



Special Council Meeting

Jubilee Centre Council Chamber
9909 Franklin Avenue, Fort McMurray

Monday, November 28, 2016
5:00 p.m.

Schedule

*** Please See Attached - Detailed Schedule of Proceedings (including dates and times for November 28-30, December 2-3 for 2017 Budget Workshop)**

Call To Order

Introductory Remarks

Motion to move into Committee of the Whole

Community Investment Program Presentations

1. Northern Alberta Athletic Association
2. Fort McMurray Heritage Society
3. Wood Buffalo Regional Library
4. Fort McMurray Tourism
5. Local Helicopter Emergency Response Organization (HERO) Foundation
6. Vista Ridge

7. YMCA of Northern Alberta, Wood Buffalo Region
8. Regional Recreation Corporation

Operating Budget Presentations

9. 2017 Operating Budget Introduction

Public Delegations

10. Public Delegations
11. Planning and Regional Development Division
12. Planning and Development
13. Land Administration
14. Economic Development
15. Community and Protective Services Division
16. Community Services
17. Municipal Law Enforcement/RCMP Support Services
18. Regional Emergency Services
19. First Nation and Métis Nation Relations
20. Communications and Stakeholder Relations

21. Infrastructure and Engineering Division
22. Engineering
23. Public Works
24. Environmental Services
25. Sustainable Operations
26. Transit Services
27. Wood Buffalo Recovery Committee and Task Force
28. Corporate Services Division
29. Financial Services
30. Human Resources
31. Information and Advisory Services
32. Supply Chain Management
33. Assessment and Taxation
34. Council
35. Office of the Chief Administrative Officer
36. Municipal Auditor

- 37. Deputy Chief Administrative Officer
- 38. Legal and Legislative Services

Capital Budget Presentations

- 39. 2017 Capital Budget Introduction
- 40. Environmental Services
- 41. Public Works
- 42. Engineering
- 43. Land Administration
- 44. Regional Emergency Services
- 45. Community Services
- 46. Information and Advisory Services
- 47. Assessment and Taxation

Public Delegations

- 48. Public Delegations

Deliberations

- 49. Budget Deliberations - conclusion and recommendation to Council

Adjournment



Budget Workshop

Council Chamber
9909 Franklin Avenue, Fort McMurray

November 28-December 3, 2016
5:00 pm

Schedule of Proceedings

Please note that the timeframes identified in this document are estimates, and subject to change without notice.

Day 1: Monday, November 28th

5:00 pm Call to Order

Community Investment Program Presentations

5:00 pm Northern Alberta Athletic Association (Terry Connors, Ross Green and David Fitzgerald)

5:15 pm Fort McMurray Heritage Society (Roseann Davidson and Tammy Plowman)

5:30 pm Wood Buffalo Regional Library (Monica Domingues and Melissa Flett)

5:45 pm Fort McMurray Tourism (Jean-Marc Guillamot and Frank Creasey)

6:00 pm Local Helicopter Emergency Response Organization (HERO) Foundation (Paul Spring and Andrea Montgomery-Spring)

6:15 pm Vista Ridge (Kevin Grogan)

6:30 pm YMCA of Northern Alberta, Wood Buffalo Region (Janet Giles and Jim Weller)

6:45 pm Regional Recreation Corporation (Allan Grandison, Annette Antoniak and Maureen Gravelle)

Recess to 5:00 p.m. on Tuesday, November 29th

Day 2: Tuesday, November 29th

Operating Budget Presentations

5:00 pm 2017 Operating Budget Introduction (E. Hutton/ L. Ollivier)

5:15 pm Public Delegations

5:45 pm Planning and Regional Development Division (B. Couture)
 Planning & Development (J. Doyle)
 Land Administration (K. Smith)
 Economic Development (K. Smith)

Break (7:15 – 7:30 p.m.)

7:30 pm Community and Protective Services Division (D. Bendfeld)
 Community Services (C. Bouchard)
 Municipal Law Enforcement/RCMP Support Services (K. Snow)
 Regional Emergency Services (D. Allen)
 First Nation and Métis Nation Relations (D. Fraser)

Recess to 5:00 pm on Wednesday, November 30th

Day 3: Wednesday, November 30th

5:00 pm Communications and Stakeholder Relations (B. Erskine)

5:10 pm Infrastructure and Engineering Division (R. Billard)
 Engineering (D. George)
 Public Works (K. Colbourne)
 Environmental Services (L. Burke)

Break (7:00-7:15 pm)

7:15 pm Infrastructure and Engineering Division (cont'd)
 Sustainable Operations (L. Burke)
 Transit Services (T. O'Doherty)

8:00 pm Wood Buffalo Recovery Committee and Task Force (D. Woodworth)

Recess to 8:30 a.m. on Friday, December 2nd

Day 4: Friday, December 2nd

8:30 am Corporate Services Division (E. Hutton)
 Financial Services (L. Ollivier)
 Human Resources (T. Hartley)
 Information and Advisory Services (A. Hintz)
 Supply Chain Management (T. Zlotnik)
 Assessment and Taxation (P. Schofield)

Break (9:45-10:00 am)

10:00 am Council (D. Leflar)

10:15 am Office of the Chief Administrative Officer (M. Ulliak)
 Municipal Auditor (R. Timleck)

10:45 am. Deputy Chief Administrative Officer (K. Scoble)
 Legal and Legislative Services (D. Leflar)

Capital Budget Presentations

11:00 am Capital Budget Introduction (E. Hutton/L. Ollivier)

11:15 am Infrastructure and Engineering Division
 Environmental Services (L. Burke)

Lunch Break (12:00-1:00 pm)

1:00 pm Infrastructure and Engineering Division (cont'd)
 Public Works (K. Colbourne)
 Engineering (D. George)

2:15 pm Planning and Regional Development Division
 Land Administration (K. Smith)

Break (2:45-3:00 pm)

3:00 pm. Community and Protective Services Division
 Regional Emergency Services (D. Allen)
 Community Services (C. Bouchard)

4:00 pm Corporate Services Division
 Information & Advisory Services (A. Hintz)
 Assessment & Taxation (P. Schofield)

Recess to 8:30 a.m. on Saturday, December 3rd

Day 5: Saturday, December 3rd

8:30 am *Public Delegations*

Immediately following public delegations Budget Deliberations – conclusion and recommendation to Council



Northern Alberta Athletic Association

PRESENTATION TO COUNCIL

November 28, 2016

David Fitzgerald
NAAA President

Ross Green
NAAA Treasurer

Terry Connors
NAAA Director of Operations



MANDATE AND PROGRAMS

To provide safe and reliable recreational services and facilities to the community in the areas of sport, culture, spirituality, recreation, and education.

The Casman Centre is operated with a workforce of 10 and one part-time staffer.

Multi-Purpose Room

- Thickwood Heights Preschool
- Daystar Chapel Sunday School
- Rented to other non-profits during the summer and select weekends



MANDATE AND PROGRAMS (cont'd)

Amphitheatre

- Daystar Chapel
- Irish Dancers
- Teachers' Association
- RMWB Meetings

Parking Lot Rental

- Driver Education

Ice Surface

- Fort McMurray Minor Hockey Association
- Fort McMurray Ringette Association
- Fort McMurray Oil Barons

MANDATE AND PROGRAMS (cont'd)

- Shift Hockey
- Total Athletic Development
- Pro Edge
- Mountaineers
- Public and Catholic School Districts (Hockey Academy and Graduation)
- McMurray Gentlemen's Hockey
- Concerts
- Trade and Sportsman Shows
- Auto Show
- RV Shows
- Circus
- Mixed Martial Arts

Pottery Studio

- Fort McMurray Potters Guild



DETAILED BUDGET (2017) - REVENUE

| | |
|----------------------|---------------------|
| • RMWB grant | \$ 1,100,000 |
| • Ice surface rental | \$ 300,732 |
| • Special events | \$ 15,325 |
| • Other revenues | \$ 40,080 |
| • Room rental | \$ 76,615 |
| • Parking lot rental | \$ 3,988 |
| TOTAL | \$ 1,546,740 |



DETAILED BUDGET (2017) - EXPENSES

| | |
|----------------------------------|------------|
| • Bank charges and interest | \$ 9,226 |
| • Special event expense and fees | \$ 4,355 |
| • Insurance | \$ 26,065 |
| • Miscellaneous | \$ 6,257 |
| • Supplies and equipment | \$ 24,394 |
| • Professional fees | \$ 25,000 |
| • Contract Services | \$ 62,177 |
| • Repairs and maintenance | \$ 130,639 |



DETAILED BUDGET (2017) – EXPENSES (cont'd)

| | |
|-------------------------|---------------------|
| • Freight | \$ 2,812 |
| • Salaries and benefits | \$ 938,976 |
| • Training | \$ 290 |
| • Security | \$ 17,698 |
| • Office supplies | \$ 1,680 |
| • Telephone | \$ 1,710 |
| • Vehicle | \$ 6,143 |
| • Utilities | \$ 307,934 |
| TOTAL | \$ 1,565,356 |



DETAILED BUDGET (2017) - BALANCE

| | |
|----------------|--------------------|
| • Revenue | \$ 1,546,740 |
| • Expenses | \$ 1,565,356 |
| BALANCE | (\$ 18,616) |



CONCLUSION

- The shortfall of \$18,616 will be covered by the overage from the previous year.
- The NAAA is just not a leasee with the RMWB, we feel that we are partners and stewards of the RMWB asset. The NAAA and staff take pride and ownership in the operation of the facility.
- The Casman Centre continues to provide the citizens of Fort McMurray and the entire Regional Municipality of Wood Buffalo with a safe and reliable venue that all citizens benefit from.



Questions?



Fort McMurray Heritage Society

Presentation to the Audit and Budget Committee

November 28, 2016

Roseann Davidson - Executive Director
Tammy Plowman - Programs Manager



Fort McMurray Heritage Society Mission

“The Fort McMurray Heritage Society exists so that the people of Fort McMurray, Alberta, the Municipality of Wood Buffalo, visitors from Alberta and Canada and international visitors learn about history and culture in ways that enhance their lives socially, intellectually and economically.”

Fort McMurray Heritage Society Board Policy

FORT MCMURRAY
HERITAGE VILLAGE



FORT MCMURRAY
HERITAGE SHIPYARD





Who is the Fort McMurray Heritage Society?

The Fort McMurray Heritage Society (FMHS) operates the Heritage Village and Heritage Shipyard museums, two of the few community-based cultural sites in the RMWB. Both facilities provide established components of the community infrastructure and valuable social and educational experiences for residents and visitors.





Who is the Fort McMurray Heritage Society?

We are operated by:

- A Volunteer Governance Board of Directors
- 8 Full Time & 1 Part Time Staff, with a projected increase to 11 Full Time Staff
- ~12 Seasonal Employees
- Community and Corporate Volunteers and Members





What Do We Offer?

- Educational Programs & Summer Camps
- Exhibitions & Interpretive Tours
- Photographs & Research Materials
- Membership & Volunteer Opportunities
- Events & Shopping
- Facility Rentals
- Employment: Summer Students, Internships, Co-ops, & Contractors





What Do We Offer?





What Do We Offer?





Fort McMurray Heritage Village

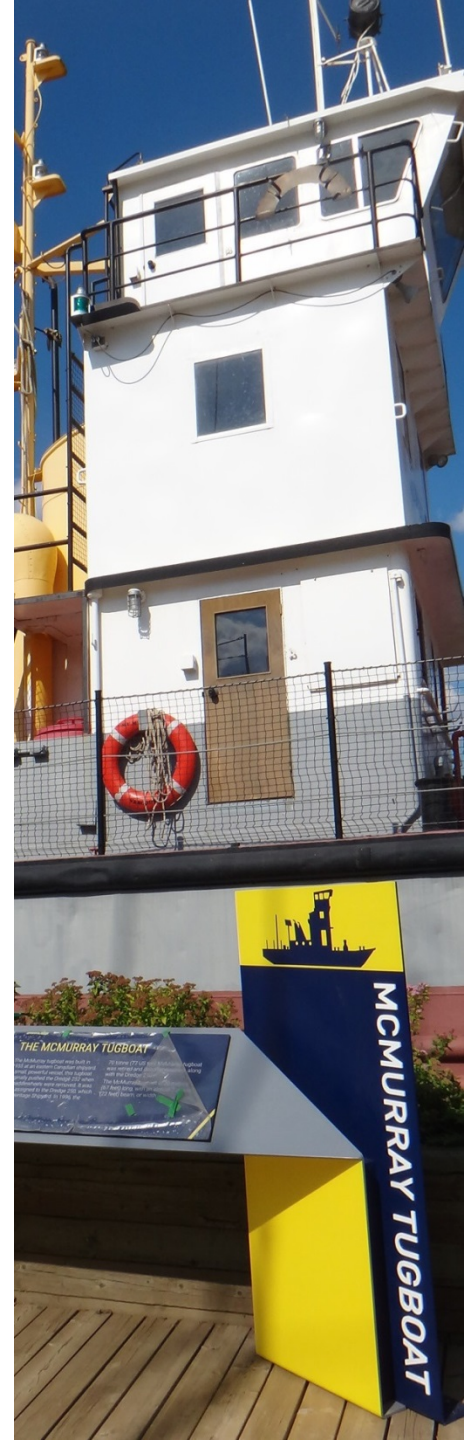
- Contains 14 historic buildings, 3 replica buildings, & the Heritage Society Community Centre and Gift Shop on a 6.6-acre site
- Offers educational programs, summer camps, events, and hosted tours
- a large permanent collection of artifacts, archives and historical buildings
- *Our History* CD-ROM, two exhibitions on the Virtual Museum of Canada website
- Voted Best Gift Shop in 2014





Fort McMurray Heritage Shipyard

- Opened as the Marine Park Museum on July 1st, 2014
- Grand opening June 20th, 2015
- Educational programs, summer camp visits, events and hosted tours
- Situated on a 4.4 acre site: features the only remaining inland shipyard in Alberta
- Exhibits river transportation vessels, NTCL buildings, and the Northern Alberta Rail Caboose & Combination Car
- Voted Best Kid Friendly Park in Fort McMurray





Major Annual Events

FMHS hosts major annual events at our museum sites, including:

- Park Opening
- National Aboriginal Day
- Seniors Day
- Heritage Day
- Strong Man Competition
- Old Fashioned Christmas
- Market in the Park





Projected Plans for 2017

1. Re-Open Heritage Village
2. Complete Phase II
3. Fundraise for and Begin Phase III
4. Revenues & Capital Fundraising
5. Projects with Stakeholders
6. Education Programs





Partnerships

The FMHS is grateful to have the following partners:

- Alberta Culture and Tourism
- Alberta Museums Association
- Canadian Museums Association
- Chevron
- Fort McMurray Airport Authority
- Fort McMurray Tourism
- KAOS radio
- Lions Club
- Nexon
- Nistawoyou Association
- Friendship Centre
- Public and Separate Schools
- **Regional Municipality of Wood Buffalo** (esp. *Communities in Bloom*)
- Suncor
- Syncrude
- United Way
- YMM Magazine



Fort McMurray Heritage Society Budget

| | |
|---|----------------------|
| Our RMWB Request | \$ 700,000.00 |
| Advertising & Promotions | \$ 20,000.00 |
| Heritage Technician Contractor | \$ 50,000.00 |
| Program and Office Supplies | \$ 65,000.00 |
| Janitorial | \$ 20,000.00 |
| Staffing | \$ 404,000.00 |
| Insurance | \$ 20,000.00 |
| Security | \$ 6,000.00 |
| Professional Services i.e. Accounting and Permits | \$ 25,000.00 |
| Electrical, Gas and Telephone and Utilities | \$ 70,000.00 |
| Collections and Archival Supplies | \$ 20,000.00 |



Combined Museums Budget

General Expenses

| | | | |
|--------------------------|--------------------|-------------------------|-----------|
| Total Costs | \$1,850,000 | | |
| Advertising & Promotions | \$50,000 | Telephone & Internet | \$40,000 |
| Fundraising Expense | \$15,000 | Utilities | \$70,000 |
| Insurance | \$40,000 | Wages | \$800,000 |
| Office | \$48,000 | Training and Travel | \$12,000 |
| Professional Fees | \$135,000 | Grounds Maintenance | \$70,000 |
| Programs | \$280,000 | Janitorial Services | \$40,000 |
| Repairs/Maintenance/ | \$90,000 | Collections Supplies | \$35,000 |
| Security | | Gift Shop Cost of Sales | \$110,000 |
| | | Bank Charges | \$15,000 |

General Revenue

| | | | |
|----------------------|--------------------|-----------------------|------------------|
| Total Revenue | \$1,850,000 | | |
| Programs | \$338,000 | Grants | \$125,000 |
| Fundraising | \$225,000 | RMWB Operating | \$700,000 |
| Donations | \$225,000 | Gift Shop Sales | \$235,000 |
| | | Membership Revenue | \$2,000 |



Projected Overall 2017 Budget for FMHS

The projected overall budget for both parks is: \$ 1,850,000
FMHS is asking for 38% of the overall budget: \$ 700,000

Reasons for the funding request:

- **Operation of the Heritage Shipyard**
- **Reopening and operation of the Heritage Village**
- **Staff wages for operating, fundraising and rebuilding**



Any Questions?





Any Questions?





2017 BUDGET PRESENTATION TO COUNCIL

November 28, 2016

Wood Buffalo Regional Library

Monica Domingues, Chair

Melissa Flett, Acting Director



MUNICIPAL FUNDING REQUEST

- Maintain status quo with a request of \$5.1M for 2017
- WBRL budget direction and approach combined traditional budget and zero-based budget
- Balanced budget



OUR GOALS FOR 2017

- Plan of Service 2016 to 2018
 - Know Your Community: Community Resources and Services
 - Celebrate Diversity: Cultural Awareness
 - Satisfy Curiosity: Lifelong Learning
- Promote the Library
- Leverage Partnership Opportunities
- Technology and Accessibility



2017 BUDGET SUMMARY

(in thousands)

| | 2017 Budget | 2016 Approved Budget | Variance |
|--|----------------|----------------------------|----------|
| Municipal Grant | 5,100 | 5,100 | 0 |
| Provincial Grant | 693 | 646 | 47 |
| Other Revenues | 268 | 363 | (95) |
| Operating Expenses (excluding amortization) | (5,664) | (5,711) | (47) |
| Non-Operating Expenses | (398) | (398) | 0 |
| Cash Surplus/(Deficit) | 0 | 0 | 0 |
| Amortization Expense | 895 | 700 | 195 |



2017 OPERATING EXPENSE BUDGET

(in thousands)

| EXPENSES | Budget 2017 | Budget 2016 | Variance |
|------------------------------------|----------------|----------------|------------|
| Wages and Benefits | 4,375 | 4,373 | 1 |
| Amortization Expense | 895 | 700 | 195 |
| Rent, Utilities, Janitorial | 514 | 503 | 10 |
| General Operations | 439 | 432 | 7 |
| Programs and Events | 168 | 248 | (81) |
| Library Services | 168 | 152 | 16 |
| Total Operating Expense | 6,559 | 6,410 | 149 |



2017 PERSONNEL COSTS BUDGET

(in thousands)

| | Budget 2017 | Budget 2016 | Variance |
|--------------------|-------------|-------------|----------|
| Wages and Benefits | 4,375 | 4,374 | 1 |

| Full-Time Equivalents | 2017 | 2016 | Variance |
|-----------------------|------|-------|----------|
| | 48.5 | 48.07 | 0.43 |



EXPENSE VARIANCE

(in thousands)

| | Budget 2017 | Budget 2016 | Variance |
|--------------------|-------------|-------------|----------|
| General Operations | 439 | 432 | 7 |

Major items include:

- Marketing and promotions \$ 115,000
- Professional fees \$ 65,000
- Administration and office \$ 98,000
- Computer maintenance and supplies \$ 75,000
- Increase in WBRL vehicle repair costs \$2,500 → \$9,000



EXPENSE VARIANCE (cont'd)

(in thousands)

| | Budget 2017 | Budget 2016 | Variance |
|---------------------|-------------|-------------|----------|
| Programs and Events | 168 | 249 | (81) |

- Diverse programming for all ages
- Programming takes place throughout the Municipality
- Events include Banff Mountain Film Festival, Radical Reels, Team Trivia, annual WBRL Frenzy for kids and families plus more!



