	66,400	-	-
Corporate Communications	-	15,000	20,000	15,000	5,000
Legislative Services	112,025	372,026	112,026	260,001	(260,000)
Financial Services	-	-	-	-	-
Information & Technology Services	191,616	184,395	184,395	(7,221)	-
Revenue & Assessment Services	307,000	370,000	491,000	63,000	121,000
	677,041	1,007,821	873,821	330,780	(134,000)

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Other Transfers					
Corporate & Employee Services Directorate	204,406	204,406	204,406	-	-
Human Resources	37,444	32,580	32,580	(4,864)	-
Corporate Communications	24,743	24,743	24,743	-	-
Legislative Services	158,379	158,908	158,908	529	-
Financial Services	(3,187)	(6,550)	(6,550)	(3,363)	-
Information & Technology Services	1,212,015	1,609,373	1,625,132	397,358	15,759
Revenue & Assessment Services	2,268,828	2,365,915	2,173,006	97,087	(192,909)
	3,902,628	4,389,375	4,212,225	486,747	(177,150)
Net Requirements					
Corporate & Employee Services Directorate	2,301,051	2,312,819	2,294,049	11,768	(18,770)
Human Resources	3,296,060	3,334,678	3,334,678	38,618	-
Corporate Communications	2,199,037	1,720,498	1,623,227	(478,539)	(97,271)
Legislative Services	1,465,645	1,689,633	1,388,757	223,988	(300,876)
Financial Services	3,675,185	3,650,391	3,650,391	(24,794)	-
Information & Technology Services	8,660,125	8,741,226	8,741,226	81,101	-
Revenue & Assessment Services	3,248,985	3,054,712	3,029,712	(194,273)	(25,000)
	24,846,088	24,503,957	24,062,040	(342,131)	(441,917)

Corporate and Employee Services provides comprehensive, integrated suite of services and specialized advice to ensure that risk and corporate resources (people, information, financial) are optimized for effectiveness, efficiency and sustainability.

CORPORATE & EMPLOYEE SERVICES DIRECTORATE SERVICES AND SERVICE LEVELS

Services Provided	Current Service Levels
Legal Services -- Bylaw drafting/reviewing, Contract drafting/reviewing, Legal opinions/advice, Training/education, Enforcement/defence	<ul style="list-style-type: none"> • Upon request, respond to initial request for legal assistance within 24 hours, full response time to request varies depending on complexity/ completeness of request (avg: 2 weeks)
Insurance – Insurance Program Administration; Risk Support	<ul style="list-style-type: none"> • Review of insurance claims appeals 10-15 days from date of request • Initial response to request for insurance assistance within ~ 2 business days, full response time to request varies depending on complexity/ completeness of request (avg.: 2 weeks) • Certificates of Insurance upon request, Certificate provided within 2 business days, or 1 business day where a RUSH is required. • Claims - Upon request for insurance assistance, acknowledgement provided within 2 business days with decision response within ~ 15 business days • Claims appeal requests - Upon request, forward to City Solicitor for review and response within ~ 10 days • Claims appeal of legal decision - Upon request, forward to insurers for assignment to an independent adjuster, usually within ~ 2 business days - at which time the response requirement shifts to adjuster. Typically, the adjuster will make initial contact with the claimant within ~ 48 hours

CORPORATE & EMPLOYEE SERVICES DIRECTORATE OPERATING BUDGET

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Expenditures					
Salaries, wages, and benefits	1,440,631	1,438,501	1,427,569	(2,130)	(10,932)
General/Contracted services	983,558	997,456	989,618	13,898	(7,838)
Materials and supplies	6,788	6,788	6,788	-	-
Amortization of tangible capital assets	74,480	74,480	74,480	-	-
	2,505,457	2,517,225	2,498,455	11,768	(18,770)
Other Transfers					
Internal Revenues & (Expenses)	(317)	(317)	(317)	-	-
Transfers from (to) operating	130,243	130,243	130,243	-	-
Amortization offset	74,480	74,480	74,480	-	-
	204,406	204,406	204,406	-	-
Net Requirement	2,301,051	2,312,819	2,294,049	11,768	(18,770)

Corporate & Employee Services Directorate provides leadership and management support to Human Resources, Corporate Communications, Financial Services, Information & Technology Systems, Legislative Services and Revenue & Assessment Services to ensure corporate policies, systems, tools and resources align with the strategic vision and sustainability pillars of the organization for the benefit of the corporation and the community at large.

HUMAN RESOURCES DEPARTMENT SERVICES AND SERVICE LEVELS

Services Provided	Current Service Levels
Pay and Benefits	<ul style="list-style-type: none"> Payroll -Bi-weekly payroll for 1,600 staff, produce 2,000 T4's annually, produce Records of Employment (~406/annum), remittance of statutory deductions (\$1.4 million BW) and union dues, facilitate year-end audits with auditors
	<ul style="list-style-type: none"> Benefits Program and Administration - Program enrollments (165 annually), terminations (160 annually), and changes (725 annually)
	<ul style="list-style-type: none"> Pension Administration BW - Remit pension deductions, perform pension enrollments and terminations (including 30 retirees annually), reconcile service and deductions (e.g. 220 LOA's annually), and provide pension resource info; Year-End - Reporting and reconciling of 1,500 members' service, facilitate audits with auditor
	<ul style="list-style-type: none"> Salary Determination / Job Evaluation / Market Analysis - Respond to major salary surveys (monthly), Administer bi-weekly job evaluation meetings (often needed for vacancy replacement), Research and respond to market challenges (avg 6 annually)
Employee Information and Analytics	<ul style="list-style-type: none"> Human Resources Information System (HRIS) - Maintain human resource information system to keep daily transactional records (e.g. pay, benefits, claims) and provide as required strategic management reports to support the ongoing human resource operational aspects of the business
	<ul style="list-style-type: none"> Workforce Analytics - Respond to management requests for workforce info in a timely way to support change initiatives
	<ul style="list-style-type: none"> EE Data / Record Management - Execute and record thousands of Employee transactions (e.g. pay change, promotion, termination, disability records) in accordance with corporate records management practices and audit requirements
	<ul style="list-style-type: none"> Accounting/Budgeting - benefits, departmental labour Provide Benefit Surcharge variance reporting and annual cost projections
	<ul style="list-style-type: none"> Negotiations Analytics - Prepare costings and analytics for bargaining proposals and what if scenarios for 4 different collective agreements and respond immediately to time sensitive requests during bargaining

Services Provided	Current Service Levels
	<ul style="list-style-type: none"> • Audits/Reconciliation - Respond in a timely way to annual audits required for pension/employee obligations, provide year-end info supporting financial statement reporting process
	<ul style="list-style-type: none"> • Contracts - Management Ensure contracts for many HR services are maintained in accordance with corporate contracting standards
Legislation Compliance & HR Policy	<ul style="list-style-type: none"> • Legislation Compliance (e.g. OHS, Human Rights, Employment Standards) - updates based on legislation changes as required
Safety	<ul style="list-style-type: none"> • Safety Incident Reporting - Review 1,200 annual incident reports to review and support with investigations within 10 days; Submit 30 Potential Serious Incidents (P.S.I.) to Alberta OH&S, some require further OH&S on-site inspection.
	<ul style="list-style-type: none"> • Safety Training - An employer is responsible to ensure the employee is competent. Annually provide/sponsor 300+ independent courses involving 1,400+ participants
	<ul style="list-style-type: none"> • Worker OH&S Complaints - Under OH&S Act workers have right to report/refuse unsafe work/conditions. City worker complaints to OH&S result in an average of 12 OH&S investigations.
	<ul style="list-style-type: none"> • Safety Audits - An internal or external audit is conducted each year to evaluate the overall effectiveness of the OH&S management system (OHSMS). 80% overall score is required to maintain a Certificate of Recognition (COR). A PIR rebate of up to 20% of our WCB premiums can be awarded based on performance.
	<ul style="list-style-type: none"> • Investigations - (Violence in the Workplace, Safety, etc.) As required based on need
	<ul style="list-style-type: none"> • Drug and Alcohol Testing - As necessary based on policy provisions (post-incident, reasonable cause).
Disability Management and Workers Compensation	<ul style="list-style-type: none"> • Tracking – Health Related Tracking for all employees to ensure up to date medical information
	<ul style="list-style-type: none"> • Disability Management- Caseload is 65 -70 active claims that need to be managed along with contracted medical case managers.
	<ul style="list-style-type: none"> • Workers Compensation) - Manage return to work from occupational disability through WCB employer reporting (within 72 hours) and working with their case management.

Services Provided	Current Service Levels
	<ul style="list-style-type: none"> Employee & Family Assistance - Program Ensure access to Employee and Family Assistance (short term Counselling) for both crisis (24/7) and non-emergent (within 10 days) situations
Employee and Labour Relations	<ul style="list-style-type: none"> Collective Agreement - Interpretation As requested by organization; Daily
	<ul style="list-style-type: none"> Grievance Handling Supports - Weekly (2020 (to June 30) -16, 2019 - 15, 2018 - 15)
	<ul style="list-style-type: none"> Investigation Supports - involvement in each investigation varies along a spectrum of sideline support to supervisor through to leading the investigation and the time varies from about 2 hours up to full weeks worth of work on a case by case basis; Weekly (2020 (to June 30) - 80, 2019 -180, 2018-114,
	<ul style="list-style-type: none"> Termination and Discipline Supports - Discipline Supports-Weekly; Layoff/Termination-Monthly;
	<ul style="list-style-type: none"> Union Negotiations - Annually - 4 agreements with terms ranging on average from 1-3 years
	<ul style="list-style-type: none"> Performance Management/Attendance Management- As required(typically weekly)
	<ul style="list-style-type: none"> Arbitration, Employee Lawsuits, Human Rights Complaints - Monthly
Talent Management	<ul style="list-style-type: none"> Recruitment, Selection and Onboarding - (2019- 218 postings, 16,950 applications, 773 interviews, 339 hires)
	<ul style="list-style-type: none"> Training - coordinate and facilitate leadership training, training to support HR policy and training to support HR and LR related legislative requirements Monthly
	<ul style="list-style-type: none"> Organizational Effectiveness & Program Development - consulting on and developing HR programs, processes and tools Monthly
Diversity and Inclusion	<ul style="list-style-type: none"> Plan, develop, oversee and ensure sustainability of corporate diversity and inclusion related to programs

HUMAN RESOURCES OPERATING BUDGET

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Expenditures					
Salaries, wages, and benefits	2,693,723	2,751,904	2,751,904	58,181	-
General/Contracted services	555,928	534,001	534,001	(21,927)	-
Materials and supplies	113,604	111,104	111,104	(2,500)	-
Grants to organizations	25,000	25,000	25,000	-	-
Amortization of tangible capital assets	11,649	11,649	11,649	-	-
	3,399,904	3,433,658	3,433,658	33,754	-
Revenues					
Other Revenues	66,400	66,400	66,400	-	-
	66,400	66,400	66,400	-	-
Other Transfers					
Internal Revenues & (Expenses)	-	(1,364)	(1,364)	(1,364)	-
Amortization offset	11,649	11,649	11,649	-	-
Contribution from (to) reserves	25,795	22,295	22,295	(3,500)	-
	37,444	32,580	32,580	(4,864)	-
Net Requirement	3,296,060	3,334,678	3,334,678	38,618	-

The department provides Human Resources expertise and support for all staff so that the organization is positioned to deliver on its mission.

Major variance between 2020 and 2021 include:

- Salaries, wages and benefits variance of \$58,181 due to salary and benefit adjustments and prior year approved administrative support.

CORPORATE COMMUNICATIONS DEPARTMENT SERVICES AND SERVICE LEVELS

Service Provided	Current Service Level
Communication Planning	<ul style="list-style-type: none"> • Gold Level Communications Planning: 5 – 10 Gold Level Communications Plans / years • Example projects include: Capstone, Snow and Ice Control, Crime and Community Safety, Legalization of Cannabis, Canada Winter Games etc.
	<ul style="list-style-type: none"> • Silver level Communications Plans: are those where there is determined to be a low to moderate level of risk, and moderate to high level of reward for the organization. 15 - 20 Silver Level Communications Plans / year • Example projects include: Budget, Assessment, Culture Programming
	<ul style="list-style-type: none"> • Tactical Communications Plan (Bronze Level): 50 + Bronze Communications Plans / year • Example projects include: Red Deer Lights the Night Video promotion series, Open houses, Staff Forum, Safety and Wellness Day
Digital/Online Communications	<ul style="list-style-type: none"> • Social Media Management: Respond to posts, questions and direct messages within 4 hours, Monday to Friday, 8 a.m. to 4:30 p.m. or within four hours of the following business day. • Monitoring of social media outside of regular business hours – minimum of twice a day
	<ul style="list-style-type: none"> • Social Media Planning: 20 – 30 social media plans in any given year.
	<ul style="list-style-type: none"> • Website Approvals and Maintenance: amount of time varies depending on the complexity of the topic/content; Internal approvals within one business day
	<ul style="list-style-type: none"> • Web Support: Response within one business day upon request for support
	<ul style="list-style-type: none"> • Event Calendar Approvals: Within one business day upon submission
Customer Service	<ul style="list-style-type: none"> • Reception at City Hall: Monday – Friday, 8 a.m. until 4:30 p.m. • Report a Problem: response within 3 business days
Issues Management	<ul style="list-style-type: none"> • Crisis: Incident involving more geographic area in a community or multiple departments; • 24/7 communications / crisis communication support; response and tactics vary based on type of event and most effective way to inform public
	<ul style="list-style-type: none"> • Major Incident: Fatality and/or public safety concerns at City facilities; • 24/7 communications / crisis communication support; response and tactics vary based on type of event and most effective way to inform public

Service Provided	Current Service Level
	<ul style="list-style-type: none"> • Incident: Example: Crime on transit or public facility, major transit disruption, significant weather disruption • 24/7 Communications Support and Issues Management Support; response and tactics vary based on type of event and most effective way to inform public
Media Relations	<ul style="list-style-type: none"> • Press Release (Complex or Simple): compiled for ~ 90 per cent of complex issues as a mechanism to inform media as a conduit to publics and stakeholders. Requirements vary based on situation
	<ul style="list-style-type: none"> • Public Services Announcements(PSA) and Media Notices(MN): Media calls/texts are returned within 15 minutes of receiving the call; Manage all media calls for the Mayor and City Manager; Provide key messages and media guidance to internal staff who are serving as spokesperson for topic. All media releases and public service announcements are shared via The City's corporate social media accounts upon distribution to media
	<ul style="list-style-type: none"> • Issues Briefings: developed to provide Mayor/Council high-level information on issues as they arise.
	<ul style="list-style-type: none"> • Media Inquires: ~ 20 media calls per week. Average of three requests per issue • More complex inquiries require additional time if the spokesperson is not immediately available or a different or additional spokesperson is required
Event Management	<ul style="list-style-type: none"> • Mayor and City Manager Event Scheduling and Booking: Securing and scheduling for corporate calendars, including but not limited to the calendars of the Mayor and City Manager •
	<ul style="list-style-type: none"> • Event Planning & Management – Annual and bi-annual (medium & large scale with 400+ attendees): full service event planning(concept to implementation); 5-8 medium-large scale events annually
	<ul style="list-style-type: none"> • Event Planning & Management - One time (medium & large scale with 400+ attendees); plan and deliver approximately 20 events annually that range from 35 – 399 attendees
	<ul style="list-style-type: none"> • Event scripts, agendas and speaking notes for this representing the City of Red Deer at special events; approx. 30 sets of speaking notes annually
Writing	<ul style="list-style-type: none"> • We Are Red Deer stories: Approx. 100 annually

Service Provided	Current Service Level
Signage and Banners	<ul style="list-style-type: none"> • Management of all stock, maintenance and coordination of banners and pageantry in the city in coordination with the Parks department. Banners are maintained once they are falling off or are replaced when in disrepair
Public Participation	<ul style="list-style-type: none"> • ~ 15-30 public participation programs delivered annually. Each program typically has more than one opportunity for public participation

CORPORATE COMMUNICATIONS OPERATING BUDGET

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Expenditures					
Salaries, wages, and benefits	1,752,628	1,648,015	1,540,744	(104,613)	(107,271)
General/Contracted services	416,327	91,901	106,901	(324,426)	15,000
Materials and supplies	54,825	20,325	20,325	(34,500)	-
	2,223,780	1,760,241	1,667,970	(463,539)	(92,271)
Revenues					
Other Revenues	-	15,000	20,000	15,000	5,000
	-	15,000	20,000	15,000	5,000
Other Transfers					
Internal Revenues & (Expenses)	(26,554)	(26,554)	(26,554)	-	-
Contribution from (to) reserves	51,297	51,297	51,297	-	-
	24,743	24,743	24,743	-	-
Net Requirement	2,199,037	1,720,498	1,623,227	(478,539)	(97,271)

Corporate Communications is the voice of the organization, as we keep our community in the loop on City services, programs, facilities, and events. We provide support to all departments to ensure The City is communicating to residents, businesses, and partners in a straightforward and timely way.

Major variance between 2020 and 2021 include:

- Corporate Communications budget is lower for 2021 from 2020 by nearly \$500,000. This budget decrease is largely due to reversal of one time funded requests for salaries by \$259,075 including public participation and communications consultant; offset by increase in salaries by prior year approved Communications Consultant – Police, Public Participation Implementation and Administrative Support by \$127,253. Reversal of one-time funded requests for contracted services by \$279,797 including customer service strategy and event hosting outgoing sponsorship.
- Cost savings of \$44,629 anticipated in areas for changing of service for programs such as Notify Red Deer. The contract for this service ends in August 2021. Feasibility of service and alternate solutions are considered.

2022 Operating Budget Major Changes Include:

- \$107,271 decrease in salaries, wages and benefits due to reversal of one time requests for communication consultant and public participation budgeted in 2021

THIS PAGE INTENTIONALLY LEFT BLANK

LEGISLATIVE SERVICES DEPARTMENT SERVICES AND SERVICE LEVELS

Services Provided	Current Service Levels
Access and Privacy	<ul style="list-style-type: none"> FOIP Requests: Within 30 days; information requests: by requests Section 40 Requests Records: retrieved and released as required by FOIP Act; Cloud Computing Submissions: within ~72 hours; Privacy Breach Protocol OIPC is notified of all breaches. Mitigation or corrective strategies are identified Access & Privacy Training: Basic and Specialized training is individualized to the department or operational needs Privacy Impact Assessments: As required but within ~ 10 business days
Census	<ul style="list-style-type: none"> City wide enumeration: Occurs annually (April 1 - June 30). Results must be submitted by September 1
Election	<ul style="list-style-type: none"> Conduct election for Mayor and Councillors and Public and Catholic School Board Trustees: Every 4 years or by-elections as determined by Council and/or legislation Election Administration: Reception Every 4 years; Candidate Handbook; Election Website; Election advertising, Candidate Information Sessions and Information Requests Plebiscite (Public Vote on a Question/Bylaw) As requested/ petitioned
Council Orientation and Departure	<ul style="list-style-type: none"> New Council Orientation: Occurs every 4 years; Includes: swearing in Ceremony, reception, Council recognition gift, outgoing Council banquet
Council Meetings, Workshops, and Retreats	<ul style="list-style-type: none"> Coordinate Meetings: Every 2 weeks plus special and additional agendas as required; Includes Minutes, decision letters, electronic voting support, administrative support, food and beverage service. Workshops/Retreats
General Council Support	<ul style="list-style-type: none"> Administrative Assistance to Council: including Council finance, reporting of attendance, reporting gifts/hospitality/other benefits, council calendar bookings, citizen meeting arrangements, and coordinated response to Council inquiries(within ~ 3 weeks) Email Management and Responses to Citizen Inquiries: coordinated response on behalf of the CoRD Bylaws: distribution, consolidation, standards, publishing, and providing to courthouse; within ~ 2 weeks. Policies: policy development, maintenance, publishing Committee Support: administrative functions to support committees, ad-hoc committees

Services Provided	Current Service Levels
Board Support	<ul style="list-style-type: none"> • Administration of Regional Assessment Review Board: Board has 9 members with 3 from Red Deer. Functions include: Orientation and Training (annually/ as required), Partner Meetings(every 2 years), hearing complaints, posting decisions online (as required), board member recruitment and appointment(as required), development and maintenance of board policies, and other administrative functions of managing this board • Administration of the Subdivision and Development Appeal Board and Red Deer Appeal and Review Board: Provincial Board Member Training (Board Members are required to attend every 3 years), Orientation and supplementary training (as required), posting decisions online, development and maintenance of policies and procedures.
Events	<ul style="list-style-type: none"> • Mayor's Recognition Awards (annually) • Bi-annual Volunteer Recognition
Petitions	<ul style="list-style-type: none"> • Review sufficiency of petitions
General Office Admin.	<ul style="list-style-type: none"> • School Tours are provided upon request primarily to Grade 6 students studying local government • Commission Documents as Commissionaire of Oaths and Signing External documents by City Clerks • Receive requests for lighting of City Hall • Reception for Mayor and Council, City Manager, and Legislative Services requests • Management of CoRD Contract Inventory System • Manage CORD Legislatively Required Advertising, as per MGA
Call Centre	<ul style="list-style-type: none"> • Operation of Call Centre during ESS or Special Events

LEGISLATIVE SERVICE OPERATING BUDGET

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Expenditures					
Salaries, wages, and benefits	1,528,753	1,760,747	1,504,551	231,994	(256,196)
General/Contracted services	187,274	429,769	134,589	242,495	(295,180)
Materials and supplies	20,022	29,522	20,022	9,500	(9,500)
Grants to organizations	-	-	-	-	-
Amortization of tangible capital assets	-	529	529	529	-
	1,736,049	2,220,567	1,659,691	484,518	(560,876)
Revenues					
User fees and sale of goods	47,200	47,200	47,200	-	-
Fines & penalties	29,800	29,801	29,801	1	-
Government transfers	-	260,000	-	260,000	(260,000)
Other Revenues	35,025	35,025	35,025	-	-
	112,025	372,026	112,026	260,001	(260,000)
Other Transfers					
Internal Revenues & (Expenses)	(17,212)	(17,212)	(17,212)	-	-
Amortization offset	-	529	529	529	-
Contribution from (to) reserves	175,591	175,591	175,591	-	-
	158,379	158,908	158,908	529	-
Net Requirement	1,465,645	1,689,633	1,388,757	223,988	(300,876)

Legislative Services supports Council's governance framework and decision-making processes and acts as the primary contact regarding City Council business. The department also supports numerous legislative functions such as appeals, policies, access and privacy, elections, an annual census, and appointments and support to Council committees.

Major variance between 2020 and 2021 include:

- Salaries, wages and benefits are higher by \$231,994 and Contracted Services budgets are higher by \$242,495 for 2021 largely due to one time request for Municipal Election & Cost of Governance.
- \$260,000 of the 2021 Municipal Election and Cost of Governance recovered from School Boards on a one-time basis.

Major variance between 2021 and 2022 include:

- Reversal of one time costs and revenue related to 2021 Municipal Election & Cost of Governance

FINANCIAL SERVICES DEPARTMENT SERVICES AND SERVICE LEVELS

Services Provided	Current Service Levels
Financial Statement Creation	<ul style="list-style-type: none"> Annual process; due to GoA by April 30 each year
GST Filing	<ul style="list-style-type: none"> Monthly process; due at the end of the month following current close
Stats Canada Reporting	<ul style="list-style-type: none"> ~ 6 reports per year; most have a 30 day turnaround
Month End	<ul style="list-style-type: none"> Service level is 10-15 working days, depending on payroll close
General Accounting Maintenance	<ul style="list-style-type: none"> Services generally provided within 2-3 business days
Banking Daily Processes	<ul style="list-style-type: none"> Service levels are generally less than an hour for most tasks; some admin processes require more time
General Accounting Support to CES Departments	<ul style="list-style-type: none"> ~ 1-3 day turnaround; some longer term requests can take longer
Bank Reconciliations	<ul style="list-style-type: none"> Bank is reconciled daily
Debenture Admin	<ul style="list-style-type: none"> Notify departments prior to quarterly borrowing, record receipt of debenture funds and record payments; provide quarterly reporting to the Audit Committee
Loan Administration	<ul style="list-style-type: none"> Minimal time requirement
JDE Support	<ul style="list-style-type: none"> ~ 1-3 day turnaround; some longer term requests can take longer
Hyperion Support	<ul style="list-style-type: none"> ~ 1-3 day turnaround; some longer term requests can take longer
Interface Processing	<ul style="list-style-type: none"> Multiple interface processes with corporate level data each week across the section; most processes within hours, but interfaces that fail can require multiple resources to troubleshoot and resolve

Services Provided	Current Service Levels
Asset Management Plan production. Including data mining, data processing and delphi workshops.	<ul style="list-style-type: none"> • Ad Hoc. As requested and supported by departments and resources are available
Procurement Support	<ul style="list-style-type: none"> • Works with project manager to ensure quality, accuracy while meeting the departments expectations within the constraints of policy and trade agreements • Within ~ 5 - 10 business days • Draft contract within ~ 2-5 business days • Provide JDE PO training • Host information sessions 3-4 sessions annually • Provide procurement 101 training – within ~ 2 weeks of request
Accounts Payable	<ul style="list-style-type: none"> • Respond to queries within ~ 1-3 business days 95% of the time • Payment for department approved expenses paid in 30 days from receipt of invoice or when due if longer • Invoices are sent to departments after 5 business days in not received in JDE
Budget & Investment	<ul style="list-style-type: none"> • Grants - Service levels depend on grant. Ad hoc dependent on grant, departments and resources. • Cash flow forecast to determine appropriate investments - reviewed monthly, with monitoring of bank balance weekly. • Lead the organization through the Enterprise Business Planning process. <ul style="list-style-type: none"> ○ Release Budget Guidelines ○ Respond to budget queries within ~ 1-3 business days; 90% of the time. ○ Produce budget for approval.

FINANCIAL SERVICES OPERATING BUDGET

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Expenditures					
Salaries, wages, and benefits	3,287,948	3,347,624	3,347,624	59,676	-
General/Contracted services	351,588	267,118	267,118	(84,470)	-
Materials and supplies	23,899	23,899	23,899	-	-
Financial Charges	5,200	5,200	5,200	-	-
Amortization of tangible capital assets	3,363	-	-	(3,363)	-
	3,671,998	3,643,841	3,643,841	(28,157)	-
Other Transfers					
Internal Revenues & (Expenses)	(6,550)	(6,550)	(6,550)	-	-
Amortization offset	3,363	-	-	(3,363)	-
	(3,187)	(6,550)	(6,550)	(3,363)	-
Net Requirement	3,675,185	3,650,391	3,650,391	(24,794)	-

The department provides financial and purchasing services to achieve high standards of integrity, efficiency and accountability of business processes, systems and financial information for City operations and the public.

Major variance between 2020 and 2021 include:

- General and Contracted Services budget lower for 2021 from 2020 due to reversal of a one-time request for asset management for \$75,000 from 2020.
- \$59,676 increase in Salaries, wages, and benefits due to 2021 benefit rates change

THIS PAGE INTENTIONALLY LEFT BLANK

INFORMATION & TECHNOLOGY SERVICES DEPARTMENT SERVICES AND SERVICE LEVELS

Services Provided	Current Service Levels
IT Strategy & Governance	<ul style="list-style-type: none"> • Corporate IT management and policy, system performance management • Business continuity and disaster recovery • Change Advisory Board meets bi-weekly to review and approve upcoming major changes
People and resources	<ul style="list-style-type: none"> • Physical IT infrastructure, hardware, storage, communication devices, and applications to deliver City services. Experienced staff to support the secure and efficient delivery of IT services, information management, business and data analysis, and project management to departments within the organization.
Business Relationship Management	<ul style="list-style-type: none"> • Monthly, quarterly, or annual work in progress and planning review with departments or business units.
Cyber Security Management	<ul style="list-style-type: none"> • Daily monitoring and updates to security software and systems, external security audit performed every 3 years, Annual Security Policy review, quarterly network vulnerability scans, daily EARFs and AD maintenance
Network & Fibre	<ul style="list-style-type: none"> • 99% uptime, high speed data connection, daily monitoring, equipment refresh every 7 years, secure remote VPN
Server & Email Service Management	<ul style="list-style-type: none"> • 99% uptime of file and data availability, daily monitoring, monthly updates, equipment refresh every 7 years • All corporate data is backed up daily, restores from backup are typically handled within 4 hours • Operating system and Office Suite software support is handled based on priority and criticality
Internet Services	<ul style="list-style-type: none"> • 99% uptime, high speed Internet connection, redundant Internet service
Web Services	<ul style="list-style-type: none"> • 99% uptime of web sites, compliance with Web Content Accessibility Guidelines (WCAG)
Phone Services	<ul style="list-style-type: none"> • City phone system and voicemail support: ASAP – typically same day • Smartphone support: smartphones are replaced every 3 years, break/fix support on a priority basis
Workstation Support	<ul style="list-style-type: none"> • PC/Laptop/Tablet: replaced every 5.5 years, broken or inadequate devices may be replaced earlier • Preventative maintenance: monthly patching for Windows devices and Microsoft applications • Break/fix support: typically same-day response for workstation failures, on-call support for critical devices
Database Management	<ul style="list-style-type: none"> • Daily log monitoring, system resource optimization, data protection – backups, data integrity, data security

Services Provided	Current Service Levels
GIS Web Portals, Data & Imagery	<ul style="list-style-type: none"> • Data maintenance, integration, updates to Web Map, ELI and other GIS web portals dependent as requested • Ortho-photography and oblique imagery are flown and updated annually (was 3 years until 2020) • New addresses are assigned within 2 working days, street names are assigned prior to subdivision approval
Open Data Catalogue	<ul style="list-style-type: none"> • Datasets are updated as described in the catalogue, ortho-photography imagery uploaded when available
IT Service Desk Functions	<ul style="list-style-type: none"> • IT Service Desk: 7:30 AM to 4:30 PM, online portal option, receives all internal IT support requests • Archives - Reference Desk: 8:00 AM to 4:30 PM, receives both internal/external inquiries • Records Information Management Help Desk: 7:30 AM to 4:30 PM, receives both records and EDRMS inquiries • Centralized Print Services: 7:30 AM to 4:30 PM, online submission, receives all corporate print requests • Corporate Mail Handling: 7:30 AM to 4:30 PM on regular workdays, includes mail, parcel, and inter-office mail
Business Application Management & Support	<ul style="list-style-type: none"> • New Business Application Implementation: Projects are scored and prioritized across the organization; the Software Development Life Cycle is used (SDLC) augmented with key Agile methodologies to increase client engagement and reduce time to delivery • New Application Feasibility Assessment: A Cloud Solutions Risk Assessment is completed on new cloud application requests; a Software Evaluation Request is completed on minor cloud or on premise software before installation/access is granted • Business Process and Analysis: Process mapping/improvement sessions are provided on request • Maintenance, Enhancements, and Version Upgrades: Time to resolution depends on priority and client or vendor • Application Integrations: are considered essential and are maintained in good working order • Data Analysis and Report Development: Requests are increasing; we can cover about 25-50% of the demand
Corporate Records Management	<ul style="list-style-type: none"> • Corporate records support, processing, retrieval • Mixed paper shredding and recycling
City Archives	<ul style="list-style-type: none"> • Corporate and public archival records support, processing, preservation, includes direct-to-public services
Computer Training	<ul style="list-style-type: none"> • On-boarding self-serve IT training is maintained, and special IT application basics classes are scheduled as needed
Vendor Relationship Management	<ul style="list-style-type: none"> • Over 70 annual vendor maintenance and support contracts support the delivery of IT services to the organization. These contracts are monitored for performance and cost and re-negotiated, as required
After-hours On-Call	<ul style="list-style-type: none"> • 24/7 IT response for critical systems, best effort with a 2-hour response window

INFORMATION & TECHNOLOGY SERVICES OPERATING BUDGET

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Expenditures					
Salaries, wages, and benefits	5,441,387	5,542,324	5,542,324	100,937	-
General/Contracted services	2,284,474	2,293,954	2,302,963	9,480	9,009
Materials and supplies	640,625	639,679	646,429	(946)	6,750
Amortization of tangible capital assets	1,697,270	2,059,037	2,059,037	361,767	-
	10,063,756	10,534,994	10,550,753	471,238	15,759
Revenues					
User fees and sale of goods				-	-
Investment income	14,116	10,895	10,895	(3,221)	-
Other Revenues	177,500	173,500	173,500	(4,000)	-
	191,616	184,395	184,395	(7,221)	-
Other Transfers					
Internal Revenues & (Expenses)	324,612	323,942	323,942	(670)	-
Transfers from (to) operating	60,218	60,958	61,717	740	759
Amortization offset	1,697,270	2,059,036	2,059,036	361,766	-
Contribution from (to) capital	(75,000)	(75,000)	(75,000)	-	-
Contribution from (to) reserves	(795,085)	(759,563)	(744,563)	35,522	15,000
	1,212,015	1,609,373	1,625,132	397,358	15,759
Net Requirement	8,660,125	8,741,226	8,741,226	81,101	-

The department provides information management, systems, and technology solutions through a balanced approach of leadership and partnership with all City departments and its agencies to deliver effective and efficient municipal programs and services.

Major variance between 2020 and 2021 include:

- There is an overall increase in budget from 2020 to 2021 of \$81,101. This is largely due to previously approved budget for SWIT system support and Web development and support.
- Increase in amortization expenses by \$361,767 offsetting with increase in transfers to operating. The net impact to operating budget is zero.

REVENUE & ASSESSMENT SERVICES DEPARTMENT SERVICES AND SERVICE LEVELS

Services Provided	Current Service Levels
Revenue Billing	<ul style="list-style-type: none"> Accounts Receivable - Accurate invoice within ~ 30 days of service (9,800 invoices annually) Municipal Property Taxes – Accurate annual tax notices by legislated dates (42,000 properties ~\$190M revenue annually) Utilities – Timely and accurate monthly utility bills for 33,000 accounts (396,000 annually)
Revenue Collection	<ul style="list-style-type: none"> Accounts Receivable – maintain 85% current receivables Property Tax – maintain 97% current receivable at December 31 Property Taxes - year-round cycle with various collection options. Utilities - 85% current Multiple payment options – citizen service Payment plans - citizen service
Citizen Service for: <i>Accounts Receivable Property Assessment and Taxation, Payments, Utilities</i>	<ul style="list-style-type: none"> Phone/email response within ~ 2-3 business days 24/7 online access Calls answered within 3 minutes City Hall open M-F 8:00 am-4:30 pm
Property Assessment Valuation	<ul style="list-style-type: none"> Annual re-assessment that meets legislated standards (42,000 properties and 150 supplementary assessments)
Pre-Roll Assessment Consultation	<ul style="list-style-type: none"> Manage risk related to high risk assessment appeals Finalize assessment values by consulting with property tax agents and high risk stakeholders prior to roll closure and mailing of assessment notices
Assessment of Business Improvement Area (BIA)	<ul style="list-style-type: none"> ~ 500 Annual business valuations required under legislation Annual inspections as required

Services Provided	Current Service Levels
Assessment Complaints/Hearings	<ul style="list-style-type: none"> Respond to citizen inquiries within Citizen Service timelines Manage formal appeal disclosure and hearings within legislated timelines
Annual Provincial Assessment Audit	<ul style="list-style-type: none"> Pass Stage 1, Stage 2 and legislated Provincial Audits - annually Pass legislated detailed audit – every 5 years
Property Inspections	<ul style="list-style-type: none"> Physically inspect 20% of assessed properties annually (<i>8,400 properties</i>) to meet legislated requirement
Corporate Credit Management	<ul style="list-style-type: none"> Maintain >85% current accounts receivable Maintain % bad debt to AR at or less than 0.50% Maintain Days Sales Outstanding <30 days Set and administer corporate credit terms and provide credit adjudication to departments
Financial Reporting	<ul style="list-style-type: none"> Quarterly reporting of bad debt, policy breaches and material collection issues to CFO Annual bad debt write-off to meet Generally Accepted Accounting Standards Financial Information Return to meet provincial legislation Statistics Canada reports to meet federal legislation Revenue Dashboards and Monthly Statistics for management and decision making purposes
Corporate Payment Processing	<ul style="list-style-type: none"> Payments processed in 5-7 working days (<i>358,000 payments annually</i>) Over the counter, mail and electronic payment services provided to citizens
Business Improvement Area (BIA) Tax	<ul style="list-style-type: none"> Accurately calculate tax rates, levy and collect BIA revenue within legislated timelines and parameters
People and Resources	<ul style="list-style-type: none"> Annual Business Plan – corporate mandate Annual Operating and Capital budgets – provincial legislation Quarterly reporting – corporate mandate Recruitment and performance management Work planning and resource allocation Safe working environment – Occupational Health and Safety legislation

Services Provided	Current Service Levels
Financial Systems & Processes	<ul style="list-style-type: none"> • Test and implement software upgrades – corporate mandate • Provide user training – corporate mandate • Corporate policy and procedure – internal controls • Reporting – legislative and corporate mandates • Trouble shooting and issue resolution – risk management
Corporate and Council Priorities	<ul style="list-style-type: none"> • Implement strategic directive • Support identified priorities • Identify innovative solutions
Strategy & Governance	<ul style="list-style-type: none"> • Bylaws that provide strategic direction to revenue and assessment functions • Corporate policy and procedure that guide the organization • Monitor and reporting to ensure appropriate internal controls
Operational Support	<ul style="list-style-type: none"> • Up to date website – citizen service • Comprehensive communication plans – citizen service • An informed public – citizen service • Meet legislated requirements • Manage contracts – corporate mandate • Month end processing – corporate mandate

REVENUE & ASSESSMENT SERVICES OPERATING BUDGET

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Expenditures					
Salaries, wages, and benefits	4,786,326	4,804,796	4,804,796	18,470	-
General/Contracted services	813,738	482,357	432,448	(331,381)	(49,909)
Materials and supplies	54,741	62,903	62,903	8,162	-
Financial Charges	35,260	53,305	61,305	18,045	8,000
Other expenses	131,125	186,130	131,130	55,005	(55,000)
Amortization of tangible capital assets	3,623	201,136	201,136	197,513	-
	5,824,813	5,790,627	5,693,718	(34,186)	(96,909)
Revenues					
User fees and sale of goods	173,000	173,000	173,000	-	-
Other Revenues	134,000	197,000	318,000	63,000	121,000
	307,000	370,000	491,000	63,000	121,000
Other Transfers					
Internal Revenues & (Expenses)	(15,247)	(15,247)	(15,247)	-	-
Transfers from (to) operating	2,280,452	2,180,026	1,987,117	(100,426)	(192,909)
Amortization offset	3,623	201,136	201,136	197,513	-
	2,268,828	2,365,915	2,173,006	97,087	(192,909)
Net Requirement	3,248,985	3,054,712	3,029,712	(194,273)	(25,000)

The department provides fair and equitable revenue billing and collection, property assessment and taxation, and citizen care services with pride and integrity for the sustainability of our community.