EXPENSE VARIANCE (cont'd)

(in thousands)

| | Budget 2017 | Budget 2016 | Variance |
|------------------|-------------|-------------|----------|
| Library Services | 168 | 152 | 16 |

Includes:

- Downloadable content \$ 60,000
- Electronic databases \$ 62,000
- Book processing \$ 15,000
- Access and auxiliary services \$ 7,000



2017 NON-OPERATING EXPENSES BUDGET (in thousands)

| | Budget 2017 | Budget 2016 | Variance |
|-------------------|-------------|-------------|----------|
| Library Materials | 398 | 398 | 0 |

- Library Materials:
 - Audio Books
 - Books - hardcover, paperback, board books
 - DVD/Blu Rays
 - Music
 - Video Games



2016 Year in Review

- Increased Library usage
- Increased partnership capacity
- Diverse programming
- Rural expansion
- 2016 Minister's Award Winner for Excellence in Public Library Service



THANK YOU

On behalf of the Regional Municipality of Wood Buffalo Library Board and the management and staff at the Wood Buffalo Regional Library, we wish to

“Thank You”

for your ongoing support!

PRESENTATION TO COUNCIL

NOVEMBER 28, 2016

Jean-Marc Guillamot, Chair
Frank Creasey, CEO



PRESENTATION OVERVIEW



- What is Fort McMurray Tourism
- What is Tourism
- Value of Tourism to region
- Impact of Tourism
- RMWB Budget Request
 - Budget, Personnel, Operating, Programs, staffing

Destination Management Organization

- What does Fort McMurray Tourism Do?
 - Development: community, business, product and EXPERIENCE development
 - Marketing, Communications & Media relations
 - Visitor Services (resident & visitor information services, pre-trip planning, during in region & post trip)
 - Sales/business development: for leisure (for tour operators, travel agents, etc.), corporate, sports tourism, groups...

Tourism – Sector / Sub-Sector Composition

- Tourism Industry is Composed of:
 - Accommodations,
 - Transportation (air, ground & public + gas/services),
 - Food & Beverage/catering,
 - Activities (small & medium sized businesses)
 - Retail (shopping),
 - Events, sports, recreation, entertainment
 - Tour Operators/Travel Agents,
 - Education, history, culture, arts, etc.

TOURISM – SECTOR Outcomes

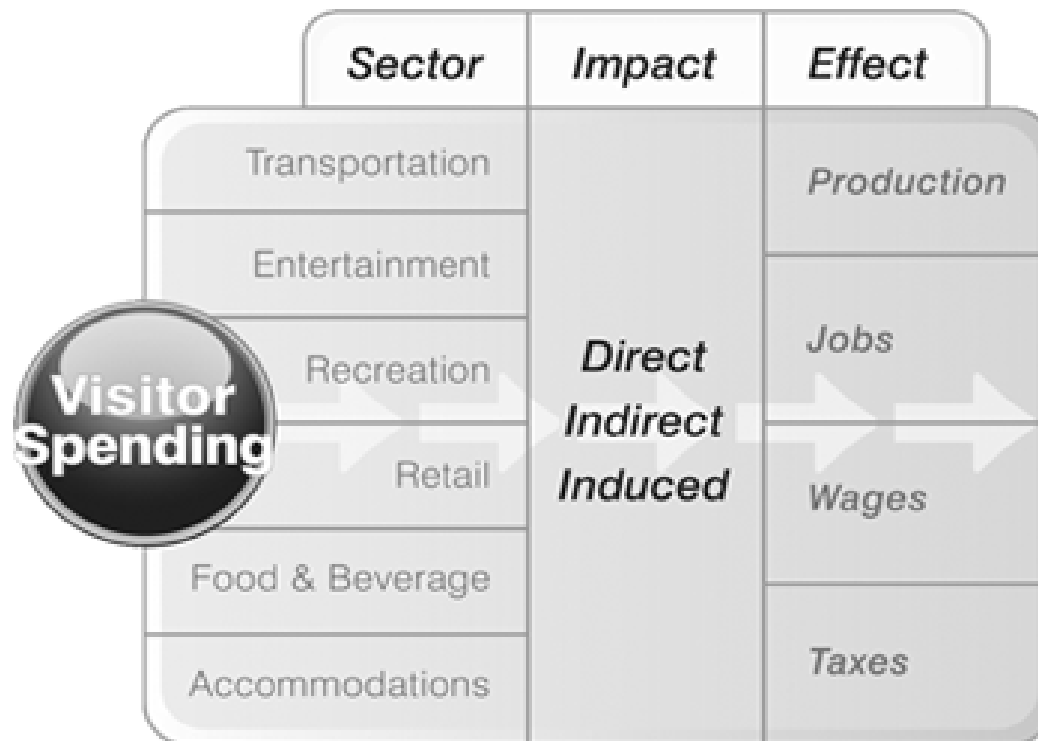
➤ **Economic:**

- ✓ Ability to leverage existing public & private assets for local resident & visitor benefit,
- ✓ Employment, business income, taxes, spending (locally),
- ✓ Business: starts, growth, diversity – sector and industry and economic sustainability

Note: has to be measured ideally by the local municipality as part of the local “economy”

TOURISM – SECTOR Outcomes

➤ Economic:



Reference: <http://www.tourismeconomics.com/economic-impact/tourism-economic-impact>

TOURISM – SECTOR Outcomes

➤ **Social:**

- ✓ Improved Quality of Life,
- ✓ Improved local activities (recreation, history, arts, learning opportunities / education, dining choices, events {both scope & scale}, entertainment, etc.),
- ✓ Diversity in resident & visitor activities: eg. Young adult, children, families, etc.

Note: has to be measured ideally by the local municipality as part of the local “social wellness outcomes”

VALUE of TOURISM

- **2015 Reporting -> 2017 Business Cases**
 - ❖ Immediate spend for tourism across all sectors \$264.5 Million (approx.),
Note: has to be measured ideally by the local municipality as part of the sectors & sub-sectors then amalgamated.

VALUE of TOURISM

- **Value of an individual Tourist to local economy**
 - ❖ International Visitor: spends \$400/day
 - 3 nights/3 days = \$1,200
 - Economic value in the local economy: jobs, shopping by local residents, etc. x 5 is the multiplier
 - ✓ Your 1 international visitor contributes \$6,000 to your local economy
 - Note: Local, Provincial, etc. all have different daily values
 - ❖ There are different values given to the Sport Tourism, Conference/meeting, leisure, corporate, visiting friend and relatives markets, different distance markets – Alberta, USA, etc.

Development & Marketing

➤ **Broad market categories:**

- Corporate,
- Leisure (including: visiting friends & relatives),
- Sport Tourism,
- Meeting, Incentive, Conference, Exhibition (MICE),

➤ **Business Cases:** provided to the RMWB in order to inform sector (tourism) and funding request by primary activity (3 different – actions into outcomes – investment model with an ROI of \$264.5M)

- Destination Management Organization,
- Sport Tourism,
- Meeting, Incentive, Conference, Exhibition (MICE)

Tourism – why do municipalities do it?

➤ Outcomes:

- Leverage local organization's marketing to regionalize promotions to inform residents & reduce economic leakage,
- Bring in tourists to our region,
- Economic & Social impacts which are measurable (by municipality),
- Improve the image of the region,
- To develop a destination / quality of life

Tourism – why do municipalities do it?

- **So that:**
 - Local organizations, businesses cash registers ring,
 - Local revenues, local, etc. tax dollars,
 - Improves local business environment which serves to additionally lifts the quality of life.

Caveat: if the entity or agency charged with performing the function of Tourism is properly & appropriately resourced/supported.

Budget Request of the RMWB

Mandate & Programs

Mandate:

- to operate as the Wood Buffalo region's Destination Management Organization.

Programs:

- Development: community, business, product and EXPERIENCE development
- Marketing, Communications & Media relations
- Visitor Services,
- Sales/business development

Fort McMurray Tourism – Budget Overview

| <u>Program & Activity Funding</u> | <u>2017 BUDGET</u> |
|---|------------------------|
| Grant - RMWB Funding | \$ 457,250.00 |
| Experience the Energy & Other Tours | \$ 33,500.00 |
| Gold Star Program | \$ 54,072.85 |
| Marketing/Visitor Experience Activities/Program funding | \$ 395,449.52 |
| Trade Shows | \$ 481,475.56 |
| Administration Cost Recovery | \$ 21,000.00 |
| Oil Sands Discovery Centre Activities Cost Recovery | \$ 187,803.84 |
| Sport Tourism | \$ 400,000.00 |
| | |
| Total Funding | \$ 2,030,551.77 |
| | |
| <u>Expenses Associated with Project & Activity</u> | <u>2017 BUDGET</u> |
| <u>Delivery Costs</u> | |
| Experience the Energy & Other Tours | \$ 33,526.93 |
| Gold Star Program | \$ 67,824.80 |
| Marketing | \$ 395,806.44 |
| Trade Shows | \$ 430,302.70 |
| Administration Costs | \$ 429,205.91 |
| Oil Sands Discovery Centre Activities Delivery Costs | \$ 222,944.57 |
| Sport Tourism | \$ 400,000.00 |
| MICE (Meeting, Incentive, Conference/Conv, Exhibition) | \$ 50,000.00 |
| | |
| Total Delivery Costs | \$ 2,029,611.35 |

Personnel Investment

Total Salaries associated with delivery of all programs, initiatives, etc. on behalf of the Wood Buffalo region (RMWB): \$750,000

Total number of staff (full time, seasonal, part-time): 16

Average wage (full cost) per staff member: \$46,910

Total Full Time Equivalents annually: 10.5

Expectations: to maintain current level under FMT

Program & Activity Delivery Investment

Program & activity associated with delivery of all programs, initiatives, etc. on behalf of the Wood Buffalo region (RMWB):

\$1,279,611

Personnel Costs: have been broken out from the prior slide:

\$750,000

Total Program & Activity Delivery for the region: **\$2,029,611**

To represent an industry sector: very conservatively calculated to be **\$264.5 Million**

Sector Investment Requested

To represent an industry sector: very conservatively calculated to be **\$264.5 Million** (general tourism, sport tourism & meeting, incentive, conferences & exhibition)

Source: Fort McMurray Tourism Business cases – September 2016

Total Program & Activity Delivery for the region: **\$2,029,611**

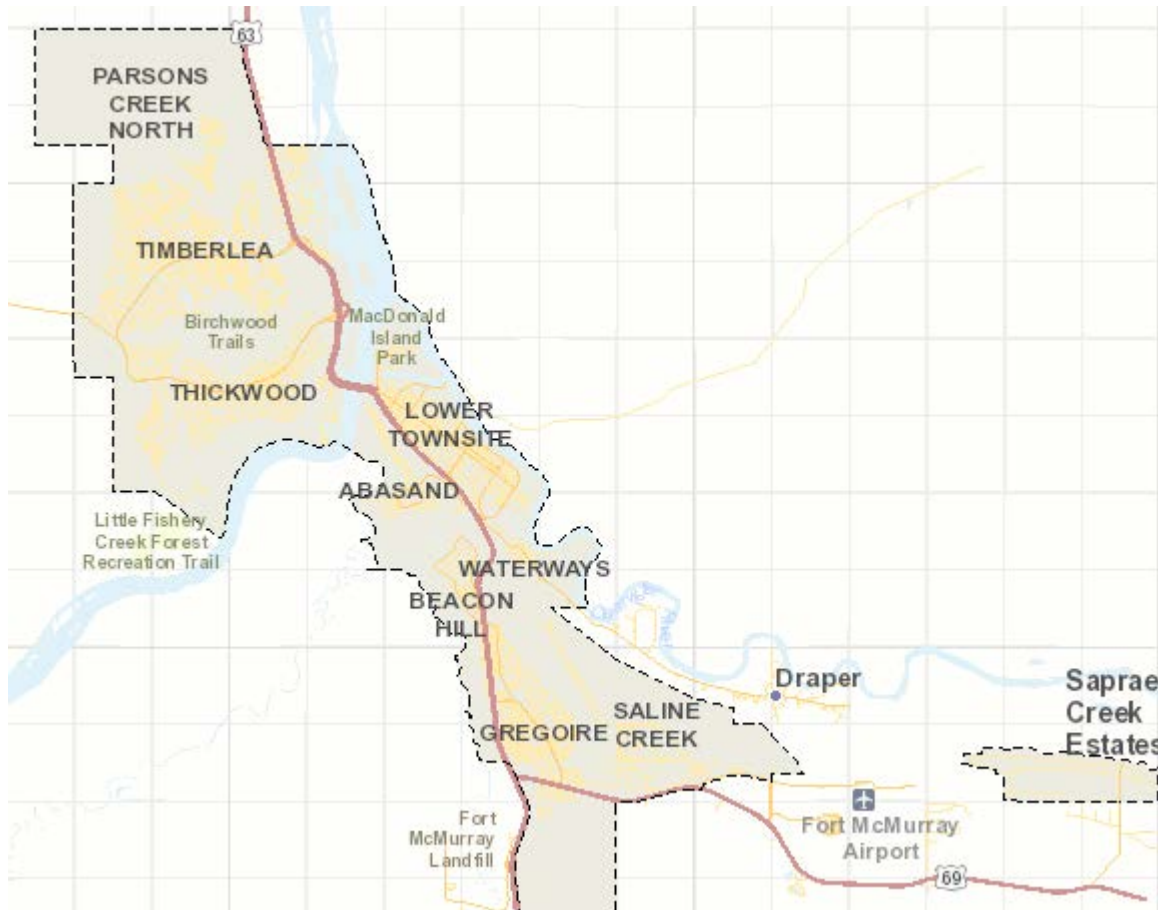
Fort McMurray Tourism's Request of the Regional Municipality

Original Request for consideration: \$1.1 Million or 55%

Administration's Recommendation for consideration: maintain at \$670,000 or 33%

Area Resourced to Cover

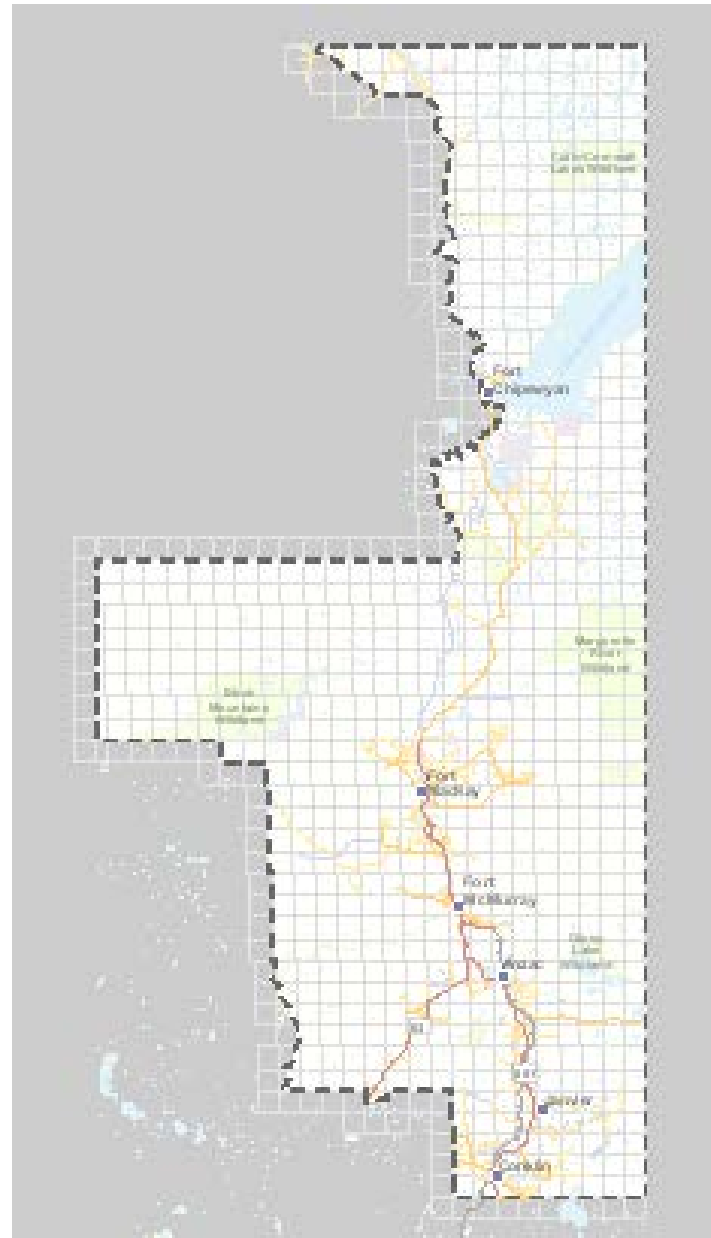
Fort McMurray as a gateway to the Wood Buffalo region



source: <http://www.rmwb.ca/living/Maps.htm>

Area of Ideal Coverage

Full Wood Buffalo region



source: <http://www.rmwb.ca/living/Maps.htm>

For Consideration

- The Funding Model for Tourism is required to change to be more inline with the value of the sector/sub-sectors:
 - Tourism sector's value to the region comprise of: revenues (small businesses), taxes, jobs, economic diversification, quality of life (to build a community, to offer attract human resources for our region & the Oil Sands Industry, etc.),
 - Partners: Regional Municipality of Wood Buffalo with many more supporting (vs contributing)

For Consideration

Fort McMurray Tourism will continue to try and work with the Regional Municipality of Wood Buffalo to:

- Determine which elements are resourced within your various departments & performance levels:
 - Image, business, product development, investment, research, etc.,
- From which we can then focus on: experience development (why residents / visitors come to our region), marketing & destination development, business development, tourism oriented market research & data collection and ultimately resident & visitor servicing
- Stakeholders: Travel Alberta, Government of Alberta which we liaise and work with on your behalf as the agency responsible for delivering on Tourism.

For Consideration

- **Challenge with current resources:**
 - ❖ We have to curtail our activities to focus on Fort McMurray as our gateway to our region vs our whole region – scarcity of resources
 - ❖ Focus on what we are resourced to do as your Destination Management Organization.

For Consideration

- **Fort McMurray Tourism is:**
 - i. Very understanding of the model “scarcity of resources” so is ultimately respectful of budget challenges and demands, understand scarcity of resources...ROI oriented vs expense driven
 - ii. Positioned for the future and a solution for our recovery today



Thank you for your time!

PRESENTATION TO COUNCIL

Local Helicopter Emergency Response Organization (**HERO**) Foundation

November 28, 2016

Paul Spring
President and Board Chair

Andrea Montgomery Spring
Director of Stakeholder and Community Relations



MANDATE



Community awareness and fundraising to support the delivery of 24/7 Helicopter Emergency Medical Services (HEMS) for the people of Northeastern Alberta.

Fort McKay Band Office





Imperial Oil Kearl Lake Plant

Conklin Corner



HWY 63 at Hangingstone River



Hwy 63 at House River



BUDGET



Revenue

| | |
|-----------------------------------|-------------------|
| • RMWB Municipal Grant | \$ 1,500,000 |
| • AHS Fee For Service (projected) | \$ 950,000 |
| • Industry Funding | <u>\$ 730,000</u> |
| | \$ 3,180,000 |

Expenses

| | |
|---------------------------------------|-------------------|
| • Fixed Costs (crew and equipment) | \$ 3,000,000 |
| • Variable Costs (flight time driven) | \$ 190,000 |
| • Legal, Advertising, Accounting, GST | <u>\$ 160,000</u> |
| | \$ 3,350,000 |

Legacy debt from start-up year \$1,608,400, down \$161,600 from 2015

PERSONNEL COSTS



Transport Canada mandated positions

| | |
|---------------------------------|-----------|
| • Operations Manager (25%) | \$ 8,500 |
| • Director of Maintenance (25%) | \$ 40,500 |
| • Chief Pilot (50%) | \$ 89,500 |

Administration

| | |
|-----------------------------------|-----------|
| • President (25%) | \$ 0 |
| • Accounting/Payroll/Travel (35%) | \$ 32,500 |
| • Stakeholder Relations | \$ 95,000 |
| • Safety/Quality Assurance (30%) | \$ 27,000 |

| | |
|------------|-------------|
| Pilots (8) | \$1,280,000 |
|------------|-------------|

| | |
|--------------------------|------------|
| Mechanics (2 x 50% each) | \$ 141,500 |
|--------------------------|------------|

OPERATING COSTS



Variable Costs (per average annual flight hours)

| | |
|---------------------------------|-----------|
| • Fuel | \$ 47,500 |
| • Scheduled Maintenance (parts) | \$ 16,500 |
| • Dynamic Components | \$ 75,000 |
| • Engine Overhaul Reserve | \$ 41,000 |
| • Avionics Maintenance Reserve | \$ 10,000 |

Fixed Costs

| | |
|---------------------------------------|------------|
| • Training and Flight Checks | \$ 162,500 |
| • NVG Training and Maintenance | \$ 54,000 |
| • HERO 1 Helicopter - | \$ 936,000 |
| • Hangar Facilities, Utilities, Taxes | \$ 60,000 |
| • Liability/Hull Insurance Premium | \$ 73,000 |

STAFF



Current

- 16 Staff
- 11.9 Full-time Equivalents

The existing staff are meeting the needs of the program, therefore no additional hiring is anticipated.