Major variance between 2020 and 2021 include:

- \$226,990 decrease in general & contracted services due to reversal of 2020 one-time carry forwards.
- \$56,150 increase in bad debt expenses offsetting with increase in transfers from utilities.
- \$48,000 increase in other revenue and \$68,650 decrease in general & contracted services contributed from transitioning from utility customers to E-Bill; this is offsetting with decrease in transfers from utilities.
- \$74,289 saving in salaries, benefits, and wages offsetting with decrease in transfers from utilities.
- A decrease in amortization by \$197,513 offsetting with amortization equity transfers and the net impact to operating budget is zero.

Major variance between 2021 and 2022 include:

- Reversal of one time bad debt expenses of \$55,000 increase in 2021; this is offsetting with increase in transfers from utilities
- \$96,000 increase in other revenue and \$40,000 saving of general & contracted services due to transitioning to E-Bill paper free; this is offsetting with decrease in transfers from utilities.

THIS PAGE INTENTIONALLY LEFT BLANK

COMMUNITY SERVICES DIVISION

UTILITIES | COMMUNITY SERVICES BUSINESS EXCELLENCE | SAFE AND HEALTHY COMMUNITIES | PARKS AND PUBLIC WORKS | TRANSIT AND FLEET |

We provide the community a wide variety of programs and services that enhance quality of life, embrace diversity, strengthen community, build strong organizations, and ensure accessibility and access for all. We manage and maintain our utilities, facilities, and assets in a sustainable way for the well-being and economic benefit of our citizens. We prioritize community safety efforts and environmental-focused initiatives so we can all continue to enjoy our city in a park.

GENERAL MANAGER – SARAH TITTEMORE



OUR SUPPORT FOR ORGANIZATIONAL PRIORITIES

COMMUNITY SAFETY | FINANCIAL SUSTAINABILITY | RECOVERY PLANNING | INFRASTRUCTURE MAINTENANCE | CORPORATE CULTURE

- Implementation of the *Community Safety Strategy* and the *We Are Better Together* Initiatives.
- Operating facilities and amenities in a safe, secure and financially sustainable way.
- Effectively maintaining our utilities, assets, facilities, roads, public spaces and trails.
- Working with downtown stakeholders to ensure a clean and vibrant downtown.
- Implementing a 'common sense' approach to running a customer based business.
- Supporting the connection of vulnerable populations to appropriate supports.
- Utility rates reflect the principles of user pay and mitigate against rate shock.
- Efficiencies of automated meter reading have a realized cost savings.
- Exploring a storm water utility so it is appropriately funded by the users of the system.

AS WE WORK TOWARD THE LONG TERM VISION FOR RED DEER

A SAFE COMMUNITY | A CHOSEN DESTINATION | A SOCIALLY RESPONSIBLE CITY | AN ECONOMIC LEADER | CITIZEN FOCUSED SERVICE

- Implementation of the *Community Safety Strategy* and the *We Are Better Together* Initiatives throughout the division.
- Implementation of the Transit Network Improvement project to improve quality, connection, safety, efficiency and effectiveness of our transit system.
- Implement an effective Snow and Ice Control program.
- Implementation of the alcohol and drug strategies to support wellbeing of all Red Deerian's.
- Implementation of the Community Housing & Homelessness Integrated Plan (CHHIP).
- Work with community groups, neighborhoods, and residents to empower and connect.
- Support large community events (e.g. Hometown Hockey) with street closures, waste diversion and snow clearing.
- Support development of Capstone, through utility servicing, transportation, and pedestrian lighting.
- Continually find ways to be more developer friendly, and support development by reducing barriers to getting permits and agreements.
- Ensuring consistent supply of power, and quick response to outages.
- Help keep our community clean and accessible.
- Support development with the proposed Utility Connection Fee Grant.

KEY DIVISIONAL PRIORITIES GOING FORWARD

Now (2021-2022)

- Enhanced community development initiatives in neighborhoods
- Pivot and implement youth engagement opportunities
- Work with third party operators and community agencies to support sustainability
- Implementation of the operational components of the Transit Network Improvement (TNI) project
- Implement the Snow and Ice program
- Work at a systems level to promote community safety and address social inequities across the community
- Managing and operating amenities
- ELP Advanced Metering Infrastructure pilot project
- Invest in, and improve, our telecommunications infrastructure (fibre optic and wireless) to Support City communications and private telecommunications
- Build residuals facility to meet legislative requirements for the Water Treatment Plant

NEXT (2023-2024)

- GH Dawe Expansion project construction
- Refined adjudication of grants including FCSS, OSSI, Reaching Home, CCDF and CREG to community organizations
- Exploring the possibility of an additional snow storage site
- Completion of the capital components of the Transit Network Improvement project
- Continue to empower agencies to be operationally financially viable and self sufficient
- Expand the Wastewater Treatment Plant to accommodate wastewater flows from regional growth customers
- Continue migration to ELP Automated Meters

HORIZON (2025+)

- Development of new transit routes requirements based on future growth
- Continued efforts towards poverty prevention and addressing social inequities
- Review of recreational needs to serve changing Red Deer demographics
- Utilizing technology to deliver services expected by the community
- Prepare for growth of the city, and prepare to maintain new infrastructure coming on board (e.g. power lines, utility infrastructure)
- Construct additional cells at the Waste Management Facility for future needs

OPERATING BUDGET - COMMUNITY SERVICES DIVISION

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Expenditures					
Community Services Directorate	5,789,408	5,368,806	5,368,806	(420,602)	-
Safe & Healthy Communities	42,713,343	41,672,992	41,236,591	(1,040,351)	(436,401)
Community Services Business Excellence	1,623,410	1,652,541	1,652,541	29,131	-
Transit and Fleet	34,604,846	34,493,131	34,630,545	(111,715)	137,414
Parks & Public Works Services	53,286,195	50,434,479	50,479,822	(2,851,716)	45,343
Electric Light & Power	51,328,132	53,124,669	53,930,014	1,796,537	805,345
Environmental Services	62,161,509	60,909,048	62,210,890	(1,252,461)	1,301,842
	251,506,843	247,655,666	249,509,209	(3,851,177)	1,853,543
Revenues					
Community Services Directorate	-	-	-	-	-
Safe & Healthy Communities	15,354,822	12,656,111	15,843,915	(2,698,711)	3,187,804
Community Services Business Excellence	159,798	159,798	159,798	-	-
Transit and Fleet	6,693,014	3,937,930	5,923,332	(2,755,084)	1,985,402
Parks & Public Works Services	3,691,629	3,727,967	3,818,796	36,338	90,829
Electric Light & Power	66,158,998	64,578,100	64,810,439	(1,580,898)	232,339
Environmental Services	89,681,399	87,804,733	89,328,884	(1,876,666)	1,524,151
	181,739,660	172,864,639	179,885,164	(8,875,021)	7,020,525

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Other Transfers					
Community Services Directorate	416,754	89	89	(416,665)	-
Safe & Healthy Communities	9,125,852	6,985,619	6,893,989	(2,140,233)	(91,630)
Business Excellence	80,636	75,384	75,384	(5,252)	-
Transit and Fleet	13,939,904	14,554,707	14,644,651	614,803	89,944
Parks & Public Works Services	23,394,820	19,427,003	19,395,607	(3,967,817)	(31,396)
Electric Light & Power	(16,694,092)	(13,270,697)	(12,705,585)	3,423,395	565,112
Environmental Services	(29,406,452)	(28,169,416)	(28,258,952)	1,237,036	(89,536)
	857,422	(397,311)	45,183	(1,254,733)	442,494
Net Requirements					
Community Services Directorate	5,372,654	5,368,717	5,368,717	(3,937)	-
Safe & Healthy Communities	18,232,669	22,031,262	18,498,687	3,798,593	(3,532,575)
Community Services Business Excellence	1,382,976	1,417,359	1,417,359	34,383	-
Transit & Fleet	13,971,928	16,000,494	14,062,562	2,028,566	(1,937,932)
Parks & Public Works Services	26,199,746	27,279,509	27,265,419	1,079,763	(14,090)
Electric Light & Power	1,863,226	1,817,266	1,825,160	(45,960)	7,894
Environmental Services	1,886,562	1,273,731	1,140,958	(612,831)	(132,773)
	68,909,761	75,188,338	69,578,862	6,278,577	(5,609,476)

Community Services: Provides the community a wide variety of programs and services that enhance the quality of life, build strong organizations, and ensure accessibility and access for all.

COMMUNITY SERVICES DIRECTORATE OPERATING BUDGET

Description	2020 Approved	2021 Recommended	2022 Recommended	Budget Variances (\$)	
				Over (Under) 2020 Budget	Over (Under) 2021 Budget
Expenditures					
Salaries, wages, and benefits	1,007,527	1,006,912	1,006,912	(615)	-
General/Contracted services	42,759	39,437	39,437	(3,322)	-
Materials and supplies	5,051	5,051	5,051	-	-
Grants to organizations	4,733,842	4,316,842	4,316,842	(417,000)	-
Amortization of tangible capital assets	229	564	564	335	-
	5,789,408	5,368,806	5,368,806	(420,602)	-
Other Transfers					
Internal Revenues & (Expenses)	(475)	(475)	(475)	-	-
Amortization offset	229	564	564	335	-
Contribution from (to) reserves	417,000	-	-	(417,000)	-
	416,754	89	89	(416,665)	-
Net Requirement	5,372,654	5,368,717	5,368,717	(3,937)	-

The Community Services Directorate provides overall leadership and management support to the six departments in the Community Services Division (Safe & Healthy Communities, Transit and Fleet, Community Services Business Excellence, Parks and Public Works, EL&P, and Environmental Services) to ensure coordination of services, alignment with the City's Strategic Direction, and corporate consistency in their delivery of municipal services to the community.

Major variance between 2020 and 2021 include grants to organizations and Transfer from Capital Project Reserve decreased by \$417,000 due to reversal of one-time grants to library for capital improvements.

PARKS & PUBLIC WORKS DEPARTMENT SERVICES AND SERVICE LEVELS

Services Provided	Current Service Level
Gravel lane reconstruction	<ul style="list-style-type: none"> • Lane maintenance (grading) occurs annually on the 241km of lanes in Red Deer • Target to reconstruct approximately 12.1km (5%) per year; maintains the lanes, based on a 20-year life cycle
Snow and Ice Control	<p>Program service levels are prioritized based on traffic and pedestrian volumes and risk reduction.</p> <ul style="list-style-type: none"> • Purple Routes: Hills, bridges, overpasses, high hazard locations and hospital access Plow within 8 hours of 5 cm accumulation • Red: Major arterial roads Plow within 72 hours of 8 cm accumulation • Blue: Downtown roads (Snow Zone D) Plow and remove within 4 days of a 5-10 cm snow pack (30-40 cm accumulated snowfall). Plowing happens overnight (7 p.m. to 7 a.m.) • Green: Collectors, Transit Routes, and residential streets adjacent to schools Plow and remove within 15 days of a 5-10 cm snow pack (30-40 cm accumulated snowfall) • Grey: Residential streets Plow within 15 days of a 5-10 cm snow pack (30-40 cm accumulated snowfall) with windrows left on both sides of the street • Orange: Industrial and commercial areas Plow within 5 days of a 15 cm snow pack; plowing can start prior to the 15 cm trigger when it makes operational sense to do so
Pavement Markings and Signs	<ul style="list-style-type: none"> • Based on the type of marking material (paint or thermoplastic), frequency varies from annually to biannually for paint. 16 different types of pavement markings (i.e. center lines, crosswalks, angle parking and turn arrows, etc.) • Regulatory signs are repaired immediately for high-risk signs (e.g. stop sign) and within a day notice for other regulatory signs (eg. speed limit). Non-regulatory signs are repaired as time permits. Visual checks of all signs annually, inventory of all signs 3 times per year
Trip Hazard & Sidewalk Rehabilitation	<ul style="list-style-type: none"> • Annual sidewalk inspection of entire network and address all priority 1 trip hazards annually. Priority 1 hazards are flagged with paint then by eliminating hazard by patching, grinding, cutting, or removing and replacing sidewalk
Asphalt Patching	<ul style="list-style-type: none"> • Service level based on severity: High – ~2 days; Medium – ~2 weeks; Low – ~2 months
Grading/Gravelling Lanes	<ul style="list-style-type: none"> • Back lanes graded annually, with call back to problem areas. • Rural roads within city graded annually with call back on need.

Services Provided	Current Service Level
Potholes Repair	<ul style="list-style-type: none"> • ~48 hour repair from time identified (10,000 to 13,000 potholes filled annually).
Street Sweeping	<ul style="list-style-type: none"> • Minimum of 1 cycle for arterial & collector roads and paved laneways; 3 cycles annually for downtown; Summer Only.
Graffiti Removal - City Property	<ul style="list-style-type: none"> • Complaint driven, completed in two weeks of report.
Bridge Maintenance	<ul style="list-style-type: none"> • Preventative maintenance schedules as determined by our tri-year inspection program
Pavement Management	<ul style="list-style-type: none"> • Data collection every three years; Update status reports annually based on deterioration curves.
Park Maintenance including: Parks, Trees, Turf and Trail Maintenance	<ul style="list-style-type: none"> • The City has over 4,586 acres of city owned parkland: • 2,446 acres of natural (Wetlands, tree stands, native grass areas) and 2,140 acres of formal parks (courts, sport fields, playgrounds) • Turf Care: Maintenance through direct delivery and contract: 1,502 acres of formal turf, 44 acres of steep slope mowing, 19 acres of performance sports fields, 287 acres of rough cut mowing, shrub bed and tree well weed control, litter and debris control, trail clearance and setback pruning • Irrigation Systems: including 2 irrigated parks, 11 irrigated sport fields, and 2 facility irrigation systems. • Trail Maintenance: 86 km of paved hard surface trails, 45 km of aggregate trails, 8.3 km of designated single-track mountain bike trails and 7.7 km of equestrian trails, Snow clearing of 25km of trail throughout the winter (through contract) • Urban Forestry & Ecological Services: 1,500 acres of natural forested lands, 34,500 planted trees maintained, Wildfire Management and integrated pest management, Weed Act and Agricultural Pest Act compliance • Snow and Ice Control & Landscape Maintenance for various city owned facilities such as RCMP stations, waste water treatment plants, snow dump site, transit stops, and electrical substations.

Services Provided	Current Service Level
	<ul style="list-style-type: none"> • Urban Encampments and Needle Cleanup-dismantle and clean up homeless camps on public lands
Downtown Parks and Pageantry	<ul style="list-style-type: none"> • Landscaping and Ornamental Flower Beds- mowing, trimming and maintenance of all flower beds in the Greater Downtown, including City Hall Park. • Decorative Elements: streetscape and plaza pageantry programs including tree lighting, hanging flower baskets, decorative banner program, season pole decorations and seasonal light installations in the downtown
Parks Planning	<ul style="list-style-type: none"> • Using the policies and guidelines outlined in the Municipal Development Plan, Neighborhood Planning and Design Guidelines, Engineering Design Guidelines, Principles to Guide Park Service Levels and Permitted Uses and other policies and adopted plans, Parks provides planning and development services related to landscape approvals and the design and construction of parks and open spaces. Parks Planning represents multiple departments within Community Services division in the corporate statutory planning processes, park development and redevelopment process, and represents the Community Services Division on the NASP review team
Cemetery Services	<ul style="list-style-type: none"> • Operates two cemeteries: Red Deer Cemetery and Alto Reste Cemetery Provide customer service including sales in accordance with the Cemeteries Act related to: burial lots, columbarium niches, monument sales, burial and interment services. Accommodates special burial needs to meet the needs of various cultures and religions.
Maintenance of Public Facilities and Amenities: (Includes both spontaneous use of facilities/amenities	<ul style="list-style-type: none"> • Outdoor Neighborhood Amenities: Neighborhood tennis courts (48), Pickleball courts (8), Basketball courts and mini courts (49), Playground structures (180), Fitness Parks (10), Disc Golf Parks (2), Outdoor ice rinks (77), 17 sliding hills (winter), Neighborhood Activity Centres (21 - includes Festival Hall, Golden Circle and Northside Community Centre), Skate Parks (2), Spray Parks and Fountain (3 – Discovery Canyon, Blue Grass Sod Farms Central Spray & Play, Kin Canyon Lava Rock fountain), Cross Country Ski Trails (Heritage Ranch, River Bend Golf and Recreation Area, Barrett Park, and Great Chief Park), Dog Off Leash Parks (2). • Outdoor Sport Fields: Ball diamonds (82 – baseball, softball, slo-pitch), Rectangular fields (77 - football, soccer, lacrosse, field hockey, quidditch), Cricket Pitch (1). • Parks Amenities: Washroom buildings (10), Picnic shelters (5) / gazebos (26), Bridges and boardwalks (31), Plaza's (3), Bower Ponds Stage and Bower Ponds Pavilion, Boat Launches (7),

Services Provided	Current Service Level
	<p>1,036 picnic benches, 1,284 garbage receptacles, 759 picnic tables, 1,283 park and interpretative signs.</p> <ul style="list-style-type: none"> • Performance Facilities: Great Chief Park – baseball diamonds, pitch n putt, Setters Place – 400 m outdoor Ice Oval, artificial turf rectangle fields & pavilion, Track and Field athletic facility – 400 m track, high jump, long jump, pole vault, steeple chase, and throwing circle.