NEGATIVE IMPACTS



- Local HERO has been warned that continued landings at the Firehall 1 parking lot will result in prosecution and possible fines of \$30,000 for each medevac landing.
- To avoid prosecution, time-sensitive critical patients will have to be transferred by ambulance from HERO's airport helipad to the hospital.
- Patient transports declined due to size and/or weight.
- In the current economy of low oil prices, soliciting donations is more challenging.
- USD foreign exchange rates remain high.

POSITIVE HAPPENINGS



- Recognition by media and local businesses has raised public awareness of Local HERO's contributions to search and rescue, evacuation and medevac during the May fires.
- CRA charity status was achieved in August 2016, allowing Local HERO to seek additional funding by donation, fundraisers and lotteries. Save the date for HERO's first charity fundraising event on March 4, 2017.
- Transport Canada is using HERO's operation as the benchmark for new regulation governing the use of night vision goggles in commercial air transport.

**May 4 - Last stop
for available
medical supplies**



Patient evacuation transfer at Fire Bag Airport



MORE POSITIVES



- The excellent working relationship between HERO and the FMFD continues to utilize existing resources to keep program costs at a minimum while providing top-notch emergency medical services to our clients.
- HERO continues to provide industry leading personnel and equipment at the lowest comparable cost in Canada, including no fee backup helicopters with multi-dispatch capacity.
- A similar medevac program in Winnipeg using a much older helicopter costs Manitoba tax payers \$12.6 million/year more than Local HERO's operating budget.

QUESTIONS?



PRESENTATION TO COUNCIL

Vista Ridge

November 28,
2016



VISTA RIDGE OPERATIONS FIRE IMPACTED



- Scope of planned capital projects changed.
- \$1.25M in damage to the facilities from fire.
- Golf course scope changes due to land lease delays and fire.
- Slope stabilization is a key concern.
- Lost more than 25 years of experience among staff.
- Operating budget down 20% visits for 2016-2017 and will need a subsidy in order to maintain service levels.

PRIORITIES AT VISTA RIDGE



- Immediate goal is to be there and provide a facility where people can enjoy normalcy in their lives.
- Modify the operational plan and the capital project scope to reflect our new realities.
- Reduce season pass prices to help healing.
- Continue to work toward our ultimate goal of a fully self-sufficient “all seasons” facility.

SNOWMAKING BOOSTER PUMPHOUSE

- The booster pumphouse was a total loss.



- Rebuilt with provision to install pumps.



TUBE PARK WAS A TOTAL LOSS

- Tube Park was the hardest-hit area.



- New hut with deck at the top of the park.



FIRE DAMAGE (cont'd)

- Tube park carpet lift and lights destroyed.



- Snowmaking pedestals and lights.



CAPITAL 2009-2016 RMWB



- 2009 - Lodge expansion
- 2011 - Bison chairlift and snowmaking
- 2012 - Riblet chairlift replacement
- 2013 - Adventure Park
- 2014 - New conveyor lift and garage
- 2015 - Activities (Frisbee Golf, Pump Track)
- 2016 - Fire-related projects

PROJECTS STARTED OR PLANNED



- Base area development was to include a number of projects (non-revenue generating)
- Mini-putt 12-hole RMWB-themed course (in rink)
- Kids trampoline-style play centre (in rink)
- Pump Track on skate park
- Nature-based playscapes and parkour
- Bike skills park
- Frisbee golf course

WILDPLAY WOOD BUFFALO PARK

- New sign and planters at park entry.



- Playscape for younger guests.



ADDITIONAL ACTIVITIES COMPLETED

- Frisbee golf - easy family fun at no charge.



- Pump Track on skate park.



12-HOLE MINI PUTT COURSE

- A 12-hole mini putt course.

- The course and props are RMWB-themed.



NATURE-BASED PLAYSCAPE FEATURES

- A small, 35M zip line that conforms with CSA.



- Courses encourage climbing and balance.



“FLIP FACTORY” IN RINK TENT

- A kids' trampoline bag jump area incorporating a foam/air bag.



- Centre featuring multiple bouncing and play options.



BIKE SKILLS PARK



The bike skills park will create a transition from the pump track into cross country bike trails.



2016 PROJECTS AS APPROVED



2016 approved funding was based on the assumption that the golf course would be completed.

| 2016 Projects | RMWB | Notes |
|-------------------------|--------------------|---------------------------|
| 1. Paving & landscaping | \$500,000 | Assuming golf is complete |
| 2. Snowmaking upgrade | \$250,000 | Clearwater replacement |
| 3. Slope Stabilization | \$100,000 | Final year of program |
| 4. Final golf course | \$300,000 | Start-up & finish costs |
| | \$1,150,000 | |

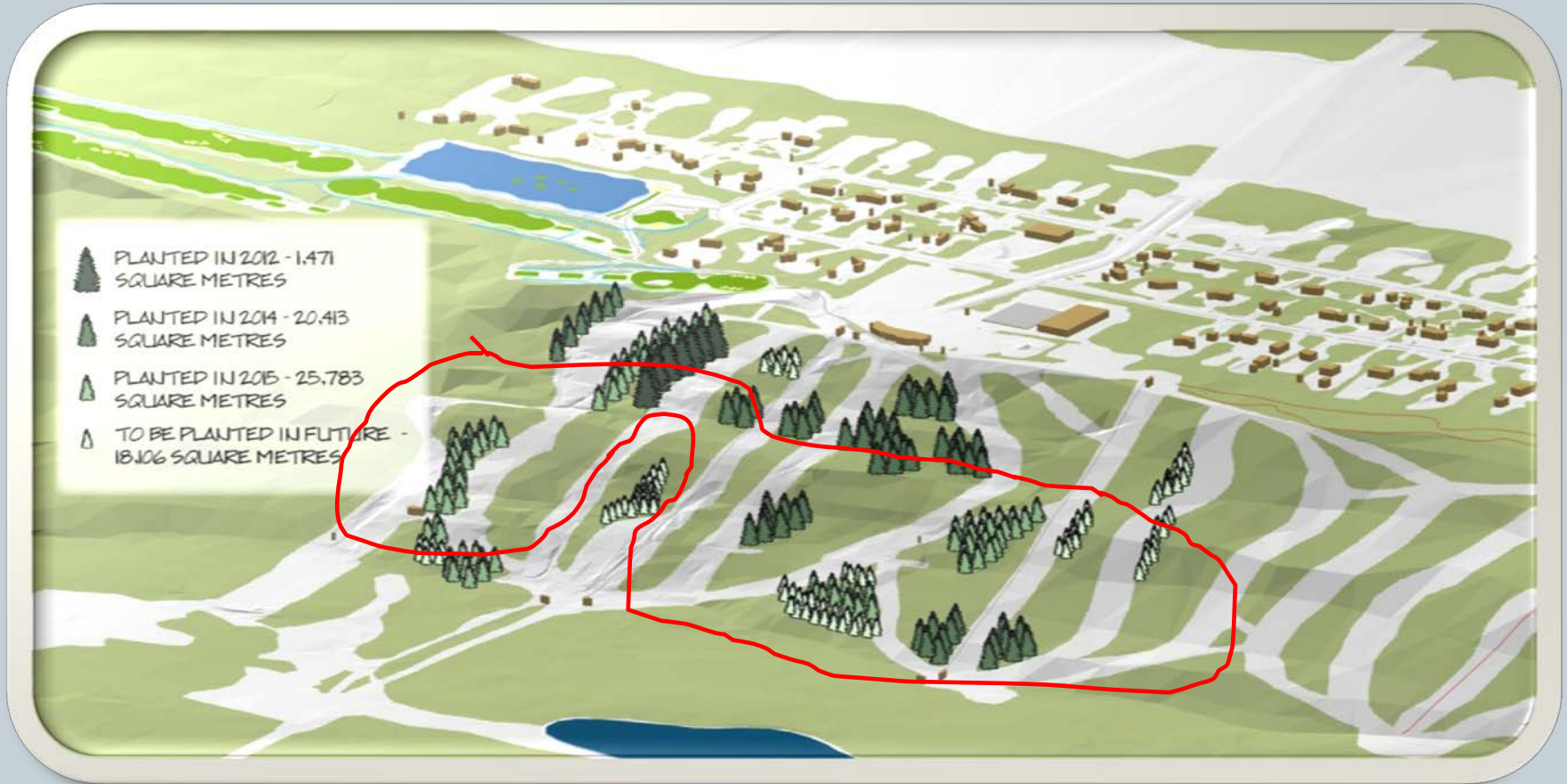
2017 PROJECTS REVISED



2017 total requested is the same as the 2016 amount placed on hold. Scope has changed due to the current circumstances.

| 2017 Projects | | |
|-----------------------------------|--------------------|-------------------------|
| 1. 2106 Projects completed | \$350,000 | Items 2 and 3 from 2016 |
| 2. Slope stability new program | \$175,000 | New program year 1 of 5 |
| 3. Golf course water supply | \$125,000 | New supply pump system |
| 4. Golf course fire scope changes | \$500,000 | New trees and gardens |
| | \$1,150,000 | |

FOREST SUCCESSION & STABILIZATION PLAN



LOWER SLOPES PRESENT STABILITY CONCERNS



NEW SLOPE STABILIZATION PROGRAM

- Above the Luge Trail planted and fenced.



- Area post-fire fences melted and trees burnt.



GOLF COURSE SCOPE & DESIGN CHANGES

- There are no salvageable trees for harvest in the golf area.



- Clearing and grubbing costs double. More landscaping and planting.



GOLF COURSE FEATURES AND SCHEDULE



- Land lease is complete (June 2016)
- Modification of existing water diversion licence
- Clearing, grubbing and burning winter 2016-2017
- RFP released December 2016
- Development permit application December 2016
- Construction summer 2017
- Grow in summer 2018 and possible soft opening.

2018-2019 ANTICIPATED CAPITAL PROJECTS



- Possible golf cost increases due to fire-related circumstances and construction delays.
- Cross country bike trails, ski trails and lodge upgrade.
- Construction of an admin and staff building as space in the main lodge becomes restricted.
- Onsite sewer upgrades to tie into Saprae Creek Sewer Program.
- Campsites for day camping.

OPERATING BUDGET 2016-2017



- The best case we could create, while retaining a full operation, was a loss of \$204,000.
- This included the existing annual funds received for utility subsidy, rink operation and Telus tower rent.
- A balanced budget is possible if we did not operate the Bison chair during the winter (savings on snowmaking, operating and grooming).

VISTA RIDGE IN THE FUTURE



- A safe, affordable, self-sustaining year-round family recreation area after 2018.
- A stable core workforce of year-round employees.
- A balance of revenue-generating activities and family fun activities, making a self-sufficient operation.
- A world-class family recreation centre worthy of its place in Wood Buffalo's recreation scene.

PRESENTATION TO COUNCIL

November 28, 2016

Nick Parkinson
President and CEO
YMCA of Northern Alberta
Wood Buffalo Region



*Building healthy
communities*

YMCA OF NORTHERN ALBERTA

- The YMCA of Northern Alberta is a mission-driven and values-based **charity**.
- The YMCA is proud to have been serving Wood Buffalo for many years, delivering fitness, health, recreation, childcare, and community and housing outreach programs.
- On June 30, 2015, the YMCA of Wood Buffalo formally merged with the YMCA of Northern Alberta.



2016 RECOVERY RESPONSE

- July/August – more than 1,300 children and youth attended free YMCA Summer Day Camps
- Free access for the entire community to Westwood Family YMCA during August
- Free access to Eagle Ridge Youth Centre and weekend access to Westwood from July-December
- Development of a Youth Centre at Westwood
- Team of YMCA Wellness workers to assist our staff, children, youth, families and the community at large recover from the impact of the fires.



WESTWOOD FAMILY YMCA

- The Westwood Family YMCA's programs and services continue to provide essential health and recreational services and act as a community gathering place.
- The Westwood YMCA sees more than 150,000 visits and serves more than 6,200 members annually.



MUNICIPAL FINANCIAL SUPPORT

Over the past five years, the Municipality's operating support has allowed us to remain viable by covering operating costs, including preventative maintenance.

2012 - \$150,000

2013 - \$150,000

2014 - \$170,000

2015 - \$200,000

2016 - \$225,000 Westwood, \$420,000 Eagle Ridge

2017 - \$225,000 and \$420,000 (requested)



2017 WOOD BUFFALO REGION

DRAFT OPERATING BUDGET

Revenue

| | |
|----------------------------------|---------------------|
| YMCA Child Care Programs | \$ 4,853,000 |
| YMCA Community Programs | \$ 3,141,000 |
| Westwood YMCA | \$ 1,855,000 |
| RMWB Contribution – Westwood | \$ 225,000 |
| Eagle Ridge Community Centre | \$ 279,000 |
| RMWB Contribution – Eagle Ridge | <u>\$ 420,000</u> |
| Total Association Revenue | \$10,773,000 |

2017 WOOD BUFFALO REGION

DRAFT OPERATING BUDGET (cont'd)

Expenses

| | |
|------------------------------|----------------------------|
| YMCA Child Care | \$ 4,537,000 |
| YMCA Community Programs | \$ 2,929,000 |
| Westwood YMCA | \$ 1,940,000 |
| Eagle Ridge Community Centre | \$ 663,000 |
| Total Expenses | <u>\$10,069,000</u> |

| | |
|---|----------------------------|
| Operating Contribution – direct expenses | \$ 704,000 |
| Association Services Overhead | <u>(\$ 906,000)</u> |
| Net Operating Contribution | <u>(\$ 202,000)</u> |
| Association Capital Reinvestments | <u>(\$ 120,000)</u> |



WESTWOOD FAMILY YMCA

PROPOSED 2017 OPERATING BUDGET

Revenue

| | |
|--------------------------|--------------------|
| Westwood Family YMCA | \$1,855,000 |
| RMWB Contribution | <u>\$ 225,000</u> |
| Total Revenue | \$2,080,000 |

Expenses

| | |
|---|---------------------|
| Personnel Costs | \$1,340,000 |
| Operating Costs | <u>\$ 600,000</u> |
| Total Expenses | \$1,940,000 |
| Operating Contribution – direct expenses | \$ 140,000 |
| Association Services Overhead | <u>(\$ 174,000)</u> |
| Net Operating Contribution | (\$ 34,000) |
| Association Capital reinvestment | <u>(\$ 100,000)</u> |
| | (\$ 134,000) |



EAGLE RIDGE COMMUNITY CENTRE

Background:

- September 2015 - Community Centre Programs launched to the public
- Programming consisted of:
 - ✓ Children/Youth - Drop-in Centre, Sports and Fitness, Homework Club
 - ✓ Family Programs – Parent and Child “Snack and Chat,” Birthday Parties
 - ✓ Group Fitness classes
 - ✓ Group Room Rentals

EAGLE RIDGE COMMUNITY CENTRE (cont'd)

- Funding from the Municipality is ONLY used for the Community Multi-Purpose Program Space (not Child Care Operations)
- Programming remains flexible to respond to community needs - need a full year of operations
- We continue to focus our energies on optimizing the programs and services in the Community Multipurpose Program Space

EAGLE RIDGE

PROPOSED 2017 OPERATING BUDGET

Revenue

| | |
|-----------------------------------|------------------|
| YMCA Programs and Facility Rental | \$279,000 |
| RMWB Contribution | <u>\$420,000</u> |
| Total Revenue | \$699,000 |

Expenses

| | |
|-----------------|------------------|
| Personnel Costs | \$420,000 |
| Operating Costs | <u>\$243,000</u> |
| Total Expenses | \$663,000 |

| | |
|---|--------------------|
| Operating Contribution – direct expenses | \$ 36,000 |
| Association Services Overhead | <u>(\$ 63,000)</u> |
| Net Operating Contribution | (\$ 27,000) |



WOOD BUFFALO REGION REQUEST

The YMCA is requesting operating support in 2017 for two aspects of our program and service delivery.

Total 2017 Funding Request

| | |
|--------------------------------|------------------|
| Westwood Family YMCA – renewal | \$225,000 |
| Eagle Ridge Community Centre | <u>\$420,000</u> |
| | \$645,000 |

NOTE: Request consideration be given to an additional \$100,000 to support the major restorative work at the Westwood Family YMCA.

regional recreation
CORPORATION
of wood buffalo

Presentation to Council

November 2016

Presenters:

Allan Grandison, RRC Board of Directors
Annette Antoniak, RRC Chief Executive Officer
Maureen Gravelle, Interim RRC Chief Financial Officer

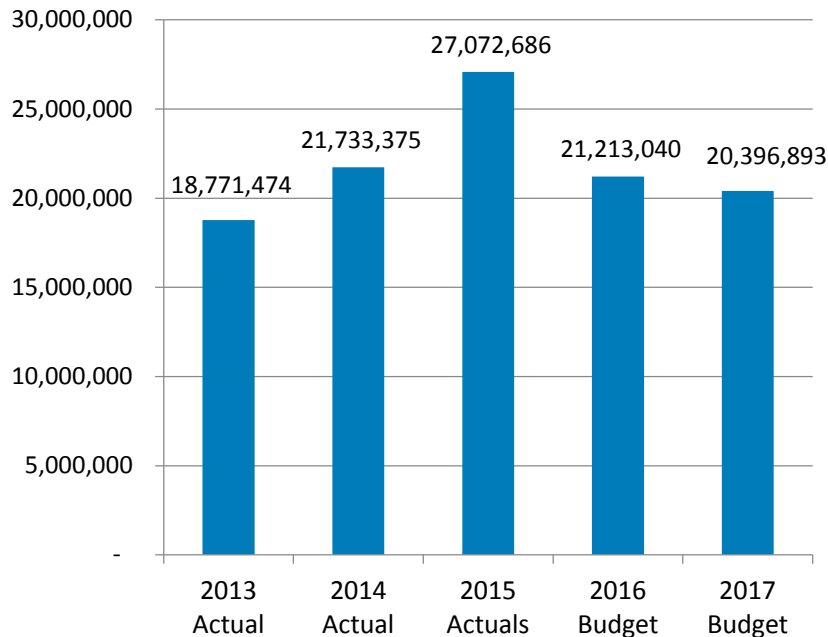
Mandate and Programs

- The current mandate of the Regional Recreation Corporation of Wood Buffalo is to:
 - advance, promote and encourage recreational, cultural and social activities and events for the benefit of residents of the RMWB;
 - operate existing and future recreational facilities and cultural facilities to serve the cultural, recreational and social needs of the residents of the RMWB.
- Programming includes: fitness, aquatics, golf, dance, visual arts, and events

Operating Request

Revenue

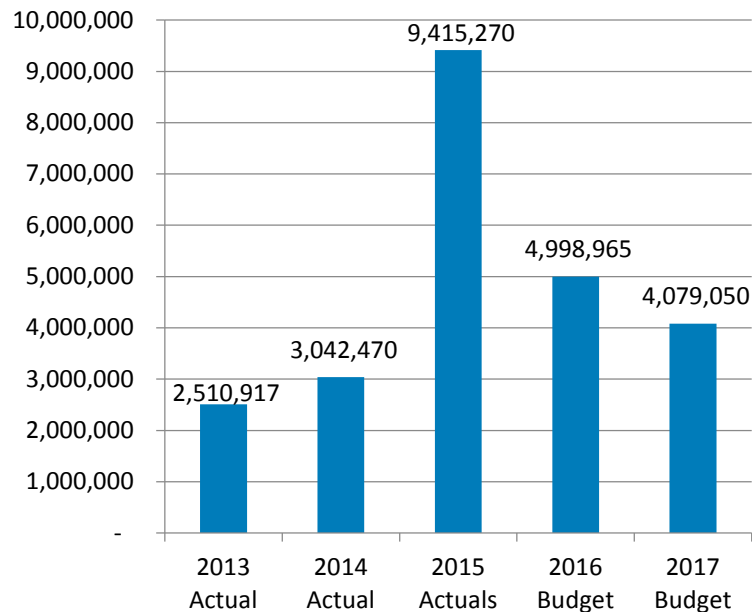
Total Revenue



- Slight decrease (-4%) to 2016 budget
- Conservative zero-based budget approach taken for anticipated events and changes to economic conditions