PARKS & PUBLIC WORKS OPERATING BUDGET

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Expenditures					
Salaries, wages, and benefits	16,524,482	17,048,761	17,112,787	524,279	64,026
General/Contracted services	4,320,092	4,285,108	4,245,674	(34,984)	(39,434)
Materials and supplies	2,422,222	2,425,033	2,445,784	2,811	20,751
Purchase from Other Governments	15,000	7,500	7,500	(7,500)	-
Grants to organizations	733,995	733,995	733,995	-	-
Amortization of tangible capital assets	29,270,404	25,934,082	25,934,082	(3,336,322)	-
	53,286,195	50,434,479	50,479,822	(2,851,716)	45,343
Revenues					
Sales of goods & services	451,776	451,776	451,776	-	-
Investment income	114,672	108,317	108,317	(6,355)	-
License and permit fees	22,000	22,000	22,000	-	-
Rental and lease revenue	81,994	79,451	79,307	(2,543)	(144)
Government transfers	275,000	273,000	273,000	(2,000)	-
Contributed assets	1,798,329	1,798,329	1,798,329	-	-
Other Revenues	947,858	995,094	1,086,067	47,236	90,973
	3,691,629	3,727,967	3,818,796	36,338	90,829
Other Transfers					
Internal Revenues & (Expenses)	(4,090,929)	(4,731,839)	(4,766,356)	(640,910)	(34,517)
Amortization offset	29,270,403	25,934,081	25,934,081	(3,336,322)	-
Contribution from (to) reserves	13,675	23,090	26,211	9,415	3,121
Contributed assets offset	(1,798,329)	(1,798,329)	(1,798,329)	-	-
	23,394,820	19,427,003	19,395,607	(3,967,817)	(31,396)
Net Requirement	26,199,746	27,279,509	27,265,419	1,079,763	(14,090)

Parks & Public Works maintains roads, bridges, fleet equipment, facilities, and provides civic garage and material management operations in line with Council's level of service standards.

Major variance between 2020 and 2021 include:

- Salaries, wages and benefits increased by \$524,279 mainly from annual base budget adjustments, operating impacts from 2021 capital projects and previously approved projects, urban encampments & debris cleanup costs, and tree replacement.
- Overall increase of \$595,126 in internal expenses mainly due to corporate fleet re-allocations and increased internal charges in Parks from 2021 capital projects and previously approved projects.
- Other revenue increased by \$42,793 mainly due to one time revenue reduction as a result of COVID 19 and revenue from previously approved third snow site operation.
- Decrease in amortization expenses by \$3,336,322 offsetting with increase in amortization equity transfers. The net impact to operating budget is zero.

2022 Operating Budget Major Changes Include:

- \$64,024 increase in salaries, wages and benefits are mainly due to increased Parks operating costs from 2022 capital projects as well as funding required for operations of Capstone at Riverlands.
- \$90,829 increase to other revenue is related to reversal of one-time revenue reduction due to COVID 19.

SAFE & HEALTHY COMMUNITIES DEPARTMENT SERVICES AND SERVICE LEVELS

Services Provided	Current Service Level
Customer Service	<p>Includes: Front Counter Service, Sales, Facility Information, Registration and Bookings, Customer Inquiries and Complaints, and Public Communication.</p> <ul style="list-style-type: none"> • Parks: Hours of Operation (M-F: 7:30-4:00). • Recreation and Culture Facilities: Hours of Operation vary among facilities; generally 7 days per week. • Registration/Programming/Facility Bookings/Payments and Refunds: Hours of Operation (M-F: 8-430) Marketing and Promotions, Website content management.
Community Development	<ul style="list-style-type: none"> • Community, Neighborhood Groups, Sport and Culture Support: Facilitation and support to the community to build capacity related to: provision of infrastructure support, sport and culture program delivery, wildlife management, community gardening, pest management, event planning, board development and leadership, external grant opportunities, etc. • Joint Use Agreement with School Boards: (Reciprocal Use Agreement, allocation of municipal reserves for sites, mutual development and use of City recreation lands and school grounds). • Financial support programs including: <ul style="list-style-type: none"> • Fee Assistance Program: Implementation of the fee assistance subsidy program. • Community Grants: Culture Community Development Fund (CCDF) and Community Recreation Enhancement Grant (CREG) - provide funding to eligible Red Deer not-for-profit organizations and residents in the areas of recreation, culture, leisure, active living and sport development/special event delivery, maintenance of existing sponsorship and advertising agreements. • Contract Management: Management of over 325 contracts within the department. Includes third party operated facilities such as Heritage Ranch, WEES, MAG, River Bend, Edgar Athletic Park, facility lease agreements, etc. • Poverty Prevention and Reduction: Collaborative Leadership & Planning: City of Red Deer liaison to Provincial Poverty Prevention Network and Central Alberta Poverty Reduction Network. • Family Community Support Services (FCSS) Fund Administration: Cyclical grant priority setting & quarterly outcome evaluation, FCSS contract management, outcome monitoring and management, and acting as administrative liaison to FCSS Board.

Services Provided	Current Service Level
	<ul style="list-style-type: none"> • Community Development Leadership and Execution: Capacity building through social development, regional collaboration on FCSS funded projects, community association and recruitment planning, and community block party and pop up events support. • Children & Youth Development Collaboration: City liaison with, and capacity building through, youth development focused collaborative (Youth Strategy Collective Impact, Red Deer Early Years Coalition, Central Alberta Child Advocacy Centre, SPARC - Strengthening Positive Assets & Resiliency in Communities Coalition); programming and supporting a semi-annual youth event. • Indigenous Relations Collaboration: Community dialogue with UAVS domain speakers, supporting Indigenous-led agencies for co-creating, planning, shared learnings (ex: Red Deer Native Friendship Center, Shining Mountain, Urban Aboriginal Voices Society, Metis Housing Corporation). • Downtown Coordination: Coordination of the corporate downtown operations group, work closely with DBA administration to support/align initiatives, execute and manage Clean Team Contract (DBA) for cleanliness of the downtown, coordinate installation of the Ross Street and Seasonal patio program, and working with downtown stakeholders as the primary point of contact for the City of Red Deer. • Provincial & National Policy Development & Collaboration: Representation at the AB Intercity Forum on Social Policy, FCSS, Canadian Alliance to End Homelessness, International Downtown Association, Asset Based Community Development and Provincial Emergency Social Services.
Registered Programming, Scheduled Activities, and Facility Bookings	<ul style="list-style-type: none"> • Direct delivery of programs and events utilizing a combination of City and volunteer resources: XPlore Sport Day, Mayors Garden Party, Red Deer Lights the Night, AB Culture Days, Arbour Days, Equipment Loan program, Adopt-a-Park program, Community Gardens, Memorial Bench program. • Programming includes drop-in programs as well as registered programs including: <ul style="list-style-type: none"> • Aquatics programming(Preschool Swimming Lessons, Learn to Swim, Lifesaving/Red Cross Lifeguarding, Water Fitness Programs, etc.). • Dryland/Fitness/Wellness programming: Preschool and school age programs, adult family programs, leadership development, seniors programs • Culture programming: Visual arts, performing arts • Summer Camps • Child Minding Services: Preschool recreation and licensed preschool

Services Provided	Current Service Level
	<ul style="list-style-type: none"> • Facility and Sport Field Bookings/Rentals: Scheduled based on need, seasonal meetings with user groups
Capital Planning, Asset Management, and Building Maintenance	<ul style="list-style-type: none"> • Construction Management: Planning, budgeting and managing capital projects from the initial concept phase, through design, construction and project closeout. • Technical Support: Provide technical expertise and advice on building systems, code compliance, insurance values, contract management, and procurement to both internal and external (3rd party) operators of City owned facilities. • Building and Facility Maintenance: Maintenance and upgrades of city facilities to ensure safe, well maintained and efficiently functioning facilities; barrier free access, waste diversion programs, etc. • Building Custodial: Custodial services in City-owned buildings (excluding recreation centres) to maintain a clean work place to prevent health related risks and complications; usage of facility determines frequency (daily, weekly, quarterly). • Long-Term Capital and Infrastructure Planning: Planning for appropriate preservation, restoration and rehabilitation activities to meet service levels and life expectancy of varying Infrastructure. Maintain an inventory of Community Services capital assets including their value, performance characteristics, and estimated remaining lifespan.
Provision of Public Facilities and Amenities: (Includes both spontaneous use of facilities/amenities as well as facility bookings).	<ul style="list-style-type: none"> • Multi-Purpose Recreation Facilities: (Collicutt Centre and G.H. Dawe Community Centre, Recreation Centre and Michener Aquatic Centre) including: 2 leisure pools with water slides, lazy rivers, children's play pools, wave pool, 2 flat water pools, dive tank, hot tubs, saunas and steam rooms, running track, gymnasium, field house, indoor artificial turf soccer pitches, fitness and wellness studios, child minding services, food services and other contracted services, 2 ice arena's, outdoor pool (50m), pottery studio and art gallery, climbing amenities, and meeting rooms. • Arena's: (Servus Arena, Kinsmen Community Arenas, Kinex Arena, Collicutt Centre and G.H. Dawe Community Centre) including: 6 indoor ice surfaces, running track, spectator seating, food services and other contracted services. • Outdoor Neighborhood Amenities: Neighborhood tennis courts (48), pickleball courts (8), basketball courts and mini courts (49), playground structures (180), fitness parks (10), disc golf parks (2), outdoor ice rinks (77), 17 sliding hills (winter), neighborhood activity centres (21 - includes Festival Hall, Golden Circle and Northside Community Centre), skate parks (2), spray parks and fountain (3 – Discovery Canyon, Blue Grass Sod Farms Central Spray & Play, Kin Canyon Lava Rock fountain), cross

Services Provided	Current Service Level
	<p>country ski trails (Heritage Ranch, River Bend Golf and Recreation Area, Barrett Park, and Great Chief Park), Dog Off Leash Parks (2).</p> <ul style="list-style-type: none"> • Outdoor Sport Fields: Ball diamonds (82 – baseball, softball, slo-pitch), rectangular fields (77 - football, soccer, lacrosse, field hockey, quidditch), cricket pitch (1). • Parks Amenities: Washroom buildings (10), Picnic shelters (5) / gazebos (26), bridges and boardwalks (31), Plaza's (3), Bower Ponds stage and Bower Ponds pavilion, boat launches (7), 1,036 picnic benches, 1,284 garbage receptacles, 759 picnic tables, 1,283 park and interpretative signs. • Performance Facilities: Great Chief Park – baseball diamonds, pitch 'n putt, Setters Place – 400 m outdoor Ice Oval, artificial turf rectangle fields & pavilion, Track and Field athletic facility – 400 m track, high jump, long jump, pole vault, steeple chase, and throwing circle. • Cultural Facility: Intermediate School – includes performing and visual arts studios, ceramics studio, gymnasium, art gallery, meeting rooms. • Public Art: acquisition and maintenance of over 95 public art pieces throughout the city
Contracts with External Operator to Provide Provision of Public Facilities and Amenities:	<ul style="list-style-type: none"> • Contracts Include: Red Deer Cultural Heritage Society: Festival Hall and Cronquist House, Central Alberta Theatre Society – Memorial Centre performing arts facility, The MAG - Red Deer and District Museum and Art Gallery, Heritage Square, Red Deer Tennis Club - 8 outdoor and 4 indoor tennis courts & clubhouse, Red Deer Pickleball Club - 20 Pickleball courts & washrooms, Waskasoo Environment and Education Society - Kerry Wood Nature Centre, Allan Bungalow, and Gaetz Lake Sanctuary, Fort Normandeau, BMX Park, Mountain Bike Park, Remote Control Car Park, Freestyle Ski Jump Training Facility, River Bend Golf and Recreation Area - 18 Hole Golf Course, Clubhouse, Mini Links, Discovery Canyon, picnic area, playground, Biathlon Range & walking trails, Heritage Ranch Equestrian centre and restaurant, Lions Campground, Bower Ponds Pavilion, Edgar Athletic Park (baseball, soccer and slo-pitch amenities) and Northside Community Centre.
Housing & Homelessness Supports	<ul style="list-style-type: none"> • Federal Housing & Homelessness Planning Development: National planning and program development advisory to Service Canada, provincial collaboration and strategic planning with Seven Cities Leadership & GOA Ministry of Community & Social Services. • Provincial Housing and Homelessness Planning and Development. • Local Housing and Homelessness Planning and Development.

Services Provided	Current Service Level
	<ul style="list-style-type: none"> Emergency Operations Centre Emergency Social Services (ESS) Branch Master Planning: Planning, leadership and training for emergency events and social responses to them; more specifically responsible for reception centre management during actual emergencies or training purposes
Community Safety	<ul style="list-style-type: none"> Safety Strategy Initiative Leadership: Convene and coordinate Systems Leadership Team (SLT) and Community Integration Team (CIT) for implementation of the Community Safety Strategy Safety Strategy Community Collaborative Engagement: building regular capacity and outcome monitoring with locally funded agencies (i.e. CACPC) and liaison with safety related collaboratives such as Partner Violence Coalitions, Elder Abuse Committee and High Risk Youth Coalition. Alcohol & Drug Strategy Implementation: City liaison to Red Deer Coalition on Opioid Crisis, Central Alberta Addictions Consortium, and provincial coordination with the Opioid Resource Collaborative.

SAFE & HEALTHY COMMUNITIES OPERATING BUDGET

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Expenditures					
Salaries, wages, and benefits	17,856,159	17,951,419	17,901,647	95,260	(49,772)
General/Contracted services	4,164,124	4,134,861	4,016,002	(29,263)	(118,859)
Materials and supplies	2,894,974	3,039,366	3,048,559	144,392	9,193
Grants to organizations	12,586,456	10,214,222	9,937,259	(2,372,234)	(276,963)
Other expenses	(400)	(400)	(400)	-	-
Amortization of tangible capital assets	5,212,030	6,333,524	6,333,524	1,121,494	-
	42,713,343	41,672,992	41,236,591	(1,040,351)	(436,401)
Revenues					
User fees and sale of goods	4,771,404	5,090,908	5,077,321	319,504	(13,587)
Government transfers	7,571,980	7,973,550	7,971,971	401,570	(1,579)
Investment income	16,136	28,094	28,094	11,958	-
Franchise & concession	114,250	113,627	113,420	(623)	(207)
Rental & lease	2,540,160	2,352,452	2,308,648	(187,708)	(43,804)
Other Revenues	340,892	(2,902,520)	344,461	(3,243,412)	3,246,981
	15,354,822	12,656,111	15,843,915	(2,698,711)	3,187,804
Other Transfers					
Internal Revenues & (Expenses)	767,597	796,510	829,880	28,913	33,370
Transfers from (to) Operating	(501)	(501)	(501)	-	-
Amortization offset	5,212,030	6,333,524	6,333,524	1,121,494	-
Contribution from (to) capital	(250,000)	-	-	250,000	-
Contribution from (to) reserves	3,396,726	(143,914)	(268,914)	(3,540,640)	(125,000)
	9,125,852	6,985,619	6,893,989	(2,140,233)	(91,630)
Net Requirement	18,232,669	22,031,262	18,498,687	3,798,593	(3,532,575)

The Safe & Healthy Communities department provides a wide variety of programs and facilities that maintain and enhance the

quality of life for city residents and surrounding communities.

Major variance between 2020 and 2021 include:

- Overall increase of \$319,504 in User Fees mainly from increase to Red Deer County agreement for recreation and reduction in recreation revenues due to historical trending.
- Decrease in Lease and Rental revenue by \$187,708 mainly due to loss of revenue as a result of GH Dawe capital project and revenue adjustment to better reflect budget with historical actual revenues.
- \$3,243,412 decrease in Other Revenue largely from one time revenue reduction due to COVID 19.
- Increase of \$401,570 in Government Transfers mainly due to base budget re-allocations for FCSS and Housing grants, as well as reversal of one-time FCSS carry forwards in 2020.
- Salaries, wages and benefits are higher by \$95,260 mainly due to 2021 benefit rates change and operating cost from Capstone at Riverlands offsetting with reversal of one time requests budgeted in 2020 such as funding for Community Safety Strategy Sustainability.
- Materials & Supplies are \$144,392 higher than 2020 largely due to increase in utility costs based on budget guidelines.
- Grants to organization are \$2,372,234 lower than 2020 due to reversal of one-time funding requests budgeted in 2020 (i.e. grant to Westerner Park and River Bend Golf Course Society) offsetting with increase to CCDF grant, River Bend Golf Course capital and operating, and Community Agency COVID Sustainability grant.
- Amortization of tangible assets increased \$1,121,494 over 2020 based on budget guideline. This increase has zero net tax impact.
- Net transfer to reserves increased by 3,540,640 mainly due to reversal of Westerner Grant funded by Capital Project Reserve in 2020 as well as change to River Bend Golf Course Society capital grant funded by Capital Project Reserve.

2022 Operating Budget Major Changes Include:

- Other revenue increased by \$3,246,981 due to reversal of one-time revenue reduction as a result of COVID 19 in 2021.
- Grants to organizations are \$276,963 higher over 2021 largely due to reversal of one-time River Bend Golf Course capital and grant to Central Alberta Crime Prevention Center.
- Transfer to reserves increased by \$125,000 due to reversal of funding for River Bend Golf Course Society capital grant in 2020.

THIS PAGE INTENTIONALLY LEFT BLANK

COMMUNITY SERVICES BUSINESS EXCELLENCE DEPARTMENT SERVICES AND SERVICE LEVELS

Services Provided	Current Service Levels
Grant and Contract Administration	<ul style="list-style-type: none"> • Grant Administration: Provides CSV Leadership with support and guidance in monitoring and administration of approximately \$10m of annual grant distribution to community groups and agencies with a focus on reporting requirements to funders / other levels of government. • Contract Administration: Provides CSV Leadership with support and guidance in monitoring and administration of contract distribution with a focus on corporate compliance.
Research and Evaluation	<ul style="list-style-type: none"> • Evaluation: Outcome evaluation and priority setting on grants adjudicated by City of Red Deer, corporate survey design and analytics on various corporate projects. • Research: Supports community and corporate understanding of demographics and socio-economic trends that affect program design and delivery within the organization and among community groups.
Business Systems Intelligence	<ul style="list-style-type: none"> • Business intelligence (BI): analyzing data and presenting actionable information to support leadership and other end users make informed business decisions. Assisting in the identification of technology as a business support tool in efficiencies, effectiveness and service-centred planning. • Data analysis: Extracting useful information from data by cleaning, transforming, and modeling data for business decision-making. • Performance Analytics: Supporting leadership in understanding hidden value to assist in defining targeted learning. The result is focus that helps the business achieve key objectives.
Accounting and Financial Supports	<ul style="list-style-type: none"> • Financial Supports: Supports leadership in the activities of trending, analysis, forecasting and planning to inform recommendations for fiscal sustainability, fiscal stewardship and efficiency-seeking activities. Provides learning supports for staff to improve financial literacy throughout the division. • Accounting Services: Provides technical expertise to complete financial transactions and financial reporting as required in support of Community Services goals and Corporate Services requirements in alignment with established policies and procedures.

COMMUNITY SERVICES BUSINESS EXCELLENCE OPERATING BUDGET

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Expenditures					
Salaries, wages, and benefits	1,068,564	1,085,589	1,085,589	17,025	-
General/Contracted services	281,640	233,998	233,998	(47,642)	-
Materials and supplies	37,926	52,926	52,926	15,000	-
Grants to organizations	50,000	100,000	100,000	50,000	-
Financial charges	81,427	81,427	81,427	-	-
Amortization of tangible capital assets	103,853	98,601	98,601	(5,252)	-
	1,623,410	1,652,541	1,652,541	29,131	-
Revenues					
Investment income	6,000	6,000	6,000	-	-
Other revenue	153,798	153,798	153,798	-	-
	159,798	159,798	159,798	-	-
Other Transfers					
Internal Revenues & (Expenses)	14,348	14,348	14,348	-	-
Amortization offset	103,853	98,601	98,601	(5,252)	-
Contribution from (to) reserves	(37,565)	(37,565)	(37,565)	-	-
	80,636	75,384	75,384	(5,252)	-
Net Requirement	1,382,976	1,417,359	1,417,359	34,383	-

Major variance between 2020 and 2021 include:

- General/Contracted Services reduced \$47,642 largely due to reversal of one-time request of Integrated Housing Support budgeted in 2020.
- Grants to organizations increased by \$50,000 mainly from reversal of one-time request of Integrated Housing Support in 2020 and increase funding for Community Safety Strategy Sustainability in 2021.

THIS PAGE INTENTIONALLY LEFT BLANK

TRANSIT & FLEET DEPARTMENT SERVICES AND SERVICE LEVELS

Services Provided	Current Service Level
Conventional Transit Service-Rapid Bus Routes	<ul style="list-style-type: none"> 15 minute services, connecting to key destinations and population centres along the Gaetz Avenue corridor Weekday: 5:00 a.m. - 12:00 a.m. Sat: 6:00 a.m. - 12:00 a.m. Sun: 7:00 a.m. – 10:00 p.m.
Conventional Transit Service-Core Bus Routes	<ul style="list-style-type: none"> 30-minute service on key corridors connecting to Rapid Bus and major neighbourhoods and key destinations, and which offer options for easy travel between the City's quadrants. Weekday: 5:00 a.m. - 12:00 a.m. Sat: 6:00 a.m. - 12:00 a.m. Sun: 7:00 a.m. - 10:00 p.m.
Conventional Transit Service-Neighbourhood Bus Routes	<ul style="list-style-type: none"> Either 30 or 60 minutes service to lower density residential and industrial areas that connects to the higher order local and regional network Weekday: 6:00 a.m.- 10:00 p.m. Sat: 8:00 a.m. - 10:00 p.m. Sun: 9:00 a.m. - 6:00 p.m.
Conventional Transit Service-Specialized Target Services	<ul style="list-style-type: none"> School Service Special routes and trips designed to meet specific school student travel needs that are otherwise not served by the base transit system
	<ul style="list-style-type: none"> Charter Service Service targeted for specific users and markets, such as industrial area commuters and special events (Charters); service times vary based on need.
	<ul style="list-style-type: none"> Regional Services Fixed -route services delivered under contract agreements
Core Accessible Service: Action Bus Regular Service	<ul style="list-style-type: none"> Operates 7 days a week, various hours as required by clients; 24 vehicles within fleet.

Services Provided	Current Service Level
Core Accessible Service: Regional Services	<ul style="list-style-type: none"> Supply, under contract, para-transit service to RD County on full cost recovery basis. Service arranges as per contracts with various with regional partners.
Action Bus Call Centre	<ul style="list-style-type: none"> Receives calls requesting Action Bus service, and schedules trip requests into system. Coordinates daily operation of in-service vehicles, adjusting trips as required based on cancellations etc Monday - Friday 7 a.m. - 6:30 p.m. Saturday 8 a.m. - 4 p.m.
Scheduling / Dispatch	<ul style="list-style-type: none"> Scheduling/assigning work/vehicles to Conventional and Action Bus. Operational during Red Deer Transit operational service hours.
Service Lane / Fleet Maintenance	<ul style="list-style-type: none"> Cleaning, fueling, light maintenance of Action Bus vehicle fleet; 7 days/week; 67 vehicles total.
IT Support	<ul style="list-style-type: none"> Support section for PASS scheduling system, Action Bus cameras for safety/security, and vehicle mobile data terminals; needs based on program implementation schedules.
Transit Customer Service	<ul style="list-style-type: none"> Public contact point for Transit; receives calls/walk-ins regarding complaints, commendations, system info requests. Lost and Found collection point. Fare media sales and reloads Located in the Transit Terminal at Sorensen Station. Open 8:00-4:30 M-F
Infrastructure	<ul style="list-style-type: none"> Planning, design of terminals / transfer hubs, bus stops; as required based on development of new neighborhoods and growth areas.
Planning	<ul style="list-style-type: none"> Service to new areas will be considered if guidelines are met (i.e., connection points and signage ensuring accessibility in line with Multi-Modal Plan); As required based on development of new neighborhoods and growth areas.
Training / Health & Safety	<ul style="list-style-type: none"> Training for all Transit employees with a focus on provincial, corporate and departmental health and safety. All new employees receive a formalized 6-week training orientation developed by RD Transit
Corporate Fleet Services	<ul style="list-style-type: none"> Full fleet services includes procure, maintain, and dispose, rate setting, reserve management, champion fleet initiatives. Preventative maintenance schedules as defined by industry standards

TRANSIT & FLEET OPERATING BUDGET

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Expenditures					
Salaries, wages, and benefits	16,708,060	16,838,441	16,838,442	130,381	1
General/Contracted services	2,630,872	3,318,242	3,424,115	687,370	105,873
Materials and supplies	5,702,865	4,881,556	4,909,686	(821,309)	28,130
Other expenses	11,264	104,121	107,531	92,857	3,410
Financial Charges	4,200	4,200	4,200	-	-
Amortization of tangible capital assets	9,547,585	9,346,571	9,346,571	(201,014)	-
	34,604,846	34,493,131	34,630,545	(111,715)	137,414
Revenues					
User fees and sale of goods	6,221,928	3,452,865	5,438,265	(2,769,063)	1,985,400
Investment income	336,518	363,497	363,497	26,979	-
Other Revenues	134,568	121,568	121,570	(13,000)	2
	6,693,014	3,937,930	5,923,332	(2,755,084)	1,985,402
Other Transfers					
Internal Revenues & (Expenses)	10,183,800	10,802,196	10,879,270	618,396	77,074
Transfers from (to) operating	(36,887)	(36,887)	(36,887)	-	-
Amortization offset	9,547,586	9,346,572	9,346,572	(201,014)	-
Contribution from (to) reserves	(5,754,595)	(5,557,174)	(5,544,304)	197,421	12,870
	13,939,904	14,554,707	14,644,651	614,803	89,944
Net Requirement	13,971,928	16,000,494	14,062,562	2,028,566	(1,937,932)

Transit & Fleet Department provides fixed route and specialized door-to-door public transit service that is a cost effective and accessible means of transportation to all of the residents of Red Deer, as well as providing Regional Service with our municipal partners where it is cost neutral.

Major variance between 2020 and 2021 include:

- User fees and sale of goods is down \$2,769,063 due to one time impact of COVID-19 having on ridership, ongoing revenue reduction to reflect the current ridership, previously approved revenue change from termination of BOLT contract, and reversal of one-time revenue increase for Regional Transit Pilot Project in 2020.
- Salaries, wages and benefits increased by \$130,380 largely due to fleet operations, benefit adjustments, and reversal of one-time costs budgeted in 2020 for Regional Transit Pilot Project.
- General/Contracted Services are \$687,370 higher and Materials & Supplies are \$821,309 lower over 2020 mainly due to re-allocations for fleet operation.
- Other expenses increased by \$92,857 and Net of Internal Revenues and Expenses Increased by \$618,396 due to re-allocations for fleet operation, increased Parks internal charges from previously approved and 2021 capital projects, and fleet efficiencies realized through Parks and Recreations.
- Amortization expenses are down by \$201,014 based on budget guideline. This is offset with increase in transfers to operating and no net impact on operating budget.
- Increase in Net Transfers from Reserves by \$197,421 are due to fleet re-allocations.

2022 Operating Budget Major Changes Include:

- An increase in user fees and sale of goods expected in 2021 of \$1,985,400 as ridership returns to pre-COVID-19.
- General/Contracted Services increased by \$105,873 due to fleet re-allocations in 2022.
- Net increase of \$77,075 in Internal Revenues largely from 2022 fleet operations.

UTILITIES DEPARTMENT SERVICES AND SERVICE LEVELS

Services Provided	Current Service Levels
CLP-Meters	<ul style="list-style-type: none"> • Replace or test meters – 3,000-7,000 per year. • Verify installation and function for larger services – 200 tests per year. • Test Substation Meters – all 7 substations tested twice per year. • Daily data collection, verification and submission for interval meters – 83 sites daily. • Read Meters – ~45,150 read monthly.
ELP-Overhead lines	<ul style="list-style-type: none"> • Trim Trees near lines – 30% of network (~98km) per year. • Patrol/inspect network in conjunction with tree trimming - 30% of network (~98km) per year. • Test wood poles – ~1,000 per year. • Replace poles – ~50 per year.
ELP-Underground lines	<ul style="list-style-type: none"> • Patrol/inspect system – 20% per year (~183km). • Inspect and maintain downtown system vaults – 19 transformers per year.
ELP-25kV Transmission Substations & Transmission Lines & 4kV Distribution Substations	<ul style="list-style-type: none"> • Extensive asset management program - Weekly, monthly, yearly and 3–5 year inspection and testing cycles for all power transformers, medium voltage circuit breakers, yard support structures, high voltage & medium voltage bus-work, high voltage motorized disconnect switches (MOD), protection relays and circuits, SCADA/RTU/UPS systems, ground grids, protection & controls buildings.
ELP-System Planning	<ul style="list-style-type: none"> • Ongoing analysis and reconfiguration of transmission and bulk distribution systems. • Ongoing research and development into emerging technology.
ELP-Capital Planning	<ul style="list-style-type: none"> • New builds, rebuilds, emergency replacements, and asset management. • Approximately \$12M department capacity is focused on annual priority assessments so programs can vary based on reliability concerns, system condition, customer or 3rd party work and code / regulatory compliance.
ELP-24/7 Trouble Response and Service	<ul style="list-style-type: none"> • After-hours response (System, Traffic and Street Lights). • Response to requests for service. • 24/7 System Operator in Charge (SCADA) and one field staff on call at all times.

Services Provided	Current Service Levels
Calls	<ul style="list-style-type: none"> • Field staff remain within 8 km of City of Red Deer boundary per IBEW agreement • ELP typical maximum response time is 45-60 minutes onsite (15-20 minutes to prepare and depart, 30-40 minute drive time depending on location of trouble) • Approximately 50-70 responses / year.
ELP-SCADA/System Operation	<ul style="list-style-type: none"> • Follow provincial directives. • Remote switching. • Develop & execute switching plans. • System analysis & reconfiguration.
ELP-Escort Oversize Load Transport	<ul style="list-style-type: none"> • Move traffic, street light & electrical infrastructure to allow movement of oversized loads travelling through Red Deer – completed within 3 days of notification to City Engineer.
ELP-Street Lights and Traffic Signals	<ul style="list-style-type: none"> • Planning, design & construction, new builds, rebuilds, maintenance, and asset management. • Inspect ~2,000 poles & bases / year (18%). • Sandblast & paint or replace approx. 80 poles / year (0.7%). • Inspect major equipment at ~150 intersections / year (100%). • Preventative maintenance at roughly 50 intersections or Rapid Rectangular Flashing Beacon sites / year (30%). • Sandblast & paint 2 intersections / year. • Work in conjunction with Engineering Traffic Section to manage infrastructure (plan to build new or rebuild 5 intersections / year).
Water Utility	<ul style="list-style-type: none"> • Provide continuous water supply to every customer within the city and the two regional customers to the quality as defined in the Provincial Approval to Operate, provincial guidelines and regulations and the Canadian Drinking Water Standards • 24 hour water treatment to ensure continuous water supply • Continuous monitoring (every 5 minutes) of raw water and treated water • Check each hydrant twice per year (3000 in spring, 3000 in fall) • Educate and support Customers about water conservation and water quality protection; 4 rebate programs: (toilet, rain barrel, mulch, native plants)

Services Provided	Current Service Levels
	<ul style="list-style-type: none"> • Monitor, inspect and repair infrastructure regularly provide construction and maintenance support for emergencies – four hour inspection time response, repair within 5 days
Wastewater Utility	<ul style="list-style-type: none"> • Provide continuous wastewater treatment to every customer within the city and the three regional customers to the Quality as defined in the Provincial Approval to Operate, provincial guidelines and regulations and the Canadian Drinking Water Standards. • Continuously discharge treated wastewater to the Red Deer River to ensure rigorous regulatory compliance • Proactive capital planning • 34,000 laboratory requests completed per year • ~ 4,000 tonnes of Biosolid waste applied to farmland and/or other source uses per year
Waste Management Utility	<ul style="list-style-type: none"> • Waste collection, disposal and diversion programs for the residential, commercial and industrial customers • Education and outreach programs • Weekly collection of Green Carts and every-other-week collection of black and blue carts • Commercial waste collection provided through contracted service • Own and operate the Waste Management Facility • Provide tours to approximately 2,000-2,5000 students annually • Support composting at home program – approximately 5 tonnes of food and yard waste was diverted in 2019
Construction & Maintenance	<ul style="list-style-type: none"> • AB One Call Service – response to average of 7800 calls per year • New Development Servicing – average of 27 service applications per year • Customer notifications for construction and service interruptions • Work Management System: Asset Repair Priority List – responds to an average of 350 customer service and asset repair requests per year • Construction and maintenance work orders – completes an average of 440 work orders (in addition to service requests)
Environmental Planning.	<ul style="list-style-type: none"> • Water and wastewater linear infrastructure replacement projects; there are approximately 1,000 km of both water and wastewater mains

Services Provided	Current Service Levels
	<ul style="list-style-type: none"> • Storm outfall repair (300 Storm Outfalls) • Cured-in-place pipe rehabilitation • Storm water lift station upgrades • Approval of Engineering designs • Provide environmental regulatory feedback on Environmental Site Assessments and other concerns
Environmental Initiatives	<ul style="list-style-type: none"> • Support to meet Canada Wide Environmental Targets • Canadian Ambient Air Quality Standards (CAAQS) – support Red Deer’s requirement to meet these and accompanying Provincial standard for fine particulate matter and other pollutants • Offer educational, research, communication and support programs to the corporation and community to meet Environmental Master Plan (EMP) goals.

Note: The Electric, Light & Power and Environmental Services departments have recently been combined to form the Utilities department. Operating budgets that follow are by former department names.

ELECTRIC, LIGHT & POWER OPERATING BUDGET

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Expenditures					
Salaries, wages, and benefits	6,031,137	6,142,914	6,142,914	111,777	-
General/Contracted services	4,788,354	4,825,271	4,894,370	36,917	69,099
Materials and supplies	32,816,722	33,760,004	34,568,964	943,282	808,960
Purchase from other government	1,487,073	1,358,000	1,358,000	(129,073)	-
Financial Charges	629,662	556,527	483,813	(73,135)	(72,714)
Other expenses	11,760	11,760	11,760	-	-
Amortization of tangible capital assets	5,563,424	6,470,193	6,470,193	906,769	-
	51,328,132	53,124,669	53,930,014	1,796,537	805,345
Revenues					
Utility user fees	60,274,615	58,711,400	58,943,739	(1,563,215)	232,339
Investment income	293,387	275,704	275,704	(17,683)	-
Fines & penalties	289,000	289,000	289,000	-	-
License & permit fees	25,000	25,000	25,000	-	-
Other Revenues	5,276,996	5,276,996	5,276,996	-	-
	66,158,998	64,578,100	64,810,439	(1,580,898)	232,339

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Other Transfers					
Internal Revenues & (Expenses)	(585,033)	(680,033)	(683,389)	(95,000)	(3,356)
Transfers from (to) operating	(12,157,425)	(12,119,934)	(12,155,185)	37,491	(35,251)
Debt principal payments	(1,691,076)	(1,762,156)	(1,834,870)	(71,080)	(72,714)
Amortization offset	5,563,424	6,470,193	6,470,193	906,769	-
Contribution from (to) capital	200,000	200,000	200,000	-	-
Contribution from (to) reserves	(8,023,982)	(5,378,767)	(4,702,334)	2,645,215	676,433
	(16,694,092)	(13,270,697)	(12,705,585)	3,423,395	565,112
Net Requirement	1,863,226	1,817,266	1,825,160	(45,960)	7,894

The department's primary responsibility, as a regulated wires service provider, is to plan, build, operate and maintain Red Deer's street light, traffic signal and electric transmission and distribution facilities to reliably deliver power to every customer in The City's service area.

Major variance between 2020 and 2021 include:

- Materials and supplies up \$943,282 due to increase in transmission charges based on forecasted provided by Alberta Electrical Systems Operator (AESO). This flow-through cost must be collected by Red Deer from customers and then paid to AESO.
- Amortization of tangible assets increased \$906,769 over 2020 based on budget guideline. This increase has zero net tax impact.
- A net decrease in Utility User Fees by \$1,563,215; rate increase of \$256,303- 0.44% rate increase to comply with Council guideline; a decrease of \$1,819,518 as a result of decreased electricity consumption.
- Decrease in Purchase from Other Government by \$129,073 mainly due to elimination of property tax for Street Lights.
- Decrease in Transfer to Reserve by \$2,578,894 due to less surplus projected

- Amortization expenses up by \$906,769 offsetting with increase in transfers to operating. The net impact to operating budget is zero.