Direct Costs

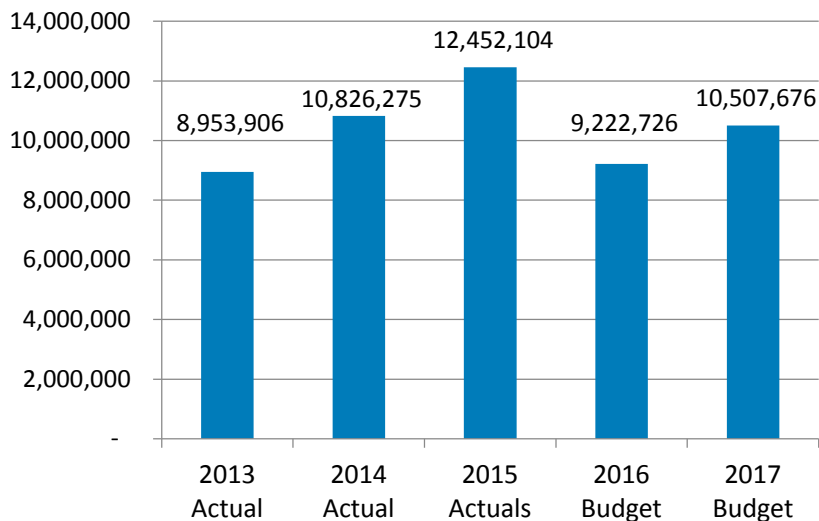
Direct Costs



- Decrease of (-18%) correlated to decreased revenue for events and focus on inventory management

Operating Expenses - Other

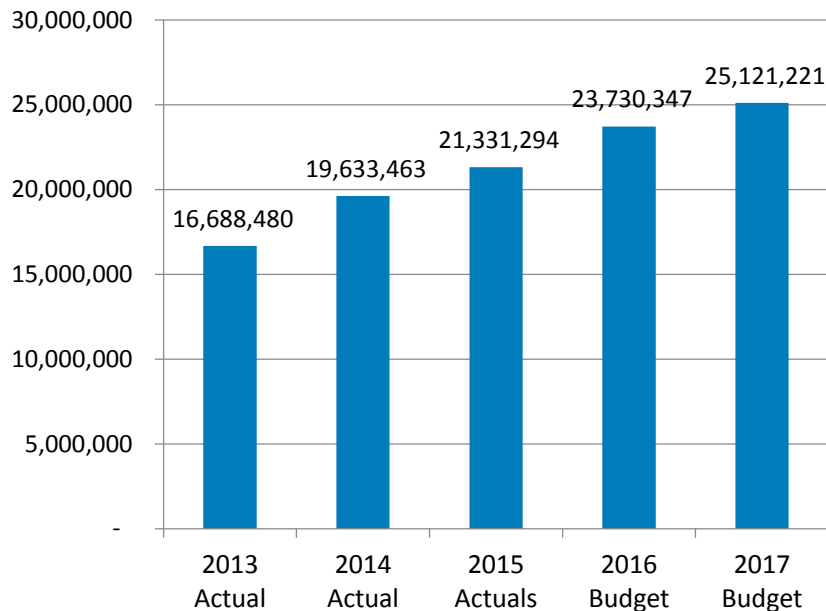
Operating Expenses - Other



- Majority of increase relates to full year operation of Fort Chipewyan Aquatic Centre
- Slight increase in scope at MacDonald Island Park location due to Shell Place warranty expiring

Wages and Benefits

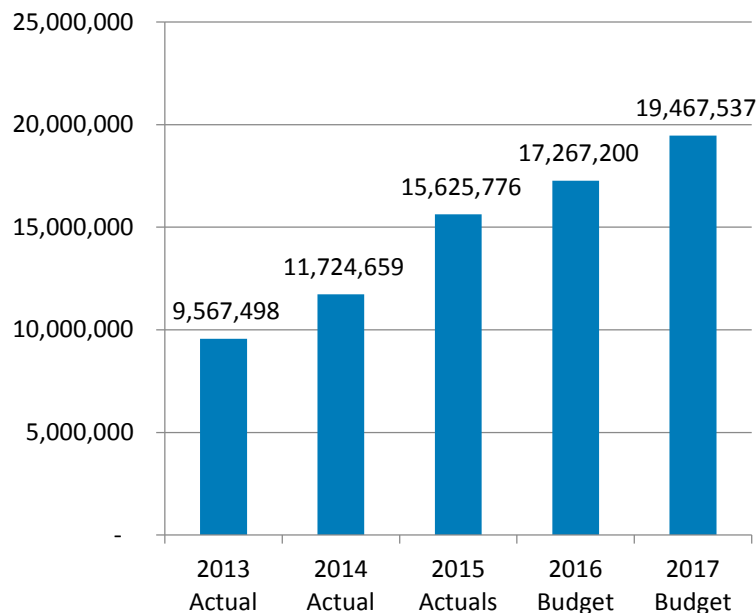
Wages and Benefits



- CUPE 4% wage increase
- Increase for Fort Chipewyan Aquatic Center, 5FT and 18PT

Subsidy Request

RMWB Subsidy

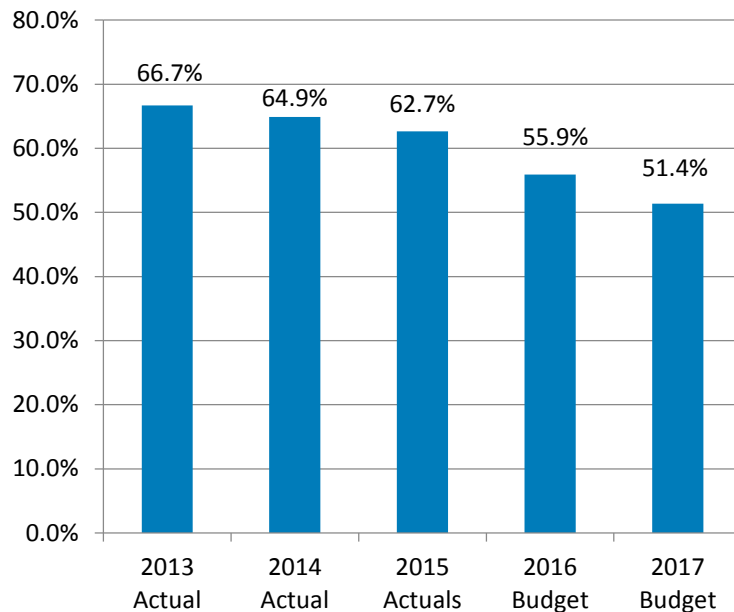


- Subsidy request has increased 13% relative to 2016
- Request per facility:
 - MacDonald Island Park \$14,928,376 (+1%)
 - Anzac \$1,201,309 (-13%)
 - Fort Chipewyan \$3,337,850 (+214%)

Cost Recovery

- Cost recovery impacted significantly by Fort Chipewyan Aquatic Centre

Cost Recovery %



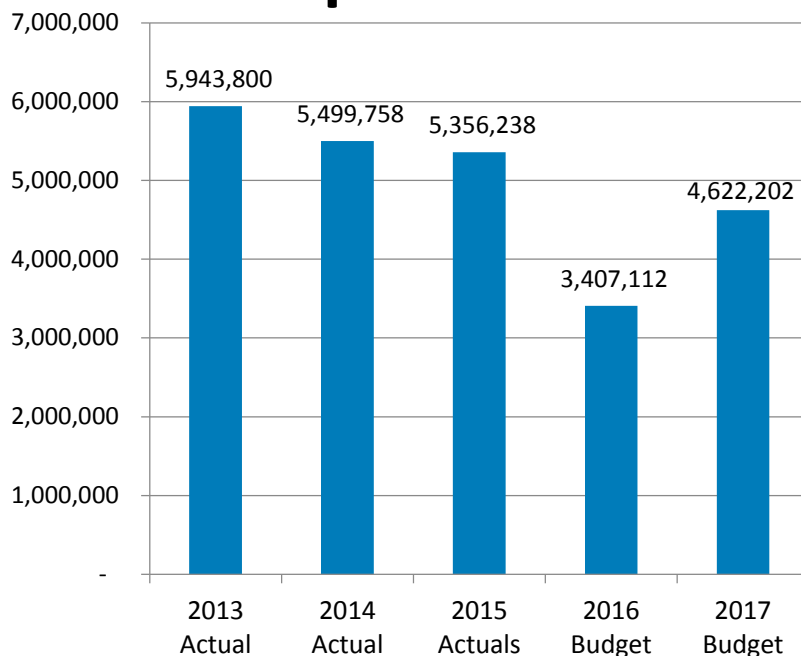
Approval of 2017 Operating Budget

- The RRC Board of Directors approved the following motion on September 19 , 2016:
 - THAT the RRC Board approves the RRC 2017 Operating Budget Request

Capital Request

Capital Budget

Capital Grant



- Capital Projects included are required for safety, operational efficiencies, customer satisfaction and improving life expectancies of the facilities.
- Projects include an elevator replacement and safety stops, server replacement, cross-trainers, grounds equipment

Approval of 2017 Capital Budget

- The RRC Board of Directors approved the following motion on July 25, 2016:
 - THAT the RRC Board approves the RRC 2017 Capital Budget Request as presented

The logo for Regional Recreation Corporation of Wood Buffalo is positioned on the left side of the slide. It features a vertical green line to the left of the text. The text is arranged in three lines: "regional recreation" in a medium blue sans-serif font, "CORPORATION" in a bold, dark blue sans-serif font, and "of wood buffalo" in a green italicized sans-serif font. The background of the slide is white with large, abstract shapes in blue and green. A dark blue shape is at the top right, a medium blue shape is at the top left and middle right, and a green shape is at the bottom left.

regional recreation
CORPORATION
of wood buffalo

2017 Proposed Operating Budget

Maintaining the Foundation for
Today and the Future

November 29, 2016

Presenters: Elsie Hutton, CFO
Linda Ollivier, Director of Financial Services

2017 Budget Development Work Plan

- Work Plan accepted by Council – September 13, 2016
- Budget Presentation to Council – November 1, 2016
- Council Budget Review Workshops rescheduled to discuss the proposed 2017 Budget – November 28 – December 3, 2016
- Budget presentation to Council for consideration – December 13, 2016

2016 Budget Update

- Third quarter status update indicates a deficit
- 2016 Budget reductions of \$30M
- 30 vacant FTE reduction
- All 2016 tax rates established at 2% less than 2015 rates
- Wildfire tax relief program estimated at \$3.4M
- Other relief programs
- No penalties on unpaid 2016 property taxes until January 2017

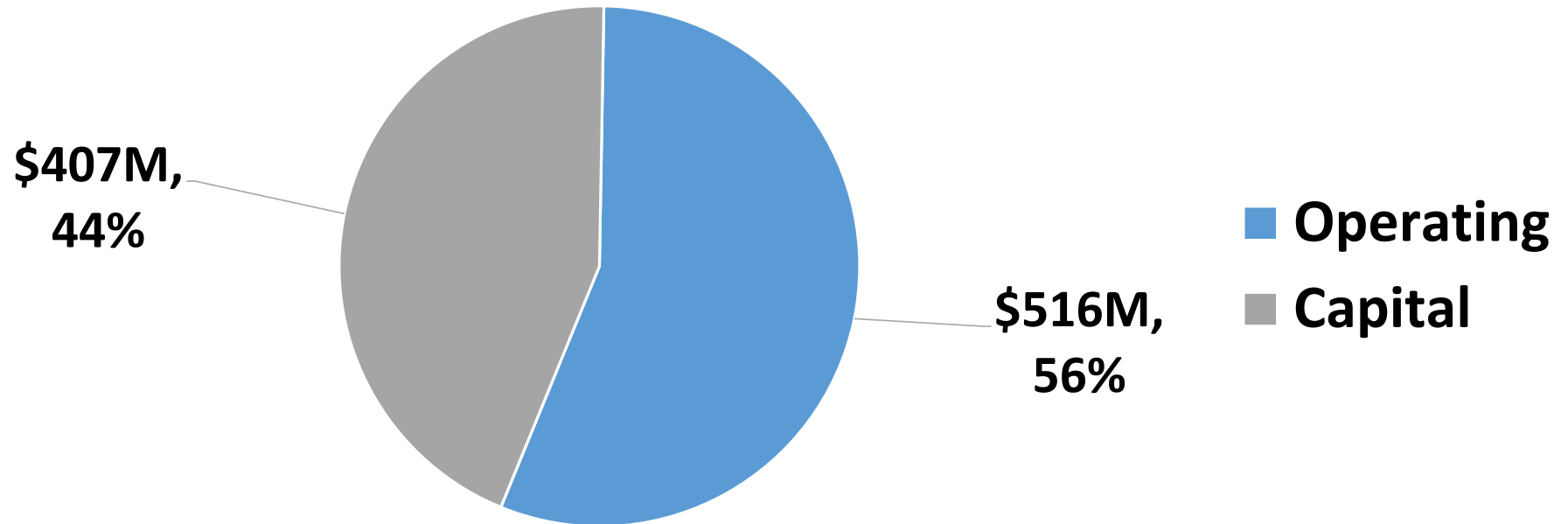
2017 Proposed Budget

- Impact of current economic situation
- Future assessment projections
- Proposed Bill 21 amendments
- Inclusion of Wood Buffalo Recovery Task Force budget
- Mayor and/or Councillor Requests
- Funding for 2016 Operating Deficit
- No new Provincial funding
- DCAO All Staff Message

2017 PROPOSED BUDGET AND 2018 - 2019 FINANCIAL PLANS

2017 Proposed Operating and Capital Budget

Total 2017 - \$923M



*Includes Public Art Commitment

2017 Proposed Operating Budget Analysis

| | (\$M) |
|--|-------|
| Operating Revenue | 851.3 |
| Operating Expense | 515.7 |
| Funding available for transfer for capital purposes/2016 deficit reduction | 335.6 |
| Transfer for capital purposes/2016 deficit reduction | 335.6 |
| Balanced Budget | - |

2017 Proposed Operating Budget Analysis

| Revenue | 2016 (\$'M) | 2017 (\$'M) | Change (\$'M) |
|--------------------------------|----------------|----------------|------------------|
| Taxes | 766.1 | 750.9 | (15.2) |
| Grants in lieu (taxes) | 0.7 | 0.7 | (0.0) |
| Sales to Other Governments | 3.5 | 3.3 | (0.2) |
| Sales of Goods & Services | 56.1 | 50.7 | (5.4) |
| Other Revenue from Own Sources | 34.5 | 30.2 | (4.3) |
| Grants | 14.8 | 15.5 | 0.7 |
| Other Transfers | 1.1 | 0.0 | (1.1) |
| TOTAL | 876.8 | 851.3 | (25.5) |

Property Taxation Revenue

- Assessment changes will impact property tax revenue
- Current tax rate ratio is grandfathered
- Declaration of assessment roll in 2017 will present critical information

Municipal Tax Calculation

Assessment x Municipal Tax Rate = Municipal Tax Levy

Property Taxation Revenue Projection

- Decline in market values will result in a loss of municipal property tax revenue unless tax rates increase
- Losses due to wildfire
- Reduction in linear assessment due to cost changes
- Non-residential tax rates cannot be increased unless residential tax rates are increased to maintain grandfathered ratio

Machinery & Equipment Revenue Projection

- Assessment base decrease forecast
- Risk of not realizing assessment growth due to construction projects being suspended or delayed
- Continued risk of assessment appeals

2016 Assessment Appeal Update

- 2016 appeals of approximately \$101M
- \$36M contingency budgeted for 2016
- Estimated shortfall of \$41M

| Timing | Amount (\$'M) |
|---|---------------|
| 2015 Shortfall | 22 |
| 2016 Anticipated Appeals (less contingency) | 19 |
| 2016 Shortfall | 41 |

Assessment Appeal Allowance

- 5% contingency for Machinery & Equipment class
- 3% contingency for all other classes
- Significant potential exposure to 2016 and prior assessment appeals that are not resolved
- Full exposure not funded due to order of magnitude and uncertainty of risk

2017 Proposed Operating Budget Comparison

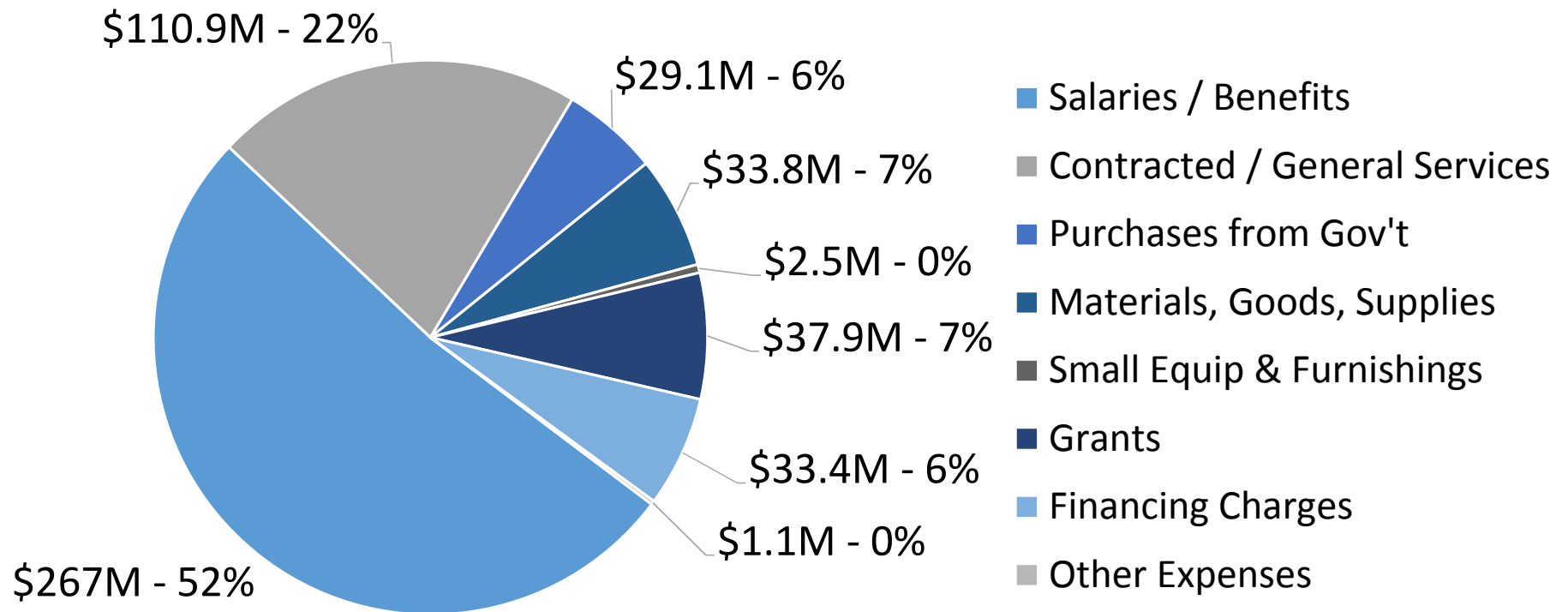
| Expenses | 2016 (\$'M) | 2017 (\$'M) | Change (\$'M) |
|----------------------------------|----------------|----------------|------------------|
| Salaries / Benefits | 259.2 | 267.0 | 7.8 |
| Contracted / General Services | 108.0 | 110.9 | 2.9 |
| Purchases from other Governments | 28.1 | 29.1 | 1.0 |
| Materials, Goods, Supplies | 38.9 | 33.8 | (5.1) |
| Small Equipment & Furnishings | 3.2 | 2.5 | (0.7) |
| Grants | 41.7 | 37.9 | (3.8) |
| Financial Service Charges | 30.3 | 33.4 | 3.1 |
| Other Expenses | 1.1 | 1.1 | 0.0 |
| TOTAL | 510.5 | 515.7 | 5.2 |

2017 Proposed Operating Budget Comparison

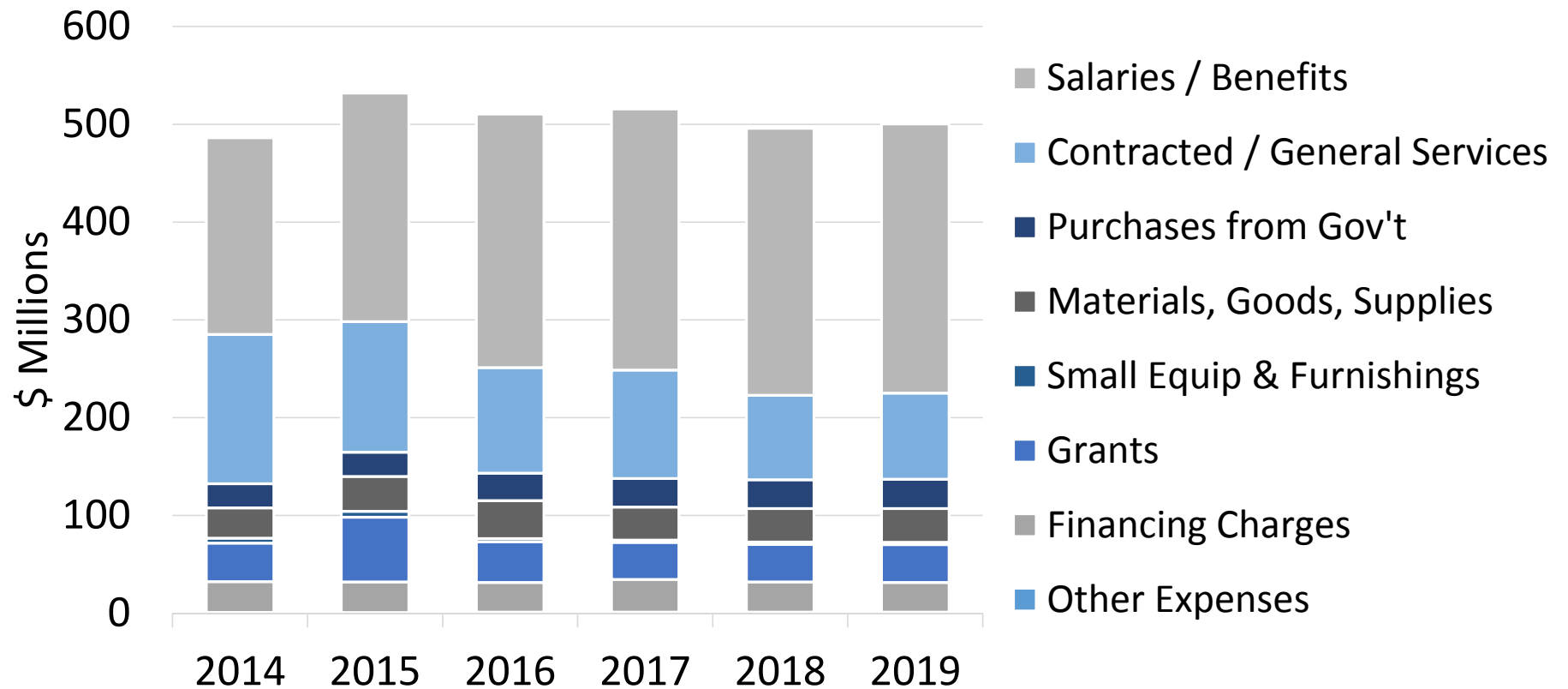
| Expenses | 2016 (\$'M) | 2017 (\$'M) | Change (\$'M) |
|--|----------------|----------------|------------------|
| Total Operating Expenses | 510.5 | 515.7 | 5.2 |
| Transfer to Capital / 2016 Deficit Reduction | 366.3 | 335.6 | (30.7) |
| Total Operating Budget | 876.8 | 851.3 | (25.5) |

2017 Proposed Operating Budget

Expenses Summary = Total \$515.7 M



Operating Budget & Financial Plan Trend



2017 PROPOSED BUDGET PERSONNEL

2016 Personnel Update

- 30 vacant FTE reduction achieved
- Evaluation of vacant positions continuing
- Reassignment of vacant positions based on priority

*FTE-Full Time Equivalent

2017 Personnel Budget (FTE) Principles

- No additional FTE's in 2017
- Evaluation of vacant positions continuing
- Reassignment of vacant positions based on priority
- Negotiated CUPE union increase included
- IAFF union increase budgeted as contingency
- Exempt Pay for Performance increase budgeted as contingency
- Budgeted FTE's meet current level of services/programs

Other Efficiency Initiatives

- Staff engagement to identify other areas for cost reductions and efficiencies
- Ongoing review of programs/services scenarios to respond to potential future challenges

Budget Deliberations – Next Steps

- Council Budget Workshops
- Community Investment Program Presentations
- Departmental Operating Budget Presentations
- Departmental Capital Budget Presentations
- Budget Deliberations

2017 Proposed Operating Budget

Maintaining the Foundation for
Today and the Future

November 29, 2016

Presenters: Elsie Hutton, CFO
Linda Ollivier, Director of Financial Services

2017 Proposed Budget

Division: Planning & Regional Development

Department: Planning & Development

Director: Jamie Doyle

Department Operations at a Glance

Department Operations at a Glance

Department Mandate:

Planning and Development department provides professional land use planning and development services advice to meet the needs of our internal and external stakeholders.

Department Operations at a Glance

What We Do:

Planning and Development provides professional land use planning and development services advice to meet the needs of our internal and external stakeholders.

Our key services are:

- Long range statutory planning (5-10 years), Census, projections and research
- Land development planning, subdivisions and enforcement
- Construction permitting and inspections

Department Operations at a Glance

What is the plan for 2017

Goal # 4 of the Strategic Plan - Building an Effective Land Strategy through a renewed planning approach that will efficiently and effectively align current planning documents such as:

- Accurate socioeconomic data/population projections;
- Housing Strategy;
- Area Structure Plans;
- Updated Municipal Development Plan;

Department Operations at a Glance

What is the plan for 2017 cont'd:

- Refreshed Fringe Area Study;
- Land Use Bylaw rewrite;
- Development Control & Permitting;
- Subdivision management;
- Safety Codes review, permitting and inspections; and
- Enhanced development enforcement and compliance.

Department Operations at a Glance

Resources Required:

2017 Proposed Operating budget for Planning and Development is \$9.7M net. There is a net increase of \$1.7M over the 2016 Amended Operating Budget. The main reasons are:

- Increase in Salaries, Wages & Benefits \$2.0M
- Decrease in Contracted & General Services \$0.3M

No additional Full Time Employee requests for 2017.

Operating Budget

Operating Budget

| | 2016 Amended Operating Budget | 2016 Operating Projection* | 2017 Proposed Operating Budget | Change 2016 Amended Budget vs 2017 Proposed Budget | | Operating Financial Plan | |
|-------------------|--|----------------------------------|---|---|-----|--------------------------------|-------------|
| | | | | | | 2018 | 2019 |
| | \$ | \$ | \$ | \$ | % | \$ | \$ |
| Revenue | 5,464,000 | 2,901,483 | 15,170,200 | 9,706,200 | 178 | 5,120,895 | 5,274,020 |
| Expenses | 13,421,000 | 12,089,024 | 24,831,500 | 11,410,500 | 85 | 14,847,918 | 14,864,670 |
| Surplus (Deficit) | (7,957,000) | (9,187,541) | (9,661,300) | 1,704,300 | | (9,727,023) | (9,590,650) |

*as at September 30, 2016

Personnel Budget

Personnel Budget

2017 Personnel Cost

| 2016 Approved Budget (\$) | 2016 Projection * (\$) | 2017 Proposed Budget (\$) | Change 2016 Approved Budget vs 2017 Proposed Budget (\$)(%) | |
|------------------------------|---------------------------|------------------------------|---|----|
| 11,729,100 | 11,494,233 | 13,743,200 | 2,014,100 | 17 |

2017 Number of FTEs

| 2016 Actual FTEs * (#) | 2016 Vacancies* (#) | 2017 Proposed FTEs (#) | Change 2016 Actual FTEs vs 2017 Proposed FTEs (#)(%) | |
|---------------------------|------------------------|---------------------------|--|---|
| 86 | 8 | 86 | 0 | 0 |

*as of September 30,
2016

Questions

2017 Proposed Budget

Division: Planning & Regional Development

Department: Land Administration

Director: Keith Smith

Department Operations at a Glance

Department Operations at a Glance

Department Mandate:

- The Land Administration Department manages all municipal land and facility real estate interests. The Department is responsible for the acquisition of land for capital infrastructure projects, disposition of real estate interests and leasing of land and facilities. The Industry Relations Branch expands working relationships with the natural resource extraction sector, development industry, business leaders, educators and government representatives. With this, the economic climate is monitored and projections for future growth are developed.

Department Operations at a Glance

What we do:

- Managing the Municipality's real estate portfolio and leasing of municipal facilities
- Municipal Growth Forecasts
- Establish, maintain and improve relationships with industry

Department Operations at a Glance

What is the Plan for 2017:

- Marketing Strategy for Saline Creek
- Plan B for former Sports & Entertainment Centre Lands
- Acquisition of property for Capital Projects
- Secure a tenant for Snye Point Café
- Continue to support the Rural Water and Sewer Project
- Continue to lead the Contaminated Sites Program and Cross Functional Facilities Team

Department Operations at a Glance

What is the Plan for 2017 (cont'd)

- Revise the population projections with Government of Alberta and industry representatives
- Re-visit Council motion that directs the RMWB to intervene in oil sands projects (Resolution 198/06)
- Establish, maintain and improve relationships with industry

Department Operations at a Glance

Resources Required

- Operating Budget of \$8.2M

Operating Budget

Operating Budget

| | 2016 Amended Operating Budget | 2016 Operating Projection* | 2017 Proposed Operating Budget | Change 2016 Amended Budget vs 2017 Proposed Budget | | Operating Financial Plan | |
|-------------------|--|----------------------------------|---|---|-----|--------------------------------|-------------|
| | | | | | | 2018 | 2019 |
| | \$ | \$ | \$ | \$ | % | \$ | \$ |
| Revenue | 650,000 | 859,700 | 926,000 | 276,000 | 42 | 935,200 | 944,400 |
| Expenses | 9,712,093 | 9,205,199 | 9,076,650 | (635,443) | (7) | 9,143,775 | 9,217,635 |
| Surplus (Deficit) | (9,062,093) | (8,345,499) | (8,150,650) | (911,443) | | (8,208,575) | (8,273,235) |

*as at September 30, 2016

Personnel Budget

Personnel Budget

2017 Personnel Cost

| 2016 Approved Budget (\$) | 2016 Projection * (\$) | 2017 Proposed Budget (\$) | Change 2016 Approved Budget vs 2017 Proposed Budget (\$)(%) | |
|------------------------------|---------------------------|------------------------------|---|----|
| 3,033,593 | 3,122,286 | 3,028,700 | (4,893) | 0% |

2017 Number of FTEs

| 2016 Actual FTEs * (#) | 2016 Vacancies* (#) | 2017 Proposed FTEs (#) | Change 2016 Actual FTEs vs 2017 Proposed FTEs (#)(%) | |
|---------------------------|------------------------|---------------------------|--|----|
| 21 | - | 20 | (1.0) | 5% |

*as of September 30,
2016

Questions

2017 Proposed Budget

Division: Planning & Regional Development

Department: Economic Development

Director: Keith Smith (Acting)

Department Operations at a Glance

Department Operations at a Glance

Department Mandate:

- Economic Development facilitates the development and implementation of the region's economic development strategies while striving to be responsive to the economic interests and needs of the region. They support creation of a sustainable and diverse business environment.

Department Operations at a Glance

What we do:

- Facilitates the development and implementation of a regional economic development strategy that is responsive to the interests and needs of stakeholders throughout the Wood Buffalo region. The department supports the creation of a sustainable business environment through innovative business attraction, development and retention strategies that support a growing and developing region.

Department Operations at a Glance

What is the Plan for 2017

- Implementation of Business and Economic Recovery Plan
- Investor and Developer Attraction
- Business Retention, and Expansion Initiatives
- Rural Economic Programming
- Advance Sports Tourism Initiative
- Establish Departmental Disaster Preparedness Plan

Department Operations at a Glance

Resources Required

- Operating Budget of \$2.3M

Operating Budget

Operating Budget

| Economic Development | 2016 Amended Operating Budget | 2016 Operating Projection* | 2017 Proposed Operating Budget | Change 2016 Amended Operating Budget vs 2017 Proposed Operating Budget | | Operating Financial Plan | |
|----------------------|-------------------------------|----------------------------|--------------------------------|---|------|--------------------------|-------------|
| | | | | | | 2018 | 2019 |
| | \$ | \$ | \$ | \$ | % | \$ | \$ |
| Revenues | 108,000 | 247,839 | 20,000 | (88,000) | (81) | 20,200 | 20,400 |
| Expenses | 2,230,949 | 1,979,587 | 2,299,400 | 68,451 | 3 | 2,307,375 | 2,315,435 |
| Surplus (Deficit) | (2,122,949) | (1,731,748) | (2,279,400) | 156,451 | | (2,287,175) | (2,295,035) |

*as at September 30, 2016

Personnel Budget

Personnel Budget

2017 Personnel Cost

| 2016 Approved Budget (\$) | 2016 Projection * (\$) | 2017 Proposed Budget (\$) | Change 2016 Approved Budget vs 2017 Proposed Budget (\$)(%) | |
|---------------------------|------------------------|---------------------------|---|------|
| 1,743,849 | 1,525,300 | 1,546,300 | (197,549) | (11) |

2017 Number of FTEs

| 2016 Approved FTEs * (#) | 2016 Vacancies* (#) | 2017 Proposed FTEs (#) | Change 2016 Approved FTEs vs 2017 Proposed FTEs (#)(%) | |
|--------------------------|---------------------|------------------------|--|-----|
| 11 | 1 | 10 | (1.0) | (9) |

*as of Sep 30, 2016

Questions

2017 Proposed Budget

Division: Community and Protective Services

Department: Community Services

Director: Carole Bouchard

Department Operations at a Glance

Department Operations at a Glance

Department Mandate:

- The Community Services Department (CSD), often coined “People Services,” has a rich history of providing a wide range of programs and services to Wood Buffalo’s residents. CSD provides quality programs and services through collaborative partnerships and strategic alliances with community groups, non-profit organizations and citizens. CSD builds capacity within the community to improve quality of life and strives to achieve the goal of building a future with opportunities for all.

Department Operations at a Glance

Department Summary:

1. Community Facilities and Investment (CFI) Branch

Provides grant funding to a number of community-based groups and non-profit organizations that are responsible for delivering various recreational, cultural and social programs and services. Strategically aligns with community partners to operate a variety of indoor community and recreation facilities.

2. Community Strategies (CS) Branch

Strategically aligns with the community partners to collaborate and develop the delivery of recreation, culture, and beautification related programs, events and services that improve quality of life in the region.

Department Operations at a Glance

Department Summary continued:

3. Neighbourhood and Community Development (NCD) Branch

Facilitates the development and sustainability of community-based organizations by leveraging resources to address areas of greatest need. NCD participates in research to identify social needs within the region in support of social policy planning and program development. NCD delivers public education, information, referral and direct services.

Department Operations at a Glance

Department Summary continued:

4. Rural Community Development (RCD) Branch

Coordinates with rural community organizations to provide relevant programming, and encourages social and community development. RCD builds relationships in the Municipality's rural areas; manages day-to-day operations of the rural contact offices (Anzac, Janvier, and Conklin) ensuring resident's region-wide receive excellent customer service. RCD provides an open and ongoing dialogue between the Municipality and rural community leadership groups.

Department Operations at a Glance

Resources Required:

- The 2017 Proposed Operating Budget for Community Services is \$45.0M, representing a decrease in spending of \$3.1M from the 2016 Amended Operating Budget, which is mainly due to a reduction in External Contracted Services, as well as some Grants that were paid out in 2016, that are not anticipated for 2017.

Operating Budget

Operating Budget

| | 2016 Amended Operating Budget | 2016 Operating Projection* | 2017 Proposed Operating Budget | Change 2016 Amended Budget vs 2017 Proposed Budget | | Operating Financial Plan | |
|-------------------|--|----------------------------------|---|---|-----|--------------------------------|--------------|
| | | | | | | 2018 | 2019 |
| | \$ | \$ | \$ | \$ | % | \$ | \$ |
| Revenue | 6,622,500 | 6,881,643 | 6,689,000 | 66,500 | 1 | 6,756,000 | 6,823,600 |
| Expenses | 54,709,383 | 52,708,386 | 51,699,640 | (3,009,743) | (6) | 52,251,400 | 52,037,000 |
| Surplus (Deficit) | (48,086,883) | (45,826,743) | (45,010,640) | (3,076,243) | (6) | (45,495,400) | (45,213,400) |

*as at September 30, 2016

Personnel Budget

Personnel Budget

2017 Personnel Cost

| 2016 Approved Budget (\$) | 2016 Projection * (\$) | 2017 Proposed Budget (\$) | Change 2016 Approved Budget vs 2017 Proposed Budget (\$)(%) | |
|------------------------------|------------------------------|---------------------------------|---|---|
| 9,820,783 | 10,237,689 | 10,414,900 | 594,117 | 6 |

2017 Number of FTEs

| 2016 Actual FTEs * (#) | 2016 Vacancies* (#) | 2017 Proposed FTEs (#) | Change 2016 Actual FTEs vs 2017 Proposed FTEs (#)(%) | |
|---------------------------|------------------------|------------------------------|--|---|
| 69 | 4 | 68 | 1 | 1 |

*as of September 30, 2016



Thank You

2017 Proposed Budget

Division: Community and Protective Services

Department: Municipal Law Enforcement & RCMP Support
Services

Director: Kimberly Snow

Department Operations at a Glance

Department Operations at a Glance

Department Mandate:

- The Municipal Law Enforcement (MLE) and RCMP Support Services Department's mandate is to provide administrative support to both the Municipal Law Enforcement Officers as well as the RCMP officers. The Municipal Law Enforcement branch contributes to the overall safety and well-being of the community and its residents.
- The RCMP under contract to the Municipality, as the Police of Jurisdiction, is responsible for the preservation of peace, protection of life and property, prevention of crime and offences against the laws of Canada and the laws in force in the Province.

Department Operations at a Glance

What We Do:

Our key delivery services are

- MLE focusing on
 - Education, Request for compliance & Enforcement.
- MLE & RCMP Support
 - Customer Service internal/external, Support for Victims, Stakeholder Relations, administrative support.
- RCMP focusing on
 - General Policing/Patrol, Community Policing, Investigation Service, Crime prevention.

Department Operations at a Glance

What is the Plan for 2017:

Our Department will continue to focus on the 2016 Objectives; minor adjustments in the timelines are pending based on the Business Plan Review.

Department Operations at a Glance

Resources Required:

- 1) 2017 Proposed Operating Budget of \$47,671,500.
- 2) Revenue decrease of \$508,600 from 2016 Operating budget
- 3) In 2016 1 FTE positions were eliminated and no new FTE's are being requested in 2017.
- 4) Increase in Expenses of \$1,625,848.

Operating Budget

Operating Budget

| | 2016 Amended Operating Budget | 2016 Operating Projection* | 2017 Proposed Operating Budget | Change 2016 Amended Budget vs 2017 Proposed Budget | | Operating Financial Plan | |
|-------------------|--|----------------------------------|---|---|-----|--------------------------------|--------------|
| | | | | | | 2018 | 2019 |
| | \$ | \$ | \$ | \$ | % | \$ | \$ |
| Revenue | 6,904,400 | 6,144,100 | 6,395,800 | (508,600) | (7) | 6,461,300 | 6,525,400 |
| Expenses | 52,441,452 | 47,961,955 | 54,067,300 | 1,625,848 | 3 | 54,732,300 | 55,195,300 |
| Surplus (Deficit) | (45,357,052) | (41,817,855) | (47,671,500) | 2,134,448 | | (48,271,000) | (48,669,900) |

*as at September 30, 2016

Personnel Budget

Personnel Budget

2017 Personnel Cost

| 2016 Approved Budget (\$) | 2016 Projection * (\$) | 2017 Proposed Budget (\$) | Change 2016 Approved Budget vs 2017 Proposed Budget (\$)(%) | |
|------------------------------|---------------------------|------------------------------|---|---|
| 21,622,552 | 20,954,100 | 23,066,000 | 1,443,448 | 7 |

2017 Number of FTEs

| 2016 Actual FTEs * (#) | 2016 Vacancies* (#) | 2017 Proposed FTEs (#) | Change 2016 Actual FTEs vs 2017 Proposed FTEs (#)(%) | |
|---------------------------|------------------------|---------------------------|--|---|
| 173 | 17 | 173 | 0 | 0 |

*as of Sept. 30, 2016

Questions

2017 Proposed Budget

Division: Community and Protective Services

Department: Regional Emergency Services

Director: Darby Allen

Department Operations at a Glance

Department Operations at a Glance

Department Mandate:

- Provides emergency services to respond and mitigate emergencies that threaten life, property, and the environment. The Department provides a coordinated response to emergencies and provides emergency medical pre-hospital care, training, fire prevention, life safety education, 911 communications and emergency management.

Department Operations at a Glance

What We Do:

Responding to and mitigating emergencies that threaten life, property, and the environment.

Key Service Deliverables:

- 1) Fire Prevention
- 2) Fire and Medical Training
- 3) Public Education
- 4) Emergency Management
- 5) Customer Services

Department Operations at a Glance

What is the Plan for 2017:

1) 2017 RES Business Plan includes the following:

- a) Pursuing three (3) accreditations
 - i. Alberta Health Services (AHS) Ground Ambulance Accreditation through Accreditation Canada,
 - ii. Accreditation Center of Excellence (ACE) International Academies of Emergency Dispatch, and,
 - iii. Canadian Standards Association (CSA) Z1600-14, Emergency and Continuity Management Program.