2022 Operating Budget Major Changes Include:

- \$800,000 increase in materials and supplies due to forecasted increase transmission of provincial transmission system by Alberta Electrical Systems Operator (AESO). This flow-through cost must be collected by Red Deer from customers and then paid to AESO.
- A net increase in Utility User Fees by \$232,339 mainly due to rate increase of \$265,997- 0.45% rate increase to comply with Council guidelines.
- Decrease in Transfer to Reserve by \$676,433 due to less surplus projected

ENVIRONMENTAL SERVICES OPERATING BUDGET

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Expenditures					
Salaries, wages, and benefits	13,780,520	13,621,642	13,719,235	(158,878)	97,593
General/Contracted services	17,662,192	15,225,962	15,248,130	(2,436,230)	22,168
Materials and supplies	5,641,882	5,759,986	6,052,043	118,104	292,057
Financial Charges	2,218,162	2,021,633	2,010,600	(196,529)	(11,033)
Other expenses	194,574	198,355	207,055	3,781	8,700
Amortization of tangible capital assets	22,664,179	24,081,470	24,973,827	1,417,291	892,357
	62,161,509	60,909,048	62,210,890	(1,252,461)	1,301,842
Revenues					
Utility user fees	82,919,084	81,496,032	83,020,183	(1,423,052)	1,524,151
Investment income	475,087	502,827	502,827	27,740	-
Fines & penalties	319,520	389,520	389,520	70,000	-
Government transfers	84,500	-	-	(84,500)	-
Contributed assets	5,129,708	4,830,354	4,830,354	(299,354)	-
Other Revenues	753,500	586,000	586,000	(167,500)	-
	89,681,399	87,804,733	89,328,884	(1,876,666)	1,524,151

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Other Transfers					
Internal Revenues & (Expenses)	(1,155,549)	(1,179,826)	(1,179,196)	(24,277)	630
Transfers from (to) operating	(16,766,006)	(16,911,295)	(16,995,164)	(145,289)	(83,869)
Debt principal payments	(5,182,040)	(5,494,802)	(5,964,187)	(312,762)	(469,385)
Amortization offset	22,664,179	24,081,470	24,973,827	1,417,291	892,357
Contributed assets offset	(5,129,708)	(4,830,354)	(4,830,354)	299,354	-
Contribution from (to) capital	6,600	1,600	-	(5,000)	(1,600)
Contribution from (to) reserves	(23,843,928)	(23,836,209)	(24,263,878)	7,719	(427,669)
	(29,406,452)	(28,169,416)	(28,258,952)	1,237,036	(89,536)
Net Requirement	1,886,562	1,273,731	1,140,958	(612,831)	(132,773)

The department provides leadership in environmental protection and sustainable service for the citizens of Red Deer and our Regional Partners through the management of three unique utilities (water treatment and distribution, collection and treatment of wastewater, collection and disposal of solid waste) and collection of storm water runoff, and environmental initiatives.

Major variance between 2020 and 2021 include:

- Salaries, wages and benefits savings of \$181,041 over 2020 are due to reversal of one-time initiatives budgeted in 2020 (i.e. stormwater utility implementation), base budget changes according to budget guidelines, prior year approved Water Treatment Plant (WTP) operation, and cost savings realized through staffing change.
- General/Contracted Services decreased \$2,436,230 over primarily due to one-time reversal of prior year expenditures. The majority of these one-time expenditures reversals included Public Land Act Compliance, Storm Water Utility Implementation, Storm Water Detention Pond Maintenance, Environmental Master Plan, Biosolids to Land Backlog, Sanitary Truck Main

Cleansing, 40th Ave Sanitary Lift Station, and Monitoring of former landfills. Major ongoing reductions include green cart every other week and residential cart implementation cost savings.

- Utility user fees revenue decreased \$1,423,052 from 2020 largely due to lower reserve transfers to water and waste water reserve and decrease in contract costs realized from full implementation of residential cart program. User fees are offset by increase costs of WWTP chemicals for compliance with Provincial approval license to operate, base budget changes to maintain service levels and cost of commissioning of the residuals management facility in 2021.
- Contributed assets revenue decreased by \$299,354 offsetting with decrease in transfers to operating. The net impact to operating budget is zero.
- Amortization costs up by \$1,417,291 balanced with increase in transfers to operating. The net impact to operating budget is zero.
- Financial charges decreased by \$196,529 and debt principal payments increased by \$312,762 as per forecasted in 2021 capital budget and 10-year plan
- Transfer to operating increased by \$145,291 majorly due to base budget changes to support cost allocations and municipal dividend, and reversal of one-time funding for Environmental Master Plan in 2020.

2022 Operating Budget Major Changes Include:

- Utility user fees revenue increased \$1,524,151 from 2021 largely due to higher reserve transfers to waste water and waste management reserve and decrease in contract costs realized from full implementation of residential cart program. User fees are offset by increase costs of WWTP chemicals for compliance with Provincial approval license to operate, base budget changes to maintain service levels and cost of commissioning of the residuals management facility in 2021.
- Stormwater Operator (increase expense by \$150,000) to fund on an ongoing basis to address challenges with the aging stormwater infrastructure.

DEVELOPMENT AND PROTECTIVE SERVICES DIVISION

INSPECTIONS AND LICENSING | LAND & ECONOMIC DEVELOPMENT | PLANNING SERVICES | ENGINEERING SERVICES |
EMERGENCY SERVICES | MUNICIPAL POLICING AND RCMP

Our focus is on working with our community to enable development, help shape our built environment, and protect Red Deerians from emergencies and crime for a safe, livable and prosperous community. We demonstrate our value by emphasizing customer-focused and business-friendly practices to promote our city's development and wellbeing.

GENERAL MANAGER – TARA LODEWYK

DEPUTY GENERAL MANAGER – KEN McMULLEN



OUR SUPPORT FOR ORGANIZATIONAL PRIORITIES

COMMUNITY SAFETY | FINANCIAL SUSTAINABILITY | RECOVERY PLANNING | INFRASTRUCTURE MAINTENANCE | CORPORATE CULTURE

- Implementation of *We are Better Together* initiatives.
- Fostering a customer service focus and business-friendly culture.
- Land Use Bylaw refresh to increase flexibility and promote economic recovery.
- Community Standards and Business License bylaw amendments.
- E-Apply for Building and Development permits.
- Continual review of department processes.
- Red Tape Reduction project and initiatives.
- Asset Management plan for parking infrastructure.
- Capital budget requests limited to priority projects to support financial sustainability.
- Riverside Meadows Rehabilitation Project.
- Implementation of the Community Safety Strategy.
- Increased policing presence in the downtown (including the downtown unit).
- Community standard bylaw enforcement efforts.
- Operation pinpoint (RCMP) to target prolific and repeat offenders.
- Standardized security infrastructure across city facilities.
- Continued education on fire prevention and emergency preparedness.
- Policing service review implementation.

AS WE WORK TOWARD THE LONG TERM VISION FOR RED DEER

A SAFE COMMUNITY | A CHOSEN DESTINATION | A SOCIALLY RESPONSIBLE CITY | AN ECONOMIC LEADER | CITIZEN FOCUSED SERVICE

- Downtown Economic Incentives programs.
- Supporting the implementation of Crime and Community Safety priorities and the Better Together campaign.
- Business outreach efforts to promote recovery and resiliency.
- Red Tape Reduction Initiative and related actions
- Major Event Strategy Implementation
- Local and Regional Tourism initiatives.
- Ongoing creation and streamlining of user-friendly processes.
- Community Standards Bylaw amendments.
- Continued socialization and development of the Capstone Vision.
- Policing service review implementation.
- Increased policing presence in the downtown (including the downtown unit).
- Community standard bylaw enforcement efforts.
- Operation pinpoint (RCMP) to target prolific and repeat offenders

KEY DIVISIONAL PRIORITIES GOING FORWARD

Now (2021-2022)

- Intermunicipal Development Plan (IDP) updates
- Intermunicipal Collaboration Framework (ICF) completion
- Initiate Municipal Development Plan (MDP) update
- Land Use Bylaw (LUB) refresh focusing on business friendliness
- Bower lands Neighbourhood Area Structure Plan
- Asset management plan development for City Hall
- E-Apply for Building and Development permits
- Major Event Strategy implementation
- Capstone continued infrastructure development (Green Spine Phase 2 development)
- Downtown revitalization initiatives
- Ongoing efforts to support business resiliency and recovery
- Capstone social media consumer engagement
- Capstone developer cultivation and partnership efforts
- Red Tape Reductions implementation
- Growth Monitoring Report Update
- Traffic Bylaw rewrite
- Community Standards Bylaw updates
- Hi-way 11A four-laning and CP Rail overpass
- Riverside Meadows Rehabilitation Project
- Exploration of new safety initiatives in the downtown such as business registries, implementation of CCTV program, bicycle registration registry, citizens on patrol, etc.
- Community Peace Officer enhanced authorities implementation
- Continued implementation of Operation Pinpoint and Priority Crime Taskforces
- Community based emergency services (e.g. working with community associations)
- The implementation of AHS Crisis Diversion Team
- Focus on policing priorities
- New parking payment infrastructure

NEXT (2023-2024)

- Annexation review
- Continued IDP updates
- Updated MDP adoption
- Continue LUB refresh
- New consolidated Animal Bylaw
- Major Event Strategy implementation
- Capstone construction projects (feature amenities, Green Spine, activation projects)
- Continued socialization of the Capstone Vision
- Riverside Meadows Rehabilitation Project
- Collision reporting centre exploration and implementation of online reporting
- New technology for dynamic staging and predictive modeling programs
- ES negotiations with AHS contract
- ES renovation or new construction 911 centre/ECC
- New process and new software to minimize time spent on data entry and report writing (Policing)
- Implementation of Policing Service review recommendations

HORIZON (2025+)

- Ongoing monitoring and updating of plans to adapt to community realities
- Continued Capstone infrastructure development and developer cultivation and partnership
- Maintain levels of service (e.g. fire response times) as the community grows

OPERATING BUDGET – DEVELOPMENT & PROTECTIVE SERVICES DIVISION

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Expenditures					
Development & Protective Services Directorate	1,293,460	804,567	754,567	(488,893)	(50,000)
City Planning & Growth	1,326,569	1,196,675	1,196,675	(129,894)	-
Engineering Services	5,101,114	5,112,959	6,151,072	11,845	1,038,113
Inspections & Licensing	7,595,567	7,616,727	7,580,324	21,160	(36,403)
Land & Economic Development	6,893,295	4,185,022	6,590,780	(2,708,273)	2,405,758
Emergency Services	36,699,282	37,223,359	37,314,297	524,077	90,938
Municipal Policing Services	37,911,522	39,687,341	40,339,780	1,775,819	652,439
	96,820,809	95,826,650	99,927,495	(994,159)	4,100,845
Revenues					
Development & Protective Services Directorate	-	-	-	-	-
City Planning & Growth	209,170	64,170	64,170	(145,000)	-
Engineering Services	567,730	740,545	740,545	172,815	-
Inspections & Licensing	7,006,194	5,574,108	6,263,108	(1,432,086)	689,000
Land & Economic Development	6,125,244	3,169,502	14,471,502	(2,955,742)	11,302,000
Emergency Services	14,021,036	12,798,236	14,021,036	(1,222,800)	1,222,800
Municipal Policing Services	5,722,427	5,698,182	5,698,182	(24,245)	-
	33,651,801	28,044,743	41,258,543	(5,607,058)	13,213,800

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Other Transfers					
Development & Protective Services Directorate	(231)	(203)	(203)	28	-
City Planning & Growth	(6,000)	(6,000)	(6,000)	-	-
Engineering Services	1,690,886	1,472,716	2,510,199	(218,170)	1,037,483
Inspections & Licensing	(1,614,581)	(1,531,262)	(1,582,778)	83,319	(51,516)
Land & Economic Development	(2,370,072)	(1,703,050)	(11,549,293)	667,022	(9,846,243)
Emergency Services	(794,555)	(854,007)	(902,486)	(59,452)	(48,479)
Municipal Policing Services	997,883	873,405	868,409	(124,478)	(4,996)
	(2,096,670)	(1,748,401)	(10,662,152)	348,269	(8,913,751)
Net Requirements					
Development and Protective Services Directorate	1,293,691	804,770	754,770	(488,921)	(50,000)
City Planning & Growth	1,123,399	1,138,505	1,138,505	15,106	-
Engineering Services	2,842,498	2,899,698	2,900,328	57,200	630
Inspections & Licensing	2,203,954	3,573,881	2,899,994	1,369,927	(673,887)
Land & Economic Development	3,138,123	2,718,570	3,668,571	(419,553)	950,001
Emergency Services	23,472,801	25,279,130	24,195,747	1,806,329	(1,083,383)
Municipal Policing Services	31,191,212	33,115,754	33,773,189	1,924,542	657,435
	65,265,678	69,530,308	69,331,104	4,264,630	(199,204)

DEVELOPMENT AND PROTECTIVE SERVICES DIRECTORATE

The Development and Protective Services Division includes the Directorate, Inspections & Licensing, Land and Economic Development Services, City Planning & Growth, Engineering Services, Emergency Services, and Municipal Policing Services.

Major variance between 2020 and 2021 include:

- General and Contracted services budgeted lower for 2021 due to one-time reversal of \$642,000 for future growth and growth exploration offset by one-time confidential funding request for \$200,000.

2022 Operating Budget Major Changes Include:

- Decrease in General and Contracted services by \$50,000 due to reversal of one-time confidential funding request in 2021 offset by one time asking of \$150,000 to adopt a Municipal Development Plan (MDP) in 2022. Additional one-time funding of \$50,000 is required in 2023 for MDP update.

DEVELOPMENT & PROTECTIVE SERVICES DIRECTORATE OPERATING BUDGET

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Expenditures					
Salaries, wages, and benefits	568,405	575,913	575,913	7,508	-
General/Contracted services	720,549	224,470	174,470	(496,079)	(50,000)
Materials and supplies	4,262	3,912	3,912	(350)	-
Amortization of tangible capital assets	244	272	272	28	-
	1,293,460	804,567	754,567	(488,893)	(50,000)
Other Transfers					
Internal Revenues & (Expenses)	(475)	(475)	(475)	-	-
Amortization offset	244	272	272	28	-
	(231)	(203)	(203)	28	-
Net Requirement	1,293,691	804,770	754,770	(488,921)	(50,000)

ENGINEERING SERVICES DEPARTMENT SERVICES AND SERVICE LEVELS

Services Provided	Current Service Level
General	<ul style="list-style-type: none"> • Customer enquiries: ~ 1-2 day average for initial response; ~ 10 business day average for detailed response (200-300 per year) • Offsite Levy Review: Once per year • Engineering Design Guideline Review: Once per year • Construction Standard update: Once per year
Transportation	<ul style="list-style-type: none"> • Transportation Impact Assessment Scope Review: Within ~ 2 Weeks • Transportation Impact Assessment 1st Submission: Within ~ 6 Weeks • Transportation Impact Assessment 2nd Submission if required: Within ~ 3 Weeks • NASP/IASP/MASP Review: Within ~ 4 Weeks (*initial referrals generally have longer timelines than re-submissions) • Planning Referrals-LUB Amendments: Within ~ 2 Weeks
Traffic	<ul style="list-style-type: none"> • Public enquiries/complaints/ requests: ~ 5-20 Business Days - depending on the complexity of the request (~200/year) • Travel Time Review (Mostly Complaint Driven): Ongoing; ~ 1-10 business days depending on the amount of field work • Road Safety (Internal and Complaint Driven): Reactive; ~ 1-10 business days depending on the amount of field work • Road Closure Plan Review: Within ~ 5 business days (~30/year) • Special Events Review: Within ~ 5 business days (~30/year) • Capital/Development/ PW Design reviews: Within ~ 10 business days (~30/year)
Municipal Engineering	<ul style="list-style-type: none"> • Servicing Study Review: Within ~ 2 Weeks • Design Drawing Review: Within ~ 2 Weeks • Planning Referrals- NASP/MASP Review: Within ~ 2 Weeks • Computer Model 'what if' requests: Within ~ 1 Week • Computer Model Creation: Varies based on complexity of system being modelled • Capital Project Assistance: Goal is to meet timelines specified by Capital Project Solutions Group

Services Provided	Current Service Level
	<ul style="list-style-type: none"> • In-house design: Completed according to construction timeline • Flow monitoring & rain gauges: As required • Utility Alignment Reviews: Within a 2 Week review period (includes internal circulation to Parks, PWKS, ELP) • Excavation Permits: Within ~ 3 days (212 done in 2019) • Use of Streets Permits: Within ~ 3 days (125 done in 2019) • TRAVIS Over-dimensional Load Approval: Routine load - 1 day Complex move ~ 2-4 weeks: (requires ELP input, trucker information, and route drawings (242 completed in 1 month in 2019)
Development	<ul style="list-style-type: none"> • Service Application (water/ sanitary/storm): Within ~ 2 weeks (15 in 2019) • Development Agreement: 1st Draft – Within ~ 3 weeks Final draft – Within ~ 3 weeks • Small Development Agreement (Off-site): Within ~ 2 Weeks • Servicing Study Review: 1st Submission – Within ~ 6 weeks 2nd (if needed) – Within ~ 4 w • Development Permits: Original Submission – Within ~ 2 weeks; subsequent submissions ~ 1 week for small developments, ~ 2 weeks for large developments (~150 reviews in 2019, many were resubmissions) • Inspection Request: Within ~ 24-48 hours

ENGINEERING SERVICES OPERATING BUDGET

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Expenditures					
Salaries, wages, and benefits	3,994,904	4,057,908	4,057,908	63,004	-
General/Contracted services	217,635	171,146	171,146	(46,489)	-
Materials and supplies	44,714	44,714	44,714	-	-
Financial Charges	729,844	700,619	1,738,732	(29,225)	1,038,113
Amortization of tangible capital assets	114,017	138,572	138,572	24,555	-
	5,101,114	5,112,959	6,151,072	11,845	1,038,113
Revenues					
User fees and sale of goods	39,000	39,000	39,000	-	-
Investment income	174,013	385,555	385,555	211,542	-
License & permit fees	5,068	5,140	5,140	72	-
Other Revenues	349,649	310,850	310,850	(38,799)	-
	567,730	740,545	740,545	172,815	-
Other Transfers					
Internal Revenues & (Expenses)	715,237	713,279	712,649	(1,958)	(630)
Transfers from (to) operating	305,800	305,800	305,800	-	-
Debt principal payments	(4,825,854)	(4,997,687)	(4,218,376)	(171,833)	779,311
Amortization offset	114,017	138,572	138,572	24,555	-
Contribution from (to) reserves	5,381,686	5,312,752	5,571,554	(68,934)	258,802
	1,690,886	1,472,716	2,510,199	(218,170)	1,037,483
Net Requirement	2,842,498	2,899,698	2,900,328	57,200	630

The department supports all internal and external stakeholders by providing efficient engineering services for construction, project management, and development.

Major variance between 2020 and 2021 include:

- Investment income increased over 2020 based on budget guideline offset by transfer to offsite reserves. This change has zero impact on tax.
- Salaries, wages and benefits \$63,004 higher than 2020 due to benefit adjustments.
- Debt principal payments increased by \$171,833 based on capital budget and 10-year plan; offset by increased in transfer from offsite reserves. The net impact to operating budget is zero.

Major variance between 2021 and 2022 include:

- Financial charges increased by \$1,038,113 and Debt principal payments decreased by \$779,311 respectively based on capital budget and 10-year plan; offset by increased in transfer from offsite reserves. The net impact to operating budget is zero.