Department Operations at a Glance

- b) Research a transition to Alberta First Responder Radio Communications System (AFRRCS)
- c) Support Human Resources (HR) culture and employee health and wellness initiatives

Department Operations at a Glance

Resources Required:

- 1) 2017 Operating budget totaling \$32.5M
- 2) 2018 Operating budget will increase by \$3.4M
- 3) 2019 Operating budget will increase by \$2.2M
- 4) Additional 32 Fire Fighters required in 2018

Operating Budget

Operating Budget

| | 2016 Amended Operating Budget | 2016 Operating Projection* | 2017 Proposed Operating Budget | Change 2016 Approved Budget vs 2017 Proposed Budget | | Operating Financial Plan | |
|-------------------|--|----------------------------------|---|--|-----|--------------------------------|--------------|
| | | | | | | 2018 | 2019 |
| | \$ | \$ | \$ | \$ | % | \$ | \$ |
| Revenue | 10,513,200 | 10,752,186 | 10,793,700 | 280,500 | 3 | 10,557,400 | 10,559,400 |
| Expenses | 43,615,950 | 42,813,052 | 43,343,900 | (272,050) | (1) | 46,404,000 | 48,590,500 |
| Surplus (Deficit) | (33,102,750) | (32,060,866) | (32,550,200) | (552,550) | | (35,846,600) | (38,008,700) |

*as at Sept 30, 2016

Personnel Budget

Personnel Budget

2017 Personnel Cost

| 2016 Approved Budget (\$) | 2016 Projection * (\$) | 2017 Proposed Budget (\$) | Change 2016 Approved Budget vs 2017 Proposed Budget (\$)(%) | |
|---------------------------|------------------------|---------------------------|---|---|
| 37,550,150 | 37,670,308 | 37,914,800 | 364,650 | 1 |

2017 Number of FTEs

| 2016 Approved FTEs * (#) | 2016 Vacancies* (#) | 2017 Proposed FTEs (#) | Change 2016 Approved FTEs vs 2017 Proposed FTEs (#)(%) | |
|--------------------------|---------------------|------------------------|--|---|
| 214 | 2 | 214 | 0 | 0 |

*as of September 30, 2016

Questions

2017 Proposed Budget

Division: Community and Protective Services

Department: First Nation and Métis Nation Relations

Director: Dennis Fraser

Department Operations at a Glance

Department Operations at a Glance

Department Mandate:

- The First Nation & Métis Nation Relations (FNMNR)
Department enhances and maintains meaningful relationships with First Nations, Métis, Non-Status and Inuit communities and organizations to ensure inclusion and participation in municipal matters.

Department Operations at a Glance

Department Summary:

FNMNR collaborates with Municipal departments to engage and connect with Indigenous governments, communities and organizations throughout the Region. FNMNR also provides research and advice to other departments regarding the rights of Indigenous people, Consultation, Truth and Reconciliation, Additions to Reserve, cost sharing partnerships and other matters as they arise.

Department Operations at a Glance

Department Summary (continued):

- Establishment of an Indigenous Engagement Policy
- Adoption of Truth and Reconciliation Commission findings
- Renewed cost sharing agreements with First Nations
- Conduct internal reviews of Addition to Reserve proposals
- Develop survey for external partners

Department Operations at a Glance

Department Summary (continued):

The net amount requested to fulfil our department's operational requirements for 2017 is \$1.3M, which is almost equal to the 2016 Amended Operating Budget. The majority of this request pertains to Salaries, Wages & Benefits, with no new FTE request being put forth for 2017.

Operating Budget

Operating Budget

| | 2016 Amended Operating Budget | 2016 Operating Projection* | 2017 Proposed Operating Budget | Change 2016 Amended Budget vs 2017 Proposed Budget | | Operating Financial Plan | |
|-------------------|--|----------------------------------|---|---|------|--------------------------------|-----------|
| | | | | | | 2018 | 2019 |
| | \$ | \$ | \$ | \$ | % | \$ | \$ |
| Revenue | - | 59,477 | - | - | - | - | - |
| Expenses | 1,295,301 | 1,303,941 | (1,295,500) | 199 | 0.02 | 1,298,000 | 1,300,300 |
| Surplus (Deficit) | (1,295,301) | (1,244,464) | (1,295,500) | 199 | | 1,298,700 | 1,300,300 |

*as at September 30, 2016

Personnel Budget

Personnel Budget

2017 Personnel Cost

| 2016 Approved Budget (\$) | 2016 Projection * (\$) | 2017 Proposed Budget (\$) | Change 2016 Approved Budget vs 2017 Proposed Budget (\$)(%) | |
|------------------------------|---------------------------|------------------------------|---|------|
| 1,042,201 | 1,092,500 | 1,036,800 | (5,401) | (-1) |

2017 Number of FTEs

| 2016 Actual FTEs * (#) | 2016 Vacancies* (#) | 2017 Proposed FTEs (#) | Change 2016 Actual FTEs vs 2017 Proposed FTEs (#)(%) | |
|---------------------------|------------------------|---------------------------|--|---|
| 6 | - | 6 | 0 | 0 |

*as of September 30, 2016

Questions

2017 Proposed Budget

| | |
|-------------|--|
| Division: | Office of the Chief Administrative Officer |
| Department: | Communications and Stakeholder Relations |
| Director: | Brenda Erskine, Director (Acting) |

Department Operations at a Glance

Department Operations at a Glance

Department Mandate:

The Communications and Stakeholder Relations Department is responsible for maintaining the Municipality's corporate image, providing strategic communications, proactive issues management, community engagement, advertising and creative design, web and social media management. The Department ensures that information relating to the Municipality is strategic, tied to organizational goals, and easily accessible to residents and employees.

Department Operations at a Glance

What We Do:

The Communications and Stakeholder Relations Department is comprised of three branches:

- i. Strategic Communications**
- ii. Public Affairs**
- iii. Creative Solutions**

Department Operations at a Glance

What is the plan for 2017:

Goal 1: Building a Responsible Government

- Realign C&SR to better reflect strategic objectives and organizational needs, including Recovery
- New Municipal intranet/portal with tools to improve employee self-service
- Implement Public Engagement & Social Media Policies with enhanced engagement in key areas
- Improve Municipal model for Customer Service & Measurement
- Proactive Issues Management Process
- Enhance media relations strategy

Department Operations at a Glance

Resources Required:

- 2017 Operating Budget of \$5.6M which is a decrease of \$0.9M from the 2016 Operating Budget
- Fill vacant positions with permanent FTEs
- Integration of Pulse and customer service into dept. (budget impact TBD*)

Operating Budget

Operating Budget

| | 2016 Approved Operating Budget | 2016 Operating Projection* | 2017 Proposed Operating Budget | Change 2016 Approved Budget vs 2017 Proposed Budget | | Operating Financial Plan | |
|-------------------|---|----------------------------------|---|--|------|--------------------------------|-------------|
| | | | | | | 2018 | 2019 |
| | \$ | \$ | \$ | \$ | % | \$ | \$ |
| Revenue | 9,000 | 83,000 | 54,000 | 45,000 | 500 | 54,500 | 55,000 |
| Expenses | 6,477,297 | 5,079,316 | 5,662,200 | (815,097) | (13) | 5,738,000 | 5,732,900 |
| Surplus (Deficit) | (6,468,297) | (4,996,316) | (5,608,200) | (860,097) | | (5,683,500) | (5,677,900) |

*as at September 30, 2016

Personnel Budget

Personnel Budget

2017 Personnel Cost

| 2016 Approved Budget (\$) | 2016 Projection * (\$) | 2017 Proposed Budget (\$) | Change 2016 Approved Budget vs 2017 Proposed Budget (\$)(%) | |
|------------------------------|---------------------------|------------------------------|--|---|
| 3,876,397 | 3,890,100 | 3,999,100 | 122,703 | 3 |

2017 Number of FTEs

| 2016 Actual FTEs * (#) | 2016 Vacancies* (#) | 2017 Proposed FTEs (#) | Change 2016 Actual FTEs vs 2017 Proposed FTEs (#)(%) | |
|---------------------------|------------------------|---------------------------|---|---|
| 24 | 3 | 27 | 0 | 0 |

*as of September 30, 2016,
without Pulse

Questions

2017 Proposed Budget

Division: Infrastructure and Engineering

Department: Engineering

Director: Dawny George

Department Operations at a Glance

Department Operations at a Glance

Department Mandate:

- Engineering is mandated to provide engineering, project management, municipal asset management, and technical support to its internal and external stakeholders.
- Engineering is committed to the Municipality becoming a sustainable community through implementation of reliable municipal infrastructure, facilities and transportation systems.

Department Operations at a Glance

What we do:

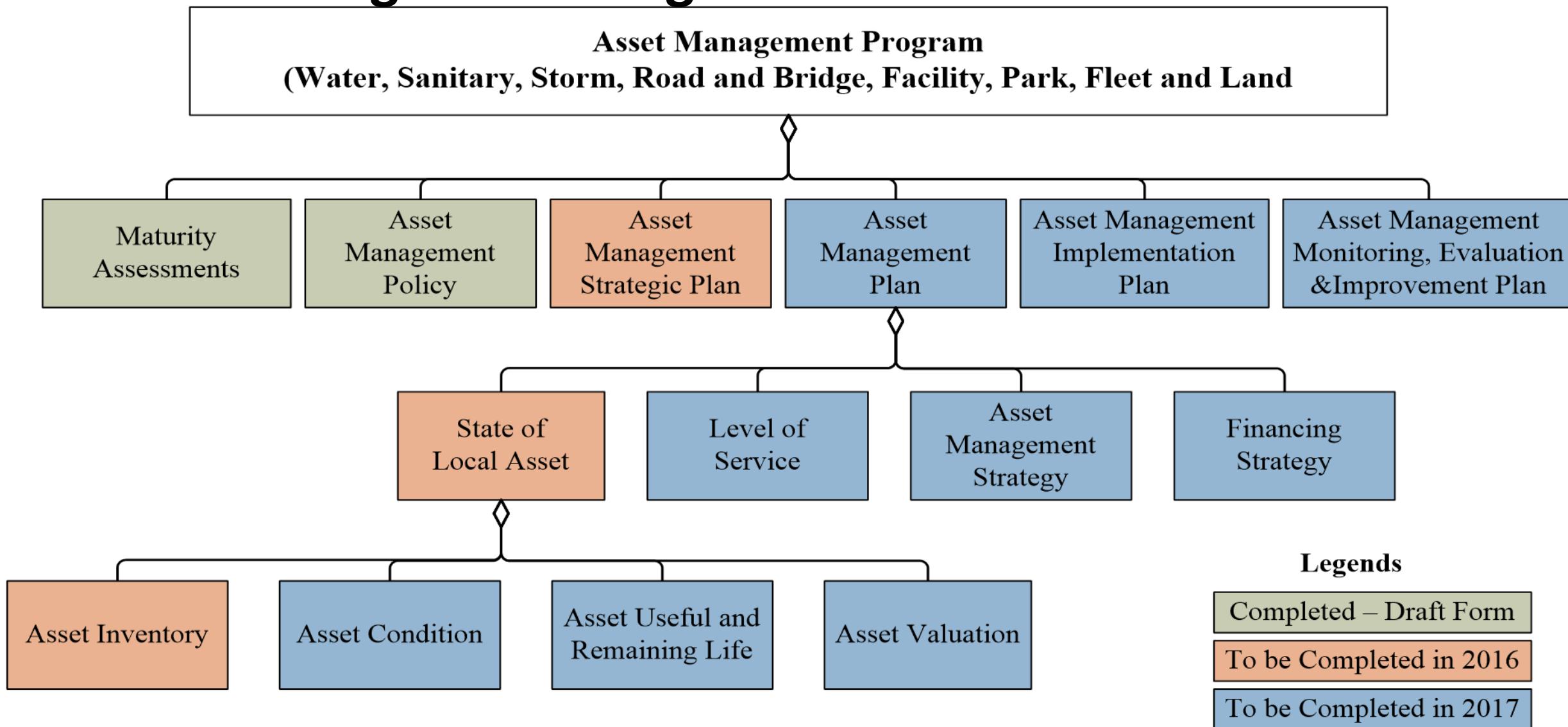
- Provide engineering and technical support
- Development services
- Master planning and feasibility studies
- Engineering assessments and pre-designs
- Delivery of Capital Programs
- Asset Management Services

Department Operations at a Glance

What is the plan for 2017:

- Continue major studies and master plans
- Complete Construction Specification and Quality Manual
- Continue sanitary flow monitoring in urban service area
- Deliver capital projects advanced to 2017
- Continue Development Services including support for wildfire recovery
- Continue Asset Management program in phases

Asset Management Program



Engineering Operations at a Glance

Resources Required:

- \$19.1M Operating budget
- 68 FTEs

Operating Budget

Operating Budget

| | 2016 Amended Operating Budget | 2016 Operating Projection* | 2017 Proposed Operating Budget | Change 2016 Amended Budget vs 2017 Proposed Budget | | Operating Financial Plan | |
|-------------------|--|----------------------------------|---|---|------|--------------------------------|--------------|
| | | | | | | 2018 | 2019 |
| | \$ | \$ | \$ | \$ | % | \$ | \$ |
| Revenue | 21,700 | 612,997 | 6,000 | (15,700) | (72) | 6,100 | 6,200 |
| Expenses | 21,393,171 | 37,448,483 | 19,129,800 | (2,263,371) | (11) | 19,213,400 | 19,298,200 |
| Surplus (Deficit) | (21,371,471) | (36,835,486) | (19,123,800) | (2,247,671) | | (19,207,300) | (19,292,000) |

*as at September 30, 2016

Personnel Budget

Personnel Budget

2017 Personnel Cost

| 2016 Approved Budget (\$) | 2016 Projection * (\$) | 2017 Proposed Budget (\$) | Change 2016 Approved Budget vs 2017 Proposed Budget (\$)(%) | |
|---------------------------|------------------------|---------------------------|---|---|
| 10,814,971 | 10,633,902 | 10,912,400 | 97,429 | 1 |

2017 Number of FTEs

| 2016 Approved FTEs * (#) | 2016 Vacancies* (#) | 2017 Proposed FTEs (#) | Change 2016 Approved FTEs vs 2017 Proposed FTEs (#)(%) | |
|--------------------------|---------------------|------------------------|--|---|
| 68 | 9 | 68 | 0 | 0 |

*as of September 30, 2016

Questions

2017 Proposed Budget

Division: Public Infrastructure and Engineering

Department: Public Works

Director: Kelly Colbourne (Acting)

Department Operations at a Glance

Department Operations at a Glance

Department Mandate:

The Public Works department is responsible for

- Roads Services
- Parks
- Fleet Services
- Fort Chipewyan Hamlet Operational Services

Department Operations at a Glance

a. What We Do

Roads (including Traffic Services)

- Provides maintenance and repair to 1171 lane kilometers
- Perform street sweeping and flushing, asphalt repairs, gravel road maintenance and bridge maintenance
- Perform concrete curb and sidewalk repair work
- Perform plowing and de-icing on primary, secondary and rural routes

What We Do (Cont.)

- Traffic Services performs the maintenance of traffic control devices
- Perform annual maintenance of 64 traffic signals
- Traffic signal timing review and adjustment, road markings
- Traffic studies and rotating traffic signals on Highway 63 for wide loads

What We Do (Cont.)

Parks

- Maintains and inspects play structures, water parks, trails, sports fields and outdoor rinks
- Tree doctor programs for citizens, horticultural displays, plant/shrub inquiry programs
- Turf maintenance, environmental pest and vegetation management and cemetery services
- Promote community cleanliness and graffiti removal

What We Do (Cont.)

Fleet

- Responsible for over 620 pieces of vehicles and equipment
- Perform vehicle acquisitions, rentals, insurance, disposal, modifications, maintenance and repair

Fort Chipewyan Hamlet

- Provides public works, community services, and environmental services to the community
- Maintain all aspects of the Airport facility

What is the plan for 2017

- Active transportation 2016-2018 trail design
- Firesmart greenspace rehabilitation
- Fort Chipewyan cemetery
- Playground replacement post fire
- Trans Canada trail
- Community playgrounds post-fire damage
- Traffic management center

What is the plan for 2017

- Replacement of signal poles on Franklin Avenue and Thickwood Boulevard
- Rehabilitation of Airport entry ways and handicap access

Resources Required

- The 2017 Proposed Operating Budget for Public Works is \$73.9M net, representing a decrease of \$0.9M from the 2016 Amended Operating Budget.
- This decrease is mainly due to lower revenue for signal turning of \$0.4M, as well as decrease in General Services Contracted by \$1.7M and Materials Goods and Supplies by \$1.0M offset with an increase in both CUPE Salaries expenses of \$1.4M.
- Public Works has six new additional Full Time Employee request for 2017.

Operating Budget

Operating Budget

| | 2016 Amended Operating Budget | 2016 Operating Projection* | 2017 Proposed Operating Budget | Change 2016 Amended Budget vs 2017 Proposed Budget | | Operating Financial Plan | |
|-------------------|--|----------------------------------|---|---|------|--------------------------------|--------------|
| | | | | | | 2018 | 2019 |
| | \$ | \$ | \$ | \$ | % | \$ | \$ |
| Revenue | 1,713,300 | 3,414,845 | 1,308,400 | (404,900) | (24) | 1,308,400 | 1,308,400 |
| Expenses | 76,562,884 | 76,036,697 | 75,259,834 | (1,303,050) | (2) | 75,733,580 | 76,231,644 |
| Surplus (Deficit) | (74,849,584) | 72,621,852 | (73,951,434) | (898,150) | | (74,425,180) | (74,923,244) |

*as at Sep 30, 2016

Personnel Budget

Personnel Budget

2017 Personnel Cost

| 2016 Approved Budget (\$) | 2016 Projection * (\$) | 2017 Proposed Budget (\$) | Change 2016 Approved Budget vs 2017 Proposed Budget (\$)(%) | |
|------------------------------|---------------------------|------------------------------|--|-----|
| 35,950,284 | 35,953,487 | 37,381,300 | (1,431,016) | (4) |

2017 Number of FTEs

| 2016 Actual FTEs * (#) | 2016 Vacancies* (#) | 2017 Proposed FTEs (#) | Change 2016 Actual FTEs vs 2017 Proposed FTEs (#)(%) | |
|---------------------------|------------------------|---------------------------|---|-----|
| 223.5 | 12.0 | 241.5 | (18.0) | (8) |

*as of Sep 30, 2016

Questions

2017 Proposed Budget

Division: Infrastructure and Engineering

Department: Environmental Services

Director: Leslie Burke (Acting)

Department Operations at a Glance

Department Operations at a Glance

Department Mandate:

To be a leader in providing diligent, reliable and efficient environmental services and protection while sustaining a workplace that is enjoyable, innovative and respected by our peers.

Department Operations at a Glance

Department Summary:

Environmental Services main service branches include:

- Water Treatment
- Wastewater Treatment
- Underground Services
- Solid Waste & Recycling
- Trades Services

Department Operations at a Glance

Water Treatment Branch Summary:

Provides sufficient, reliable and safe supply of potable water to municipal customers and maintains all municipal potable water treatment facilities to surpass regulatory standards.

Wastewater Treatment Branch Summary:

Protects the environment by operating and maintaining all municipal wastewater treatment and storm water treatment facilities to surpass regulatory standards.

Department Operations at a Glance

Underground Services Branch Summary:

Ensures potable water is delivered to the customer in a sufficient, reliable and safe manner by operating and maintaining all municipal potable water distribution systems to and above regulatory standards.

Protects the environment and the community by operating and maintaining all municipal wastewater collection and storm water collection systems are maintained to surpass regulatory standards.

Department Operations at a Glance

Solid Waste & Recycling Branch Summary:

Provides safe, reliable and efficient solid waste management.

Protects the environment by operating and maintaining all municipal solid waste handling facilities.

Manages and minimizes the generation of solid waste residuals to ensure smooth operation of the services they provide to the communities.

Department Operations at a Glance

Trades Services Branch Summary:

Provides preventative services, diligent maintenance and repair to each of the operational branches, facilities and equipment to ensure smooth operation of the services they provide to the communities.