INSPECTIONS & LICENSING DEPARTMENT SERVICES AND SERVICE LEVELS

Services Provided	Current Service Level
Inspections	<ul style="list-style-type: none"> • Safety Codes inspection and report - Next business day following request • Verification of Compliance Acceptance - Document is entered and processed on the same day it is received • Assist public and contractors with safety concerns and complaints -Standard is same-day or next-day response depending on level of severity (we collaborate with the provincial government and law enforcement to investigate and respond to potentially unsafe sites) • Issuing orders for non compliance with Safety Codes - Issued within 1-2 business days • Multi infraction or disciplines will be longer due to complexity • Joint-discipline food truck and event inspections - Following request, response is same-day or next-day • Consultation and collaboration with fire department on commercial building permits - Fire reviews and responds within 5 business days to requests • Code update notifications (Standards and interpretations on code)- Disperse information and updates to contractors from Province within one to two weeks of receiving the info based on complexity • Consultation and collaboration with industry and customers to develop and maintain a good working relationship - At a minimum quarterly meetings with industry (BILD, RDCA) • Fire/flood investigations (to assist Red Deer Fire Department with their investigations, and identify for customers any requirements re: repair/restoration/re-entry) - Same or next-day response to customer - staff attend all investigations where structural damage has occurred • Pre-permit plan reviews - Building & Electrical - ~ 24 hours for complete review
Permitting	<ul style="list-style-type: none"> • Issuing subsidiary permits (electrical, gas, plumbing, heating) - Immediate if online; same day if received by email (QMP does not specify timeframe) • Issuing residential Building Permits - Within 1-2 weeks of complete application • Issuing commercial Building Permits - Within 2 weeks of complete application • Issuing completion report - Next business day from completion of all safety code inspections

Services Provided	Current Service Level
Development	<ul style="list-style-type: none"> • Reviewing and decision for Development Permits - Decision is communicated within ~ 3-5 days for Permitted Use Permits Up to 40 days or longer for Discretionary Uses depending on complexity • Issuing Discretionary Use Development Permits - Permit is issued within ~ 21 days following MGA required advertising period of 3 weeks. • Pre-development meetings (coordinated with all internal departments needed on a given application to simply process and provide information to customer) - Within ~ 1-2 weeks of request dependant on how many attendees' schedules need to be coordinated • Pre-development assistance (consultation with Development Officer) - Immediate over-the-phone or at City Hall; via email and return voice messages within ~ 2 business days • Review of DP conditions, revised plans and documents - Within one day to acknowledge receipt of resubmission; internal review and referrals can take up to 5 business days • Compliance of Real Property Reports - Within ~ 1-3 business days if the compliance doesn't have any issues (eg. no variance required, no encroachments) • Presentations to realtor and business groups on topics of interest - Dependant on changes to process or bylaw being proposed • Development completion inspections - Once development is completed and usually 1 year after approval • Enforcement (Calls for Service)- ~ 5 business days to do initial contact. Can be a long process to gain compliance
Special Event Permits	<ul style="list-style-type: none"> • Issuing Special Event Permits - Depends on complexity of permit ~ 60 days if no road closure ~ 120 days if road closure • Pre-planning meetings with event organizers and CORD stakeholders to help plan event City Services - Within ~ 1-2 weeks of request dependant on how many attendees schedules need to be coordinated
Licensing	<ul style="list-style-type: none"> • Issuing business licenses - Within ~ 5 business days of complete application if no other permits are required • Issuing dog licenses - Within ~ 5 business days of complete application • Issuing escort licenses - Within ~ 5 days of the referral to RCMP • Issuing Vehicle for Hire licenses - Within ~ 5 business days of complete application • Issuing chicken licenses - Within ~ 5 business days of complete application

Services Provided	Current Service Level
	<ul style="list-style-type: none"> • Taxi inspections - Within ~ 2 days • Enforcement - Review and create a call-for service within 1 business day of receiving; follow up as required • Issuing renewal statements - Year end processes
Public Parking Management	<ul style="list-style-type: none"> • Providing public parking (on and off-street)- Full day, 4 hour, 2 hour, per hour, 30 minute, monthly • Administrative reviews - ~ 24 hours to 2 weeks for a meter check • Ticket Reviews - Ticket appeals reviewed within ~ 3 days • Clean parking lots - Lot sweeping happens once a year in the spring. • Ticket enforcement and administrative reviews done daily / Green routes - Plow and remove within 15 days of a 5-10 cm snow pack (30-40 cm accumulated snowfall / Grey routes - Plow within 15 days of a 5-10 cm snow pack (30-40 cm accumulated snowfall) with windrows left on both sides of the street/ Blue Routes (Downtown) - Plow and remove within 4 days of a 5-10 cm snow pack (30-40 cm accumulated snowfall). Plowing happens overnight (7 p.m. to 7 a.m.). • Maintenance - The parking pay stations are checked daily along with the on-street meters and parkade equipment; maintenance on ticket dispenser; Internal cleaning occurs monthly or when required sooner.
Facility Management	<ul style="list-style-type: none"> • Sorensen Station-Custodial - Daily inspection and cleaning of all stairwells, elevators & parkade in general; weekly wipe down of railings, polishing of the stainless steel; annual deep clean of stair wells and elevators; spot cleaning as required • Sorensen Station - Elevators - Monthly maintenance checks on Elevators • Sorensen Station - Deep Clean - 3 x per year
Enforcement Services	<ul style="list-style-type: none"> • Conduct site inspections - Complaint and Proactive Patrols • Community Standards/Land Use Bylaw - Inspections within ~ 2 business days of complaint • Traffic Bylaw - MGA Timelines on enforcement orders 14 days
General Services	<ul style="list-style-type: none"> • FOIP Requests - Identified date in request from LGS • Record Retrieval/Plan Review - Same day • Provide copies of documents on land file - Same day • Provide educational/information sessions - As requested

THIS PAGE INTENTIONALLY LEFT BLANK

INSPECTIONS & LICENSING OPERATING BUDGET

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Expenditures					
Salaries, wages, and benefits	3,420,046	3,478,650	3,478,650	58,604	-
General/Contracted services	2,702,652	2,673,717	2,679,850	(28,935)	6,133
Materials and supplies	377,195	347,744	350,581	(29,451)	2,837
Grants to organizations	27,000	-	-	(27,000)	-
Financial Charges	354,052	310,622	265,249	(43,430)	(45,373)
Other expenses	64,800	64,800	64,800	-	-
Amortization of tangible capital assets	649,822	741,194	741,194	91,372	-
	7,595,567	7,616,727	7,580,324	21,160	(36,403)
Revenues					
User fees and sale of goods	2,121,929	1,092,387	1,781,387	(1,029,542)	689,000
Investment income	13,288	18,469	18,469	5,181	-
Fines & penalties	1,343,532	1,331,572	1,331,572	(11,960)	-
License & permit fees	3,501,678	3,117,178	3,117,178	(384,500)	-
Other Revenues	25,767	14,502	14,502	(11,265)	-
	7,006,194	5,574,108	6,263,108	(1,432,086)	689,000
Other Transfers					
Internal Revenues & (Expenses)	(615,191)	(591,826)	(592,601)	23,365	(775)
Transfers from (to) operating	(541,918)	(529,906)	(535,274)	12,012	(5,368)
Debt principal payments	(971,149)	(1,014,579)	(1,059,952)	(43,430)	(45,373)
Amortization offset	649,822	741,194	741,194	91,372	-
Contribution from (to) reserves	(136,145)	(136,145)	(136,145)	-	-
	(1,614,581)	(1,531,262)	(1,582,778)	83,319	(51,516)
Net Requirement	2,203,954	3,573,881	2,899,994	1,369,927	(673,887)

Inspections and Licensing enables development and helps shape our built environment for a safe, livable and prosperous community that reflects our values and character. We do this by providing efficient and effective inspections, permitting, licensing and enforcement services that satisfy legislative requirements, as well as public parking management that supports business vitality and sustainable transportation objectives.

Major variance between 2020 and 2021 include:

- Decrease in salaries, wages and benefits increased by \$58,603 due to salary benefit adjustments.
- User fees and sale of goods revenue decreased by \$1,029,542 due to parking revenue, this includes one-time revenue reduction of \$689,000 due to COVID-19.
- Permit and license revenue down \$384,500 to align parking and license revenue more to actuals.

Major variance between 2021 and 2022 include:

- Reversal of one-time parking revenue adjustment of \$689,000 due to COVID 19.

LAND & ECONOMIC DEVELOPMENT DEPARTMENT SERVICES AND SERVICE LEVELS

Services Provided	Current Service Level
Land Sales: Management of the City of Red Deer Land Bank	<ul style="list-style-type: none"> • Adequate supply of serviced industrial land, approximately 5 years • Residential supply of land for home owners self build and small to large builders
Land Sales: Land Development	<ul style="list-style-type: none"> • Coordination of land servicing activities on City owned lands to municipal servicing standards • Promotion of City-owned industrial, residential and commercial land • Administration of industrial, commercial, and residential land sales • Dividend to City tax base from land bank (Policy) and revenues help provide industrial land for business development and assistance with public infrastructure initiatives
Economic Development: Respond to inquiries (General inquiries includes addressing resident concerns, questions from businesses, and internal requests from other departments)	<ul style="list-style-type: none"> • All inquiries are responded to within 2 business days, using key messages that have been developed
Economic Development: Business Visitations	<ul style="list-style-type: none"> • Downtown visitations are conducted on a weekly basis (With an estimated 500 businesses downtown, visiting ~10 per week will allow us to reach each business within the period of a year). Data is collected on length of time they have been open, number of employees, and amount of contact with the DBA • Creation and weekly maintenance of a historical database of businesses in the Greater Downtown and Capstone over the past 5 years • Connecting businesses with services that can assist them
	<ul style="list-style-type: none"> • ~1,700 business accounts currently recorded; ~2,135 individual contacts currently recorded
Economic Development: Business Attraction	<ul style="list-style-type: none"> • Maintain current and accessible data sources • Respond to enquiries and request for proposals within timelines outlined by customer

Supporting our Regional Partners: Attend Trade Shows, Events and Conferences	<ul style="list-style-type: none"> Events are attended to promote Red Deer and the region, based on budget and capacity within the context of strategic and operational priorities and return on investment from CORD attendance
Supporting our Regional Partners: Regional Partners - Central Alberta Economic Partnership	<ul style="list-style-type: none"> Level of service is mandated by the required amount of information sharing required to continue regional collaboration
Supporting our Regional Partners: Regional Partners- Access Prosperity	<ul style="list-style-type: none"> Monthly board meetings to provide ongoing direction to the agency to field requests from business outside the region to locate in Central Alberta
Supporting our Regional Partners: Red Deer Regional Airport Authority	<ul style="list-style-type: none"> Attend and provide guidance as a liaison at board meetings
Supporting our Regional Partners: Attend meetings - Downtown Business Association	<ul style="list-style-type: none"> EDO has a weekly meeting with Executive Director of DBA
Supporting our Regional Partners: Attend meetings - Provincial Representatives	<ul style="list-style-type: none"> Attend monthly meetings as City representative with Tourism Alberta (through Central Alberta Tourism Association), as well as a provincial representative from Economic Development, Trade and Tourism
Supporting our Regional Partners: Attend meetings - Tourism Red Deer	<ul style="list-style-type: none"> Annual presentation by TRD to Council As liaison (non-voting) attend monthly board meetings
Supporting our Community Partners: Connect regularly with RDCA, RDC, BILD, CARA and Red Deer and District Chamber of	<ul style="list-style-type: none"> Meet a minimum of quarterly and attendance is determined by opportunity and/or needs that arise

Commerce	
Involvement with Event Inquiries: Attend committee meetings for discussions of event enquiries	<ul style="list-style-type: none"> • Meet, when requested, with groups interested in events in Red Deer and region. Respond to requests to meet customer deadlines

LAND & ECONOMIC DEVELOPMENT OPERATING BUDGET

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Expenditures					
Salaries, wages, and benefits	1,411,321	1,274,779	1,274,780	(136,542)	1
General/Contracted services	784,377	516,905	517,815	(267,472)	910
Materials and supplies	813,561	333,058	1,829,385	(480,503)	1,496,327
Purchase from other government	13,125	13,125	13,125	-	-
Grants to organizations	3,575,561	1,796,751	2,746,751	(1,778,810)	950,000
Financial Charges	288,834	248,264	206,784	(40,570)	(41,480)
Amortization of tangible capital assets	6,516	2,140	2,140	(4,376)	-
	6,893,295	4,185,022	6,590,780	(2,708,273)	2,405,758
Revenues					
User fees and sale of goods	5,774,000	2,878,000	14,180,000	(2,896,000)	11,302,000
Investment income	195,284	170,542	170,542	(24,742)	-
Fines & penalties	10,000	10,000	10,000	-	-
Rentals & lease Revenues	86,260	86,260	86,260	-	-
Government transfers	35,000	-	-	(35,000)	-
Other Revenues	24,700	24,700	24,700	-	-
	6,125,244	3,169,502	14,471,502	(2,955,742)	11,302,000

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Other Transfers					
Internal Revenues & (Expenses)	(12,249)	(12,414)	(12,456)	(165)	(42)
Transfers from (to) operating	(523,107)	(563,864)	(572,297)	(40,757)	(8,433)
Debt principal payments	(1,834,385)	(1,874,955)	(1,916,435)	(40,570)	(41,480)
Amortization offset	6,516	2,140	2,140	(4,376)	-
Contribution from (to) capital	(1,636,847)	746,043	(9,050,245)	2,382,890	(9,796,288)
Contribution from (to) reserves	1,630,000	-	-	(1,630,000)	-
	(2,370,072)	(1,703,050)	(11,549,293)	667,022	(9,846,243)
Net Requirement	3,138,123	2,718,570	3,668,571	(419,553)	950,001

Land & Economic Services department promotes Red Deer's economic prosperity and diversity in service to an enhanced quality of life for our customers and residents. We do this through the purchase and sale of residential, commercial, and industrial land for economic development, by promoting the city, supporting our regional partners, and providing land service expertise to City departments, in a financially responsible manner.

Major variance between 2020 and 2021 include:

- Materials and supplies decreased largely due to decrease in subdivision expenses by \$475,364.
- Grants to organizations decreased by \$1,778,810 due to reversal of one-time to Economic Leader Priorities for \$850,000 and the net difference of one-time funding supporting the Red Deer Airport Authority and Red Deer Airport Authority – Annual Operating Grant.
- User fees and sale of goods down \$2,896,000 due to forecasted decrease in subdivision revenues

2022 Operating Budget Major Changes Include:

- Increased costs of \$1,496,327 expected in relation to increased subdivision revenue budgeted at \$11,302,000 for 2022.
- Grants to organizations increased \$950,000 due to increase capital over 2021 for the Red Deer Airport.

THIS PAGE INTENTIONALLY LEFT BLANK

CITY PLANNING & GROWTH DEPARTMENT SERVICES AND SERVICE LEVELS

Services Provided	Current Service Levels
<p>Ensuring Compliance with MGA and Statutory Documents: Intermunicipal Development Plan (Review of development applications in City's growth area with County staff; Co-host required annual meeting; Take applications to CM or Council as required by IDP)</p> <p>Intermunicipal Collaboration Framework, Municipal Development Plan, Major Area Structure Plans, Neighbourhood Area Structure Plans, Area Redevelopment Plans (Updating plans to be in compliance with provincial legislative changes (MGA); Review to ensure updates of plans to comply with each other)</p>	<ul style="list-style-type: none"> • IDP - 100% of applicable applications are reviewed • IDP - Preparation for annual meeting for identification of potential IDP amendments raised by either City of Red Deer or County • Standard set in MGA for structure, review, and cross-compliance with these documents is met • Standard set in corporate policy is met • Council directed timelines are met
<p>Processing Amendments – Internal: (Resulting from need to maintain documents, Council-direction, administration-direction): ICF, IDP, Municipal Development Plan Neighbourhood Area Structure Plans Area Redevelopment Plans</p>	<ul style="list-style-type: none"> • ~ 3-6 months review timeline for standard applications • Complex changes within ~ 12-24 months <p>*timelines vary on complexity, dialogue expectations and Council direction/resolutions</p>
<p>Processing Amendments – External: (MDP, MASP, NASP, Land Use Bylaw): review applications; internal referral; landowner referrals/public consultation; analysis of feedback received and negotiation of changes between parties; preparing Council reports; Council presentations</p>	<ul style="list-style-type: none"> • ~ 3-6 months review timeline for standard applications • Complex changes within ~ 12-24 months <p>*timelines vary on complexity, dialogue expectations, applicant input, and Council direction/resolutions</p>
<p>Processing of ASP & ARP Applications: Lead Dept. for processing of new Neighbourhood Area Structure Plans and Area Redevelopment Plans</p>	<ul style="list-style-type: none"> • Applications are processed within ~ 12 to 18 months
<p>Processing Subdivision Applications: Review applications; internal referral; landowner referrals/public consultation ; analysis of feedback received and negotiation of changes</p>	<ul style="list-style-type: none"> • ~ 60 day processing timeline for standard applications

between parties; preparing MPC reports and presentations)	
Growth Monitoring: Annexation evaluation and preparation Growth Monitoring Reporting	<ul style="list-style-type: none"> • As directed by Council • Annual IDP Requirements • Report completed every 2 years, but may be contingent on population and growth trends
Committee Participation: Participation on internal and external committees	<ul style="list-style-type: none"> • Monthly, quarterly, annually, as required
Studies & Corporate Projects: Land Use Studies/Creation of new land use districts	<ul style="list-style-type: none"> • As requested by Council or senior administration (typically studies regarding larger scale changes take ~ 12-24 months)
Referrals: Development permit reviews and referrals from other departments for compliance with statutory plans and LUB	<ul style="list-style-type: none"> • Ongoing; 1 hr per reviewed item
Heritage-Related Enquiries and Application Processing: Research and supporting document preparation (Heritage LUB amendments; database management; Heritage Awards coordination)	<ul style="list-style-type: none"> • Daily/weekly/monthly response to enquiries and requests for information • applications processed per LUB timelines (~ 3-6 months)
General Department/Corporate Administration: General Administration: Budget, recruitment, records management, briefing notes, FOIP requests, web page maintenance, training, safety, department procedure and policy maintenance and development	<ul style="list-style-type: none"> • As directed per policy • As requested/needed
Oil & Gas and Telecom Applications: Review of Oil and Gas or Telecom applications (Review and referrals; research; briefing notes; MPC reports and presentations; Policy creation and implementation)	<ul style="list-style-type: none"> • Daily/weekly/monthly response to enquiries and requests for information • Applications processed per MPC • As requested/needed

CITY PLANNING & GROWTH OPERATING BUDGET

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Expenditures					
Salaries, wages, and benefits	1,116,853	1,136,642	1,136,642	19,789	-
General/Contracted services	204,439	57,033	57,033	(147,406)	-
Materials and supplies	5,277	3,000	3,000	(2,277)	-
	1,326,569	1,196,675	1,196,675	(129,894)	-
Revenues					
User fees and sale of goods	114,170	64,170	64,170	(50,000)	-
Other Revenues	95,000	-	-	(95,000)	-
	209,170	64,170	64,170	(145,000)	-
Other Transfers					
Internal Revenues & (Expenses)	(6,000)	(6,000)	(6,000)	-	-
	(6,000)	(6,000)	(6,000)	-	-
Net Requirement	1,123,399	1,138,505	1,138,505	15,106	-

The City Planning and Growth department enables the development of welcoming and sustainable communities for residents and businesses alike. We do this by providing efficient and effective city growth, neighbourhood, and redevelopment planning, and by stewarding changes to zoning and development permit regulations and processes.