Department Operations at a Glance

2017 Operating Plan Strategic Priorities Summary:

These core activities directly support Council's Strategic Priorities:

#2: Building Balanced Regional Services

#6: Building a Sustainable Region

Department Operations at a Glance

Environmental Services Resources summary:

2017 Operating Plan Financial changes include:

- A reduction in Operating Expenses of \$7.7 M.
- A reduction in Sales Revenues of \$14.1 M due to the economic downturn and wild fire loss.
- Net 2017 Proposed Operating Budget is \$24.2M

Operating Budget

Operating Budget

| | 2016 Approved Operating Budget | 2016 Operating Projection* | 2017 Proposed Operating Budget | Change 2016 Approved Budget vs 2017 Proposed Budget | | Operating Financial Plan | |
|-------------------|---|----------------------------------|---|--|-------|--------------------------------|--------------|
| | | | | | | 2018 | 2019 |
| | \$ | \$ | \$ | \$ | | \$ | \$ |
| Revenue | 50,649,600 | 33,692,283 | 36,590,282 | (14,059,318) | (28)% | 36,738,675 | 36,888,475 |
| Expenses | 68,438,850 | 59,717,708 | 60,760,620 | (7,678,230) | (11)% | 61,157,080 | 61,601,805 |
| Surplus (Deficit) | (17,789,250) | (26,020,731) | (24,170,338) | 6,381,088 | | (24,418,405) | (24,713,330) |

*as at September 30, 2016

Personnel Budget

Personnel Budget

2017 Personnel Cost

| 2016 Approved Budget (\$) | 2016 Projection * (\$) | 2017 Proposed Budget (\$) | Change 2016 Approved Budget vs 2017 Proposed Budget (\$)(%) | |
|---------------------------|------------------------|---------------------------|---|-------|
| 38,982,350 | 38,984,600 | 40,264,960 | (1,280,360) | (3.2) |

2017 Number of FTEs

| 2016 Actual FTEs * (#) | 2016 Vacancies* (#) | 2017 Proposed FTEs (#) | Change 2016 Actual FTEs vs 2017 Proposed FTEs (#)(%) | |
|------------------------|---------------------|------------------------|--|---|
| 234 | 16 | 250 | 0 | 0 |

*as of September 2016

Questions

2017 Proposed Budget

Division: Infrastructure and Engineering

Department: Sustainable Operations

Director: Leslie Burke

Department Operations at a Glance

Department Mandate

- The Sustainable Operations Department serves our community by improving the efficiency and strengthening the delivery of core municipal services while protecting the natural environment.
- The Department supports improvement of services such as water treatment, waste management and maintenance of infrastructure by implementing leading practices and sustainable initiatives.

Department Mandate continued....

- These efforts focus on:
 - enhancing customer service
 - realizing cost savings
 - improving operational efficiency
 - maintaining excellent regulatory compliance
- By leveraging in-house innovation and leadership, the Sustainable Operations Department drives the change that establishes the Municipality as a model for sustainable living in the North

What We Do

- Support infrastructure departments to optimize operations and delivery of mandated levels of service.
- Collaborate with operational groups to maximize financial savings and enhance efficiency.
- Provide framework for safe and responsible decision making to meet environmental regulations.

What is the Plan for 2017 and Beyond

- Champion innovation and leadership of sustainable practices.
- Maintain excellent environmental regulatory compliance.
- Identify and implement processes and operational improvements to optimize cost benefits and service delivery.
- Implement a business model to provide sustainable water, wastewater and other related utilities.
- Support and deliver sustainability initiatives such as zero waste, water conservation and aerobic landfill gas management.

What is the Plan for 2017 (New Programs & Services)

- Public education programs for schools and residents.
- Establish tracking systems for carbon credit generation.
- Enhance core service delivery throughout the Urban Service Area.
- Improve regulatory compliance through a centralized environmental sampling program.

Resources Required

- No additional Full Time Employees.
- 2017 Proposed Operating Budget is \$3.3M.
- Net increase of \$35K over the 2016 Amended Operating Budget is mainly due to centralization of environmental compliance sampling and analysis costs (re-allocation of costs within the Division).

Operating Budget

Operating Budget

| | 2016 Amended Operating Budget | 2016 Operating Projection* | 2017 Proposed Operating Budget | Change 2016 Amended Budget vs 2017 Proposed Budget | | Operating Financial Plan | |
|-------------------|--|----------------------------------|---|---|---|--------------------------------|-------------|
| | | | | | | 2018 | 2019 |
| | \$ | \$ | \$ | \$ | % | \$ | \$ |
| Revenue | - | - | - | - | - | - | - |
| Expenses | 3,227,804 | 3,084,625 | 3,312,800 | 34,996 | 1 | 3,415,850 | 3,420,000 |
| Surplus (Deficit) | (3,227,804) | (3,084,625) | (3,312,800) | (34,996) | | (3,415,850) | (3,420,000) |

*as at September 30, 2016

Personnel Budget

Personnel Budget

2017 Personnel Cost

| 2016 Approved Budget (\$) | 2016 Projection * (\$) | 2017 Proposed Budget (\$) | Change 2016 Approved Budget vs 2017 Proposed Budget (\$)(%) | |
|---------------------------|------------------------|---------------------------|---|-----|
| 3,112,204 | 2,863,500 | 3,053,800 | (58,404) | (2) |

2017 Number of FTEs

| 2016 Approved FTEs * (#) | 2016 Vacancies* (#) | 2017 Proposed FTEs (#) | Change 2016 Approved FTEs vs 2017 Proposed FTEs (#)(%) | |
|--------------------------|---------------------|------------------------|--|---|
| 18.0 | 1.0 | 18.0 | - | 0 |

*as of September 30, 2016

Questions

2017 Proposed Budget

Division: Infrastructure and Engineering

Department: Transit Services

Director: T. O'Doherty

Department Operations at a Glance

Department Operations at a Glance

Transit Services Mandate:

- Transit Services provides a safe, reliable and affordable means of travel within the region. Transit Services links a community together, or to other communities, for those residents who have no alternative means for transport. Public Transit is designed to improve a community's quality of life and helps enable the Region to adapt to varying degrees of growth in a fiscally responsible manner.

Department Operations at a Glance

What We Do

Transit Services' mandate is about 'Moving People' by understanding the needs of our communities. Transit Services is responsible for planning, providing, and managing a transportation network designed to meet the needs of the Municipality.

Department Operations at a Glance

What is the plan for 2017

- Improving the movements of people and goods
- Work and meet with the oil sands companies
- Focus on training and operator refresher training
- Intelligent Transportation System
- Improve customer service for para-transit division

Department Operations at a Glance

Resources Required

- Operating budget decreased in 2017 by \$0.7M for a total budget of \$30.5M.
- Not seeking any permanent full-time employee increases in 2017.

Operating Budget

Operating Budget

| | 2016 Amended Operating Budget | 2016 Operating Projection* | 2017 Proposed Operating Budget | Change 2016 Amended Budget vs 2017 Proposed Budget | | Operating Financial Plan | |
|-------------------|--|----------------------------------|---|---|------|--------------------------------|--------------|
| | | | | | | 2018 | 2019 |
| | | | | \$ | % | \$ | \$ |
| Revenue | 2,938,300 | 2,044,947 | 1,831,500 | (1,106,800) | (38) | 1,831,500 | 1,831,500 |
| Expenses | 34,155,214 | 30,288,111 | 32,349,400 | (1,805,814) | (5) | 33,313,720 | 33,478,050 |
| Surplus (Deficit) | (31,216,914) | (28,243,164) | (30,517,900) | (699,014) | | (31,482,220) | (31,646,550) |

*as at September 30, 2016

Personnel Budget

Personnel Budget

2017 Personnel Cost

| 2016 Approved Budget (\$) | 2016 Projection * (\$) | 2017 Proposed Budget (\$) | Change 2016 Approved Budget vs 2017 Proposed Budget (\$)(%) | |
|------------------------------|---------------------------|------------------------------|---|---|
| 22,048,014 | 22,266,000 | 24,033,900 | 1,985,886 | 9 |

2017 Number of FTEs

| 2016 Approved FTEs * (#) | 2016 Vacancies* (#) | 2017 Proposed FTEs (#) | Change 2016 Approved FTEs vs 2017 Proposed FTEs (#)(%) | |
|--------------------------------|------------------------|---------------------------|--|-----|
| 161 | 2 | 154 | (7.0) | -4% |

*as of September 30, 2016

Questions

2017 Proposed Budget

Division: Council

Department: Wood Buffalo Recovery Committee and Task Force

Team Lead: Dana Woodworth

Recovery Committee

Wood Buffalo Recovery Committee Mandate:

- Consult and work with: Municipal business units, private and NFP sectors, other levels of government and government agencies, and other stakeholders including affected residents
- Select and execute measures to ensure that the Municipality and its residents will be well established on a path to recovery from the devastating 2016 wildfire in the shortest time practicable, having regard to the magnitude of the task

Recovery Committee is tasked with:

- Gathering relevant information within a reasonable time on all aspects and ramifications of the situation faced by severely impacted neighbourhoods and subdivisions
- Establishing and leading a process and thorough consultation with affected property owners and other community stakeholders to understand their needs
- Considering policy and legislative options for rebuilding, re-developing or re-inhabiting
- Making recommendations to Council resulting from this process

Recovery Task Force

Operations at a Glance

Major Initiatives for 2017

- Provide recommendations to the committee for steering and priority setting
- Oversee the implementation of regional recovery operations
- Communicate and engage residents regarding recovery activities
- Design and use an overarching Recovery Campaign Plan
- Provide executive accountability for the development and implementation of the recovery plan including the budget, long term organizational structure, and long-term recovery plan

Operations at a Glance

Recovery Task Force Summary: Integration

- Recovery Task Force works collaboratively with other Municipal Departments and groups.
- The entire Municipality is involved in recovery efforts.
 - Some groups are heavily involved, e.g. Engineering, Economic Development, Environmental Services, Land Administration, to name a few.
 - These and other groups will have recovery related costs arising from joint and separate efforts.
 - Some portion of costs incurred by other groups will likely be DRP eligible costs.
- Therefore, the Municipality's recovery related costs will be greater than the amount budgeted within the Recovery Task Force.

Operating Budget

Department Operations at a Glance

Resources Required:

- Gross expense \$55.7M.
 - Operating Budget Request \$16.8M.
 - Cash Flow Request \$38.9M.

Department Operations at a Glance

Resources Required:

- **Operating Budget Request \$16.8M.**
- Net increase \$5.8M from the 2016 Approved Operating Budget.
 - Increased Revenue – GOA DRP submissions \$12.8M
 - Increased full year Salaries, Wages and Benefits – (\$2.4M)
 - Increased full year and increased activities Contracted and General Services – (\$16.1M)
 - Increased full year Materials, Goods, and Supplies – (\$0.1M)

Operating Budget

| | 2016 Amended Operating Budget | 2016 Operating Projection* | 2017 Proposed Operating Budget | Change 2016 Amended Budget vs 2017 Proposed Budget | | Operating Financial Plan | |
|-------------------|--|----------------------------------|---|---|----|--------------------------------|-------------|
| | | | | | | 2018 | 2019 |
| | \$ | \$ | \$ | \$ | % | \$ | \$ |
| Revenue | 26,053,260 | 26,053,260 | 38,88,6488 | 12,833,228 | 49 | 18,400,000 | 9,200,000 |
| Expenses | 37,089,450 | 37,089,450 | 55,725,293 | 18,635,843 | 50 | 23,000,000 | 11,500,000 |
| Surplus (Deficit) | (11,036,190) | (11,036,190) | (16,838,805) | 5,802,615 | 53 | (4,600,000) | (2,300,000) |

*as at September 30, 2016

Department Operations at a Glance

Resources Required:

- **Cash Flow Request \$38.9M.** GOA DRP submissions.
- Assume 80% DRP recovery. Conservative estimate.

| | 2016 Amended Operating Budget | 2017 Proposed Operating Budget | GOA (DRP) | RMWB | Change 2016 Amended Budget vs 2017 Proposed Budget | |
|-------------------|--|--------------------------------------|------------|--------------|--|----|
| | \$ | \$ | | | \$ | % |
| Revenue | 26,053,260 | 38,886,488 | 38,886,488 | | 12,833,228 | 49 |
| Expenses | 37,089,450 | 55,725,293 | 38,886,488 | 16,838,805 | 18,635,843 | 50 |
| Surplus (Deficit) | (11,036,190) | (16,838,805) | - | (16,838,805) | 5,802,615 | 53 |

*as at September 30, 2016

Personnel Budget

Personnel Budget

2017 Personnel Cost

| 2016 Approved Budget (\$) | 2016 Projection* (\$) | 2017 Proposed Budget (\$) | Change 2016 Approved Budget vs 2017 Proposed Budget (\$)(%) | |
|------------------------------|--------------------------|------------------------------|---|------|
| 1,864,450 | 1,864,450 | 4,303,000 | 2,438,550 | 131% |

*as at September 30, 2016

2017 Number of FTEs

| 2016 Actual FTEs* (#) | 2016 Vacancies* (#) | 2017 Proposed FTEs (#) | Change 2016 Actual FTEs vs 2017 Proposed FTEs (#)(%) | |
|--------------------------|------------------------|---------------------------|--|---|
| 58 | 21 | 58 | 0 | 0 |

*as at September 30, 2016

Questions

2017 Proposed Budget

Division: Corporate Services

Department: Financial Services

Director: Linda Ollivier

Department Operations at a Glance

Department Operations at a Glance

Department Mandate:

The Financial Services department provides financial stewardship based on a commitment to leading practices which are aligned with the Municipality's goals and values. Financial Services discharges its duties and responsibilities in a collaborative, innovative and responsive manner guided by the principles of accountability and transparency.

Department Operations at a Glance

What We Do:

- **Financial Planning** - Responsible for establishment, implementation and monitoring of Budgets.
- **Accounting Services** - Oversees transactional processing.
- **Insurance Services** - Responsible for obtaining insurance products.

Department Operations at a Glance

What is the plan for 2017:

- Refine and improve internal customer services;
- Review Capital and Operating budget processes;
- Implement a web-based online budgeting tool to ensure transparency for the citizens;
- Reconcile existing assets with current insurance; and
- Institute customer online bills payment systems for.

Department Operations at a Glance

Resources Required:

- Operating Budget Request \$12.3M.
- Net increase of \$0.8M from the 2016 Approved Amended Operating Budget.
 - Reduced Revenue - Various GL codes (\$0.4M)
 - Increase in Insurance Premium – Anticipated annual increase of 20% due to 2016 wildfire (\$0.4M)

Operating Budget

Operating Budget

| | 2016 Approved Operating Budget | 2016 Operating Projection* | 2017 Proposed Operating Budget | Change 2016 Approved Budget vs 2017 Proposed Budget | | Operating Financial Plan | |
|-------------------|---|----------------------------------|---|--|------|--------------------------------|--------------|
| | | | | | | 2018 | 2019 |
| | \$ | \$ | \$ | \$ | % | \$ | \$ |
| Revenue | 880,500 | 9,808,480 | 484,200 | (396,300) | (45) | 484,200 | 534,600 |
| Expenses | 12,321,306 | 16,846,055 | 12,731,800 | 410,494 | 3 | 13,080,300 | 13,445,600 |
| Surplus (Deficit) | (11,440,806) | (7,037,575) | (12,247,600) | 806,794 | | (12,596,100) | (12,961,400) |

*as at September 30, 2016

Personnel Budget

Personnel Budget

2017 Personnel Cost

| 2016 Approved Budget (\$) | 2016 Projection * (\$) | 2017 Proposed Budget (\$) | Change 2016 Approved Budget vs 2017 Proposed Budget (\$)(%) | |
|------------------------------|---------------------------|------------------------------|---|---|
| 9,731,006 | 9,340,310 | 9,723,300 | (7,706) | 0 |

2017 Number of FTEs

| 2016 Actual FTEs * (#) | 2016 Vacancies* (#) | 2017 Proposed FTEs (#) | Change 2016 Actual FTEs vs 2017 Proposed FTEs (#)(%) | |
|---------------------------|------------------------|---------------------------|--|------|
| 70.5 | 7 | 70.5 | (4) | (5%) |

*as of Sept 30, 2016

Questions

2017 Proposed Budget

Division: Corporate Services

Department: Human Resources

Director: Terry Hartley

Department Operations at a Glance

Department Operations at a Glance

Department Mandate:

Provides strategic services and human resource solutions in support of our organization and our people.

Department Operations at a Glance

What We Do

- Recruitment and Employee Development
 - Provide recruitment, onboarding and training services.
- Compensation and Benefits
 - Provide strategic design & administration of employee benefit programs and services.

Department Operations at a Glance

What We Do (continued)

- Safety and Employee Relations
 - Provide injury prevention strategies and safety programs.
 - Provide labour & employee relations services.
- Strategic Services
 - Provide strategic & business planning support & organizational development services.

Department Operations at a Glance

What is the plan for 2017

- Continue to develop and implement post-wildfire employee support and wellness program.
- Engage in RFP process for benefits program to ensure best value for cost.
- Develop workforce replacement plan for critical positions.
- Develop a structured and strategic learning program that fulfills the joint goals of the organization and its employees.

Department Operations at a Glance

What is the plan for 2017 (continued)

- Prepare strategy for collective bargaining and negotiate renewal agreements with IAFF and CUPE.
- Explore & manage HR impacts relating to the establishment of the Municipal Utility Corporation.
- Continue to put processes in place to implement, measure & report out on the Strategic Plan.
- Facilitate the development of desired organizational culture.

Department Operations at a Glance

Resources Required

- \$12M Operating Budget
 - Decreased 2017 budgeted expenses by 8% compared to 2016 (after adding Strategic Services Cost Centre to Department Budget)
 - Main reductions were in the following areas:
 - Salaries & Benefits - \$438.3K
 - Training Supplies & Services - \$109.6K

Department Operations at a Glance

Department Summary:

Resources Required (cont.)

- Consultant Fees - \$300K
- General Services Contracted - \$105.2K
- 54 FTEs
 - Net increase in authorized FTEs by one due to addition of Strategic Services function (two FTEs) and elimination of Learning, Development & Training Manager position.

Operating Budget

Operating Budget

| | 2016 Amended Operating Budget | 2016 Operating Projection* | 2017 Proposed Operating Budget | Change 2016 Amended Budget vs 2017 Proposed Budget | | Operating Financial Plan | |
|-------------------|--|----------------------------------|---|---|------|--------------------------------|--------------|
| | | | | | | 2018 | 2019 |
| | \$ | \$ | \$ | \$ | % | \$ | \$ |
| Revenue | 155,000 | 50,600 | 20,000 | (135,000) | (87) | 20,200 | 20,400 |
| Expenses | 13,104,800 | 11,867,500 | 12,058,900 | (1,045,900) | (8) | 12,093,800 | 12,129,800 |
| Surplus (Deficit) | (12,949,800) | (11,816,900) | (12,038,900) | (910,900) | | (12,073,600) | (12,109,400) |

*as at September 30, 2016

Personnel Budget

Personnel Budget

2017 Personnel Cost

| 2016 Amended Budget (\$) | 2016 Projection * (\$) | 2017 Proposed Budget (\$) | Change 2016 Amended Budget vs 2017 Proposed Budget (\$)(%) | |
|-----------------------------|---------------------------|------------------------------|--|-----|
| 11,284,300 | 10,015,900 | 9,846,000 | (438,300) | (4) |

2017 Number of FTEs

| 2016 Actual FTEs * (#) | 2016 Vacancies* (#) | 2017 Proposed FTEs (#) | Change 2016 Actual FTEs vs 2017 Proposed FTEs (#)(%) | |
|---------------------------|------------------------|---------------------------|--|---|
| 50 | 4 | 54 | 1 | 2 |

*as of September 30, 2016

Questions

2017 Proposed Budget

Division: Corporate Services

Department: Information and Advisory Services

Director (Acting): AnnMarie Hintz

Department Operations at a Glance

Department Operations at a Glance

Department Mandate:

Information and Advisory Services (IAS) is a business advisory and Information Technology (IT) organizational partner helping to create and support efficient and effective government operations. The Department provides business advisory and IT support services that include tools, technology, information and analytics to assist in managing knowledge, meeting regulatory requirements, building internal competencies and improving corporate accountability.