Major variance between 2020 and 2021 include:

- Other revenues decreased \$95,000 due to reversal of prior year one-time carry forward for Intermunicipal Collaborative Grant.
- General/Contracted Services decreased \$95,000 due to reversal of one-time carry forward for Intermunicipal Collaborative Grant funded expenses.

THIS PAGE INTENTIONALLY LEFT BLANK

EMERGENCY SERVICES DEPARTMENT SERVICES AND SERVICE LEVELS

Services Provided	Current Service Levels
Suppression/EMS Branch	<ul style="list-style-type: none"> • Fire Suppression - Total response time of 10 minutes 90% of the time, 5 ALS Engines, 24hrs/day, 365/year with dedicated personnel • Emergency Medical Services - 5 ALS Ambulances, 24hr/day, 365/year with dedicated personnel, meaning 10 people per shift must be on the ambulance • Medical First Response – Fire medical co-response, 5 ALS Engines, 24hrs/day, 365/year with dedicated personnel • Motor Vehicle Collision Extrication • Technical Rescue – Water / Ice Rescue, High Angle/Confined Space/Trench Rescue / Structural Collapse • Hazardous Materials Emergency Response • Total call volume for 2019 was 18,379 calls, this was a 5% increase over 2018. RDES has had a 31% increase in the last 5 years.
Fire Prevention Bureau	<ul style="list-style-type: none"> • Fire and Arson Investigation • Fire Inspections/Codes • Public Education on Fire and Injury Prevention
9-1-1 Call Answer and emergency agency services	<ul style="list-style-type: none"> • Regional Emergency Communications • Maintain call answer time from presentation to AHS phone to answer measured on a monthly basis at less than or equal to 10 seconds 85% of the time • Address verification use the AHS CAD to verify the location of the vent for Bravo, Charlie, Delta and Echo events in less than 100 seconds, 90% of the time • 80 other Central Albertan Fire Department Dispatched via Red Deer • 15 other EMS stations dispatched via Red Deer
Fire/EMS Training	<ul style="list-style-type: none"> • Continual fire and EMS training, with a focus on physical training, as well as mental health and well-being
Emergency Management	<ul style="list-style-type: none"> • Continued coordination of City response to COVID-19. • Revision of Municipal Emergency Management Plan (MEMP). • Ensure adherence to provincial EM regulations.

Services Provided	Current Service Levels
Corporate Security	<ul style="list-style-type: none"> • Ongoing standardization of physical security, specifically supporting priority capital projects including City Hall renovations, GH Dawe extension, Recreation Centre, Emergency Services stations and ES HQ, among others. • Continuing efforts toward overall alignment with the Corporate Security Master Plan, increasing awareness, consistency, and security incident reporting while mitigating risk to people, facilities, and assets.

EMERGENCY SERVICES OPERATING BUDGET

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Expenditures					
Salaries, wages, and benefits	32,438,134	32,950,186	32,950,186	512,052	-
General/Contracted services	1,269,662	1,283,880	1,348,190	14,218	64,310
Materials and supplies	1,271,186	1,301,844	1,328,472	30,658	26,628
Other expenses	220,000	220,000	220,000	-	-
Amortization of tangible capital assets	1,500,300	1,467,449	1,467,449	(32,851)	-
	36,699,282	37,223,359	37,314,297	524,077	90,938
Revenues					
User fees and sale of goods	12,168,188	10,945,388	12,168,188	(1,222,800)	1,222,800
License & permit fees	46,769	46,769	46,769	-	-
Government transfers	1,582,312	1,582,312	1,582,312	-	-
Rental & lease	217,267	217,267	217,267	-	-
Other Revenues	6,500	6,500	6,500	-	-
	14,021,036	12,798,236	14,021,036	(1,222,800)	1,222,800
Other Transfers					
Internal Revenues & (Expenses)	(1,752,291)	(1,740,192)	(1,788,671)	12,099	(48,479)
Transfers from (to) operating	(548,564)	(548,564)	(548,564)	-	-
Amortization offset	1,500,300	1,467,449	1,467,449	(32,851)	-
Contribution from (to) capital	-	(38,700)	(38,700)	(38,700)	-
Contribution from (to) reserves	6,000	6,000	6,000	-	-
	(794,555)	(854,007)	(902,486)	(59,452)	(48,479)
Net Requirement	23,472,801	25,279,130	24,195,747	1,806,329	(1,083,383)

Emergency Services Department provides fire suppression, rescue, hazardous materials response, emergency medical response, 9-1-1 emergency medical and fire dispatch, fire and injury prevention and public education to the citizens of Red Deer and Central Alberta to save lives, property and minimize damage to the environment.

Major variance between 2020 and 2021 include:

- There is a net revenue reduction of \$722,800 due to the province is not renewing the EMS AHS Dispatch contract for 2021. The contract reduction of \$1,222,800 is offset by 4.4 FTE labour reduction of \$500,000.
- Emergency overtime (increase labour costs \$845,000) to true up the overtime to what is considered reasonable give the monitoring and changes that have occurred over the past few years. The service level for Emergency Services will remain the same.
- \$167,053 Increase to Salaries, wages and benefits due to salary benefit adjustments

2022 Operating Budget Major Changes Include:

- 911 Emergency Communications Centre (increase in expense \$110,000); operating funds are required to maintain and cover the operating expenses of the new facility. The constructions of a new 911 center could potentially result in not only an increase in customers for dispatch, but may allow for a new form of revenue to be realized or the ability to expand the types of calls currently received.
- Confidential cost savings of \$500,000 in Salaries, wages and benefits.

MUNICIPAL POLICING SERVICES DEPARTMENT SERVICES AND SERVICE LEVELS

Services Provided	Current Service Levels
Client Services (Front Counter)	<ul style="list-style-type: none"> • Assist all persons attending the front counter for the detachment – Triage; Assist person creating complaints, collision reports, enquiries • Obtain and swear a variety of statements, Declaration of Loss; serve subpoenas; process Criminal Record/Vulnerable Sector Checks
Bylaw Enforcement	<ul style="list-style-type: none"> • Bylaw enforcement, public education, downtown patrols, urban encampment cleanup, abandoned bicycle program • Park patrols, transit patrols, service of subpoenas, smoking/vaping
Automated Traffic Enforcement	<ul style="list-style-type: none"> • Mobile photo radar; intersection safety cameras; final approval for violation tickets; traffic safety education • Program analysis
Exhibits	<ul style="list-style-type: none"> • Receiving, logging and tracking of evidence for court purposes • Support ALERT with evidence management • Send, receive and track exhibits sent for analysis • Provide direction on proper use of specialized equipment • Assist RCMP members with drug processing • Exhibit returns to the public
Communications Operators (Call Takers)	<ul style="list-style-type: none"> • Answer all incoming detachment administration and complaint lines in both official languages • Generate complaints for all RCMP Calls for Service in CIIDS (CAD) received via phone • Monitor RCMP Radio
Watch Clerks	<ul style="list-style-type: none"> • Provide support for all Crime Reduction projects and initiatives • Query PROS history for high-priority calls (persons, addresses, phone numbers) recognizing and relaying pertinent officer safety information • Process and prepare bail hearing files and packages • Conduct Criminal Record queries and conviction reports for processing disclosure of new charges • Conduct CPIC Person's queries • Process warrant recalls; ensuring removal of invalid warrants from CPIC

Services Provided	Current Service Levels
Records and Mail Room	<ul style="list-style-type: none"> • File management (~55,000 files created per year) • Notification to RCMP Members and CPO's when tickets are disputed and updating electronic files • Maintain Public crime mapping information • Receive, sort and distribute incoming and outgoing mail and packages (including dangerous goods) • Shipping evidence to appropriate labs and agencies (including dangerous goods)
Domestic Violence	<ul style="list-style-type: none"> • Victim Safety Planning' Victim/ Family goal setting/achievement; Relocation of victims; Partner agency networking • Victim community referrals
General Investigation Services	<ul style="list-style-type: none"> • Secure Fax - encrypted transmission of top secret messages • Confidential Informant file maintenance
Community Policing	<ul style="list-style-type: none"> • Capture Program education and registration • CFSA (Child and Family Service Agency) Requests • Missing Youth Reports monitored and actioned • Youth Shelter and Group Home interaction, education and support • Assisting CACAC (Central Alberta Child Advocacy Centre) • Attending and presenting at Community Events (ex. Let's Talk, Canada Day, Children's Festival, McHappy Day, etc)
Canadian Policing Information Centre (CPIC)	<ul style="list-style-type: none"> • Collect necessary data from operational files and several databases to determine the validity of information in deciding the type of action to be complete within CPIC
Court Detail	<ul style="list-style-type: none"> • Monitor/maintain/respond to Federal/Provincial/Traffic Crown, Provincial Court and Members • Deliver documents/disclosure to Federal/Provincial/Traffic Crown, Community Corrections and Provincial Court • Process criminal fingerprints by ensuring charges are sworn, updating PROS, forwarding to Livescan and updating the criminal record once charges are disposed • Receive and process all new charges and warrant execution files by updating PROS. • In-person and phone inquiries on court processes and court dates

Services Provided	Current Service Levels
Criminal Analysis	<ul style="list-style-type: none"> Analyze statistics and other information, cross reference, identify and make recommendations regarding possible individuals or criminal networks that pose a significant threat to the community at large or to officer safety. Identifying/researching and analyzing crime trends and modus operandi Query multiple databases to locate information on a person, place, event or behaviour to collect and collate information to assist in investigation Research, develop, implement and support the Crime Reduction Programs operated within The City of Red Deer.
Court Stenography	<ul style="list-style-type: none"> Prepare and distribute digital disclosure court packages to Provincial and Federal Crown Transcription services Assist RCMP & other MPS Staff in correct processes & procedures related to Criminal Code, Federal & Municipal
Victim Services	<ul style="list-style-type: none"> Victim court accompaniment and support/preparation

MUNICIPAL POLICING SERVICES OPERATING BUDGET

Description	2020 Approved	2021 Recommended	2022 Recommended	Over (Under) 2020 Budget	Over (Under) 2021 Budget
Expenditures					
Salaries, wages, and benefits	8,932,883	9,105,180	9,105,180	172,297	-
General/Contracted services	2,115,306	2,102,720	2,102,720	(12,586)	-
Materials and supplies	280,642	280,672	282,318	30	1,646
Purchase from other government	25,270,380	26,977,252	27,628,045	1,706,872	650,793
Financial Charges	2,400	2,400	2,400	-	-
Amortization of tangible capital assets	1,309,911	1,219,117	1,219,117	(90,794)	-
	37,911,522	39,687,341	40,339,780	1,775,819	652,439
Revenues					
Fines & penalties	2,894,390	2,805,145	2,805,145	(89,245)	-
License & permit fees	86,764	86,764	86,764	-	-
Rental & Lease Revenue	-	65,000	65,000	65,000	-
Government transfers	2,216,032	2,216,032	2,216,032	-	-
Other Revenues	525,241	525,241	525,241	-	-
	5,722,427	5,698,182	5,698,182	(24,245)	-
Other Transfers					
Internal Revenues & (Expenses)	(312,028)	(345,712)	(350,708)	(33,684)	(4,996)
Amortization offset	1,309,911	1,219,117	1,219,117	(90,794)	-
	997,883	873,405	868,409	(124,478)	(4,996)
Net Requirement	31,191,212	33,115,754	33,773,189	1,924,542	657,435

The department provides high quality, innovative, community based police services through excellence in the prevention, education, enforcement, protection, investigation and intelligence services that preserves public safety in the community of Red Deer.

2021 Operating Budget Major Changes Include:

- RCMP Contract (expense \$1,667,078) to maintain funding for members. There are 170 members approved and vacancy factor is now \$2.9 million.
- ALERT (increase revenue \$65,000). In 2021 the province will reimburse the City for the office space ALERT members occupy in the downtown RCMP building. Currently there are 12 members including six funded by the City.
- Provincial Share of Fine Revenue (decrease in revenue by \$205,495) due to the province increasing their share of fines to 40% from 26.7% under the Traffic Safety Act. The net impact to the City of Red Deer is estimated to be one million reduction in net fine revenue received.
- \$162,035 increase in Salaries, wages and benefits due to additional budget requested for urban encampments and debris cleanup on public lands

2022 Operating Budget Major Changes Include:

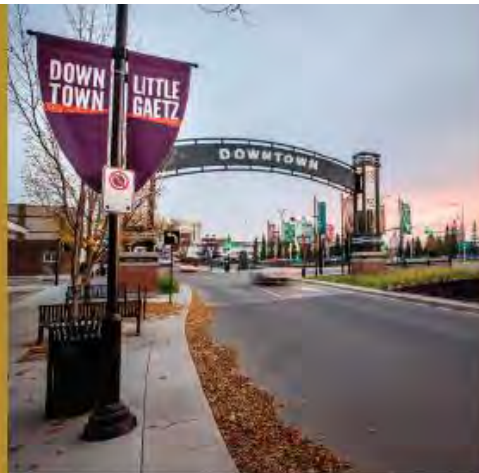
- RCMP Contract (increase in expense \$595,087) to maintain funding for members.

THIS PAGE INTENTIONALLY LEFT BLANK

2021-2024 OPERATING BUDGETS & PLAN

	Administration Recommended	Administration Recommended	Administration Estimate	Administration Estimate
	2021	2022	2023	2024
Prior year impacts - 2020 & Prior FARs	146,287	(6,967)	-	-
Amenities and growth contributions	695,000	699,000	1,397,000	1,448,000
Personnel Provision	350,000	850,000	1,230,000	1,230,000
Construction Growth	(600,000)	(800,000)	(800,000)	(800,000)
User Fee revenue (increases) decreases	946,880	-	(331,580)	(266,000)
Atco Gas franchise fee revenue (increase) decrease	(83,438)	(1,203,526)	(365,000)	(365,000)
Operating costs from capital	414,554	326,905	822,325	661,914
Police Contract	1,667,078	595,087	500,000	500,000
Police Member and Municipal Employee Resourcing	-	-	-	-
Other FAR's	2,182,974	58,310	1,717,136	1,131,662
Cost Savings	(5,719,335)	(518,809)	-	-
CLT/EBP Review	-	-	(661,930)	75,073
Total	-	-	3,507,951	3,615,649
Percentage	0.00%	0.00%	2.50%	2.50%
Revised Base	138,718,027	139,518,027	140,318,027	144,625,978

THE STRATEGIC DIRECTION



Red Deer City Council has chosen five key goals in two categories as their 2019-2022 Strategic Direction. The organization's efforts will be directed and coordinated around these five goals. They were chosen as the most important areas requiring change or transformation after considering community input, best practices, and current organizational initiatives. They were also chosen as the areas that will move Red Deer towards the vision of our future. Innovative thinkers creating inspired results by a vibrant community.

FIVE KEY GOALS

Red Deer is:

- A safe community
- A socially responsible city
- A chosen destination
- An economic leader

The City of Red Deer provides:

- Citizen focused service

GOAL STATEMENT

Red Deer is...				The City of Red Deer provides...
A safe community	A socially responsible city	A chosen destination	An economic leader	Citizen focused service
Red Deer is a safe and secure community. Safety is strengthened through a focus on enforcement, as well as prevention, intervention and education.	Red Deer offers a welcoming community where everyone can enjoy a high quality of life. As a community, together we advocate for much needed social infrastructure and build a resilient community.	We are a four-season destination where visitors and residents enjoy our parks, trails and distinctive amenities, all within our 'city in a park'. Centrally located in the province, we attract events that generate investment and enhance our community identity.	We have a strong, dynamic economy, fostered by entrepreneurship and innovation. Leveraging our central location, Red Deer is an economic hub with a revitalized downtown and diverse local economy.	Citizens are confident they receive value in the services provided by The City. We are committed to service excellence and review operations to ensure efficiency and effectiveness.

Terms of Reference

Account descriptions for Summary of Gross Revenue and Expense

Tax Levy – the total amount of property taxes charged for municipal programs only; it does not include the property tax collected for the provincial school requisitions and other requisitions.

User Fees and Sales of Goods & Services – the revenue generated from user fees related to consumption of service, ambulance and dispatch fees, transit fares, facility rentals and fees, land sales and other fees.

Other Revenue – the revenue generated from government grants, municipal consent and access fees (MCAF – also known as franchise fees), fines and penalties, licenses and permits and investment income.

Transfers – depreciation offsets and transfers to / from reserves

General Programs – includes property tax related expenditures, corporate provisions and payroll benefits

City Manager Division – includes Mayor and Councillor's office and City Manager's office

Corporate & Employee Services Division – includes Corporate Communications department, Financial Services department, Human Resources department, Information & Technology Services department, Legislative Services department and Revenue & Assessment Services department

Development & Protective Services Division – includes City Planning & Growth department, Engineering Services department, Inspections & Licensing department, Land & Economic Development department, Emergency Services department and Municipal Policing Services department

Community Services Division – includes Community Services Business Excellence department, Parks & Public Works department, Safe & Healthy Communities department, Transit & Fleet department and Utilities department (EL&P & Environmental Services)

Revenues

Contributed assets – fair market value of fixed assets transferred to the City by a third party

Fines and penalties – a charge for non-compliance with rules and regulations

Franchise fee – fee charged to utilities for the right to operate within municipal boundaries and to compensate for the disruption of municipal surface infrastructure by the utilities

underground infrastructure; also known as a municipal consent and access fee (MCAF)

Investment income – interest earned on surplus cash

Municipal tax revenue – the property tax charged for municipal programs only (does not include taxes charged for requisitions)

Operating government transfers – operating grants received from other orders of government

Other revenue – all other revenues not included in a category above

Sales to other government – fees related to the sale of goods and services to other government organizations

User fees and sale of goods & services – fees related to the consumption of a service (includes Utility revenue), ambulance and dispatch fees, transit fares, facility rentals and fees, land sales and other fees

Other Transfers

Contribution from (to) reserves – transfers to / from reserves from operating

Debt principal payments – the principal portion of debt payments

Internal transfers – tangible capital assets – depreciation offset for operations other than utilities and Fleet

Internal revenue & (expense) – charge and revenue for individual services provided by one department to another department

Transfers from (to) capital – charges to / from capital jobs to / from operating

Transfers from (to) operating – transfers to / from one department to another department not related to individual services provided

Expenses

Amortization of tangible capital assets – depreciation of fixed assets

General & Contracted services – services provided by third parties

Financial charges – debt principal and interest payments

Grants to organizations – grants paid to third parties

Materials and supplies – general goods and supplies provided by third parties

Other expenses – all other expenses not included in a category above

Purchase from other governments – goods and services provided by another order of government

Salaries, wages and benefits – employee compensation