Department Operations at a Glance

The department branches are:

- Information and Advisory Services Admin
- Application Services
- Infrastructure Services
- Operation Services
- Advisory Services

Department Operations at a Glance

What We Do

- Maintain the backbone of information and technology at RMWB
- Work with business units to understand technological needs
- Provide support and advisory services on enterprise wide information collection and usage

Department Operations at a Glance

What we accomplished in 2016

- Supported the REOC and Recovery Task Force during and after the wildfire
- Implementation of Business Licensing Module during evacuation
- Implementation of Inspector Application for Safety Codes
- Information management project and life-cycling of hardware

Department Operations at a Glance

What is the plan for 2017

- Continue Implementation of CORE modules of Enterprise Resource Planning system
- Enhance governance around information management including policy frameworks and systems
- Improve the strength of infrastructure particularly focused on correcting legacy practices around desktop and user management

Department Operations at a Glance

- Align systems with cloud-based infrastructure to achieve agility in deployment, maintenance and emergency recovery

Resources required

- \$25.9M Operating Budget
- 84 FTEs

Operating Budget

Operating Budget

| | 2016 Amended Operating Budget | 2016 Operating Projection* | 2017 Proposed Operating Budget | Change 2016 Amended Budget vs 2017 Proposed Budget | | Operating Financial Plan | |
|-------------------|--|----------------------------------|---|---|------|--------------------------------|--------------|
| | | | | | | 2018 | 2019 |
| | \$ | \$ | \$ | \$ | % | \$ | \$ |
| Revenue | - | 557,900 | - | - | - | - | - |
| Expenses | 29,819,300 | 25,456,100 | 25,865,400 | (3,953,900) | (13) | 26,007,200 | 26,150,100 |
| Surplus (Deficit) | (29,819,300) | (24,898,200) | (25,865,400) | (3,953,900) | | (26,007,200) | (26,150,100) |

*as at September 30, 2016

Personnel Budget

Personnel Budget

2017 Personnel Cost

| 2016 Amended Budget (\$) | 2016 Projection * (\$) | 2017 Proposed Budget (\$) | Change 2016 Amended Budget vs 2017 Proposed Budget (\$)(%) | |
|-----------------------------|---------------------------|------------------------------|---|-----|
| 12,771,600 | 11,718,900 | 12,616,000 | (155,600) | (1) |

2017 Number of FTEs

| 2016 Actual FTEs * (#) | 2016 Vacancies* (#) | 2017 Proposed FTEs (#) | Change 2016 Actual FTEs vs 2017 Proposed FTEs (#)(%) | |
|---------------------------|------------------------|---------------------------|---|-----|
| 72 | 12 | 84 | (4) | (5) |

*as of September 30, 2016

Questions

2017 Proposed Budget

Division: Corporate Services

Department: Supply Chain

Director: Ted Zlotnik

Department Operations at a Glance

Department Operations at a Glance

Department Mandate:

- The Supply Chain Management department (SCM) provides support for the purchase of goods and services to meet the current and future needs to the Municipality in a cost effective manner through accountable, fair, open, and transparent processes in accordance with relevant trade agreements and Public Procurement Law.

Department Operations at a Glance

Department Mandate:

- 1) Strengthening Relationships
- 2) Vendors are treated fairly and without bias
- 3) Objectivity and fairness monitoring during the evaluation process
- 4) Open and Transparent

Department Operations at a Glance

Department Summary:

The Supply Chain department provides support in 4 key areas:

- 1) Procurement
- 2) Accounts Payable
- 3) Warehouse Operations
- 4) Measurements and Reporting

What is the plan for 2017

- Focus on inventory management
- New software for more efficient reporting
- Grooming our own talent

Resources Required

- 2017 Operating Budget of \$7.3M, which is \$0.5M greater than the 2016 Amended Operating Budget.
- After further review, three positions in the 2017 Operating Budget will not be filled, leading to savings of \$0.4M.

Operating Budget

Operating Budget

| | 2016 Amended Operating Budget | 2016 Operating Projection* | 2017 Proposed Operating Budget | Change 2016 Amended Budget vs 2017 Proposed Budget | | Operating Financial Plan | |
|-------------------|--|----------------------------------|---|---|---|--------------------------------|-------------|
| | | | | | | 2018 | 2019 |
| | \$ | \$ | \$ | \$ | % | \$ | \$ |
| Revenue | 100,000 | 60,002 | 100,000 | 0 | 0 | 101,000 | 102,000 |
| Expenses | 6,950,906 | 6,929,610 | 7,416,500 | 465,594 | 7 | 7,426,800 | 7,442,400 |
| Surplus (Deficit) | (6,850,906) | (6,869,608) | (7,316,500) | 465,594 | | (7,325,800) | (7,340,400) |

*as at September 30, 2016

Personnel Budget

Personnel Budget

2017 Personnel Cost

| 2016 Approved Budget (\$) | 2016 Projection * (\$) | 2017 Proposed Budget (\$) | Change 2016 Approved Budget vs 2017 Proposed Budget (\$)(%) | |
|------------------------------|---------------------------|------------------------------|--|---|
| 6,587,606 | 6,625,000 | 7,054,200 | 466,594 | 7 |

2017 Number of FTEs

| 2016 Actual FTEs * (#) | 2016 Vacancies* (#) | 2017 Proposed FTEs (#) | Change 2016 Actual FTEs vs 2017 Proposed FTEs (#)(%) | |
|---------------------------|------------------------|---------------------------|---|---|
| 51 | 1 | 52 | 1 | 2 |

*as of September 30, 2016

Questions

2017 Proposed Budget

Division: Corporate Services

Department: Assessment & Taxation

Director: Philip Schofield

Department Operations at a Glance

Department Operations at a Glance

Department Mandate:

The Assessment & Taxation department is responsible for the classification and valuation of all property classes within the Municipality. The department is charged with the responsibility of ensuring fair and equitable distribution of taxes in accordance with provincially legislated standards. The department must conduct its business in an open, honest, and transparent manner which demonstrates accountability to the rate payers. The department is also responsible for defending all assessment appeals and rationalizing all values aligned to individual properties.

Department Operations at a Glance

What We Do:

- **Assessment** - Classifies, values and defends assessments;and
- **Taxation** - Responsible for the annual tax billing process and monitoring of tax collection process.

Department Operations at a Glance

What is the plan for 2017

- Ensure fair and equitable assessments and tax collection;
- Review the current CAMA system;
- Assessment of the rebuilt dwellings due to the wildfire;
- Review of proposed changes from Bill C-21 of the Municipal Government Act (MGA) ;
- Defend Municipality against oil sands appeals;
- Resource allocation for residential, non-residential staffing compliments; and
- Improve internal processes.

Department Operations at a Glance

Resources Required

- Operating Budget Request - \$4.6M.
- Net Increase of \$0.2M from the 2016 Approved Amended Operating Budget.
 - Reduced Revenue – Camp Licenses (\$0.1M)
 - Reduced Contracted & General Services Expenses - Training (\$0.1M)
 - Increased Salaries, Wages and Benefits – Annual Increase(\$0.2M).
2016 Budget adjustment of \$0.4M for given up 5 positions. (3 CUPE, 2 Exempt)

Operating Budget

Operating Budget

| Assessment & Taxation | 2016 Approved Operating Budget | 2016 Operating Projection* | 2017 Proposed Operating Budget | Change 2016 Approved Budget vs 2017 Proposed Budget | | Operating Financial Plan | |
|-----------------------|---|----------------------------------|---|--|------|--------------------------------|-------------|
| | | | | | | 2018 | 2019 |
| | \$ | \$ | \$ | \$ | % | \$ | \$ |
| Revenue | 331,000 | 242,500 | 241,000 | (90,000) | (90) | 241,000 | 241,000 |
| Expenses | 4,657,270 | 4,817,978 | 4,807,700 | 150,430 | 3 | (4,820,200) | (4,832,800) |
| Surplus (Deficit) | (4,326,270) | (4,575,478) | (4,566,700) | 240,430 | | (4,579,200) | (4,591,800) |

*as at Sep 30, 2016

Personnel Budget

Personnel Budget

2017 Personnel Cost

| 2016 Approved Budget (\$) | 2016 Projection * (\$) | 2017 Proposed Budget (\$) | Change 2016 Approved Budget vs 2017 Proposed Budget (\$)(%) | |
|------------------------------|---------------------------|------------------------------|---|---|
| 3,318,770 | 3,549,407 | 3,570,500 | 251,730 | 8 |

2017 Number of FTEs

| 2016 Actual FTEs * (#) | 2016 Vacancies* (#) | 2017 Proposed FTEs (#) | Change 2016 Actual FTEs vs 2017 Proposed FTEs (#)(%) | |
|---------------------------|------------------------|---------------------------|--|------|
| 28 | 1 | 23 | (5) | (18) |

*as of Sept 30,2016

Questions

2017 Proposed Budget

Mayor and Council

2017 Proposed Budget at a Glance

Mandate

The Regional Municipality of Wood Buffalo is governed by a Mayor and ten councillors, who are elected in accordance with the Local Authorities Election Act.

2017 Proposed Budget at a Glance

Council's responsibilities are specified in the Municipal Government Act.

The budget for Council encompasses Salaries, Wages and Benefits as well as other expenses.

Council is focused on maintaining the level of services to the public, in addition to recovery efforts which are necessitated by the May 3, 2016 wildfire event and subsequent evacuation.

Resources Required

Mayor and Council requires a 2017 Operating budget of \$1.8M, which is an increase over the 2016 Operating budget of \$0.1M due to increased Councillor's salaries.

Operating Budget

Operating Budget

| | 2016 Amended Operating Budget | 2016 Operating Projection* | 2017 Proposed Operating Budget | Change 2016 Amended Budget vs 2017 Proposed Budget | | Operating Financial Plan | |
|-------------------|--|----------------------------------|---|---|---|--------------------------------|-------------|
| | | | | | | 2018 | 2019 |
| | \$ | \$ | \$ | \$ | % | \$ | \$ |
| Revenue | - | - | - | - | - | - | - |
| Expenses | 1,789,909 | 1,654,313 | 1,849,300 | 59,391 | 3 | 1,926,300 | 1,803,400 |
| Surplus (Deficit) | (1,789,909) | (1,654,313) | (1,849,300) | 59,391 | | (1,926,300) | (1,803,400) |

*as at September 30, 2016

Questions

2017 Proposed Budget

Division: Office of the Chief Administrative Officer

Department: Office of the Municipal Auditor

Director: Ralph Timleck, CMA, CIA, CISA, CRMA

Department Operations at a Glance

Department Operations at a Glance

Department Mandate:

The Office of the Municipal Auditor assists the Municipality in accomplishing its objectives by bringing a systematic and disciplined risk based approach to evaluate and improve the integrity and effectiveness of the Municipality's systems of risk management and control for governance, management and operational functions.

Department Operations at a Glance

What We Do:

The Office of the Municipal Auditor is comprised of two branches:

- i. Compliance & Control
- ii. Enterprise Risk Management

What is the Plan for 2017

Goal 1: Building a Responsible Government

- Develop an internal audit plan for approval of the Audit Committee
- Continue providing assistance to the Recovery Task Force
- Work with Learning, Development and Training to develop a curriculum for the transfer of ERM accountability to Municipal Managers

Operating Budget

Operating Budget

| | 2016 Amended Operating Budget | 2016 Operating Projection* | 2017 Proposed Operating Budget | Change 2016 Amended Budget vs 2017 Proposed Budget | | Operating Financial Plan | |
|-------------------|--|----------------------------------|---|---|------|--------------------------------|-------------|
| | | | | | | 2018 | 2019 |
| | \$ | \$ | \$ | \$ | % | \$ | \$ |
| Revenue | - | - | - | - | - | - | - |
| Expenses | 2,004,699 | 1,106,047 | 1,605,300 | (399,399) | (20) | 1,610,400 | 1,616,500 |
| Surplus (Deficit) | (2,004,699) | (1,106,047) | (1,605,300) | (399,399) | | (1,610,400) | (1,616,500) |

*as at September 30, 2016

Personnel Budget

Personnel Budget

2017 Personnel Cost

| 2016 Approved Budget (\$) | 2016 Projection * (\$) | 2017 Proposed Budget (\$) | Change 2016 Approved Budget vs 2017 Proposed Budget (\$)(%) | |
|------------------------------|---------------------------|------------------------------|---|------|
| 1,376,399 | 991,700 | 1,110,700 | (265,699) | (19) |

2017 Number of FTEs

| 2016 Actual FTEs * (#) | 2016 Vacancies* (#) | 2017 Proposed FTEs (#) | Change 2016 Actual FTEs vs 2017 Proposed FTEs (#)(%) | |
|---------------------------|------------------------|---------------------------|--|------|
| 8 | 0 | 7 | (1) | (14) |

*as of September 30, 2016

Questions

2017 Proposed Budget

Division: DCAO

Department: Legal and Legislative Services

Director: David Leflar

Department Operations at a Glance

Department Operations at a Glance

Department Mandate:

- 1) Receives and responds to all requests for records under the *Freedom of Information and Protection of Privacy Act* and provides training to other departments on the requirements of that legislation.
- 2) Responsible for all legal support and services required by Council, the CAO, and all Divisions and Departments.
- 3) Provides the full range of administrative and legislative support services to Council, Committees, Boards and Quasi- Judicial Tribunals.
- 4) Provides support to the organization in drafting and managing Council policies and the administrative directives in support of them, as well as Administrative Procedures.

Department Operations at a Glance

Who We Are:

The Legal and Legislative Services department is comprised of four branches:

- 1) FOIP
- 2) Legal Services
- 3) Legislative Services
- 4) Policy & Governance

Department Operations at a Glance

What is the Plan for 2017:

The Legal and Legislative Services Department is aligned with the following Municipal Strategic Plan goals:

- Strategic Plan Goal 1: Responsible Government
- Strategic Plan Goal 2: Balanced Regional Services

Department Operations at a Glance

What is the Plan for 2017 cont'd:

- Ensure consistency and continuity of RMWB policies and procedures.
- Strengthen regional service delivery quality; Work on contracts to support project implementation.
- Improve land planning-Work on rewriting the Land Use Bylaw and other planning documents.

Resources Required

Resources Required

- 2017 Operating Budget of \$7.8M.
- This is a decrease from the 2016 Operating Budget of \$0.9M.
- There is no request for additional FTEs.

Operating Budget

Operating Budget

| | 2016 Amended Operating Budget | 2016 Operating Projection* | 2017 Proposed Operating Budget | Change 2016 Amended Budget vs 2017 Proposed Budget | | Operating Financial Plan | |
|-------------------|--|----------------------------------|---|---|------|--------------------------------|-------------|
| | | | | | | 2018 | 2019 |
| | \$ | \$ | \$ | \$ | % | \$ | \$ |
| Revenue | 34,000 | 51,500 | 146,500 | 112,500 | 331 | 34,500 | 27,100 |
| Expenses | 8,794,405 | 8,973,971 | 7,958,800 | (835,605) | (10) | 7,947,500 | 7,982,600 |
| Surplus (Deficit) | (8,760,405) | (8,922,471) | (7,812,300) | (948,105) | | (7,913,000) | (7,955,500) |

*as at September 30, 2016

Personnel Budget

Personnel Budget

2017 Personnel Cost

| 2016 Approved Budget (\$) | 2016 Projection * (\$) | 2017 Proposed Budget (\$) | Change 2016 Approved Budget vs 2017 Proposed Budget (\$)(%) | |
|------------------------------|---------------------------|------------------------------|--|---|
| 3,561,705 | 3,775,120 | 3,633,700 | 71,995 | 2 |

2017 Number of FTEs

| 2016 Actual FTEs * (#) | 2016 Vacancies* (#) | 2017 Proposed FTEs (#) | Change 2016 Actual FTEs vs 2017 Proposed FTEs (#)(%) | |
|---------------------------|------------------------|---------------------------|---|---|
| 22 | - | 22 | - | - |

*as of September 30, 2016

Questions

2017 Capital Budget and Financial Plan

Maintaining the Foundation for
Today and the Future

December 2, 2016

Presenters: Elsie Hutton, CFO
Linda Ollivier, Director of Financial Services

Funded versus Unfunded

Funded

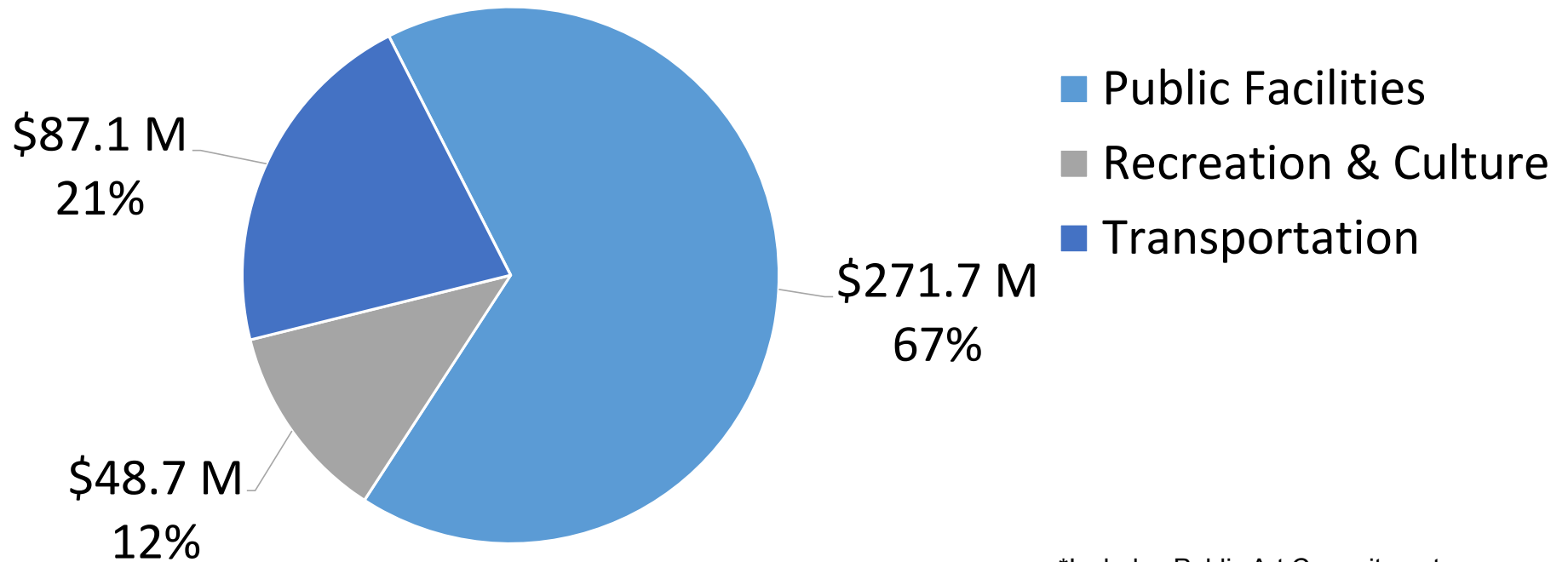
- The administrative review assigned funding to projects required to maintain the current service levels or business continuity

Unfunded

- The administrative review did not assign funding to projects not required to maintain current service levels or business continuity

2017 Proposed Capital Budget, by Category

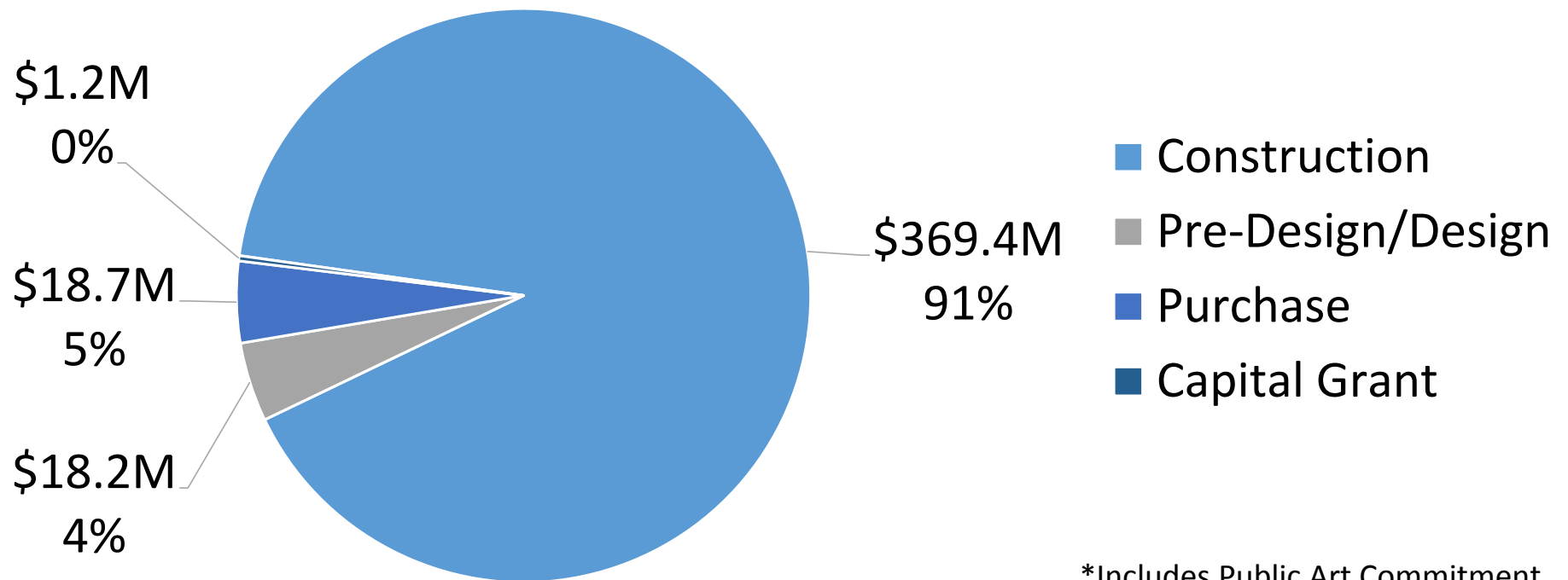
67 Projects = \$407.5M*



*Includes Public Art Commitment

2017 Proposed Capital Budget, by Type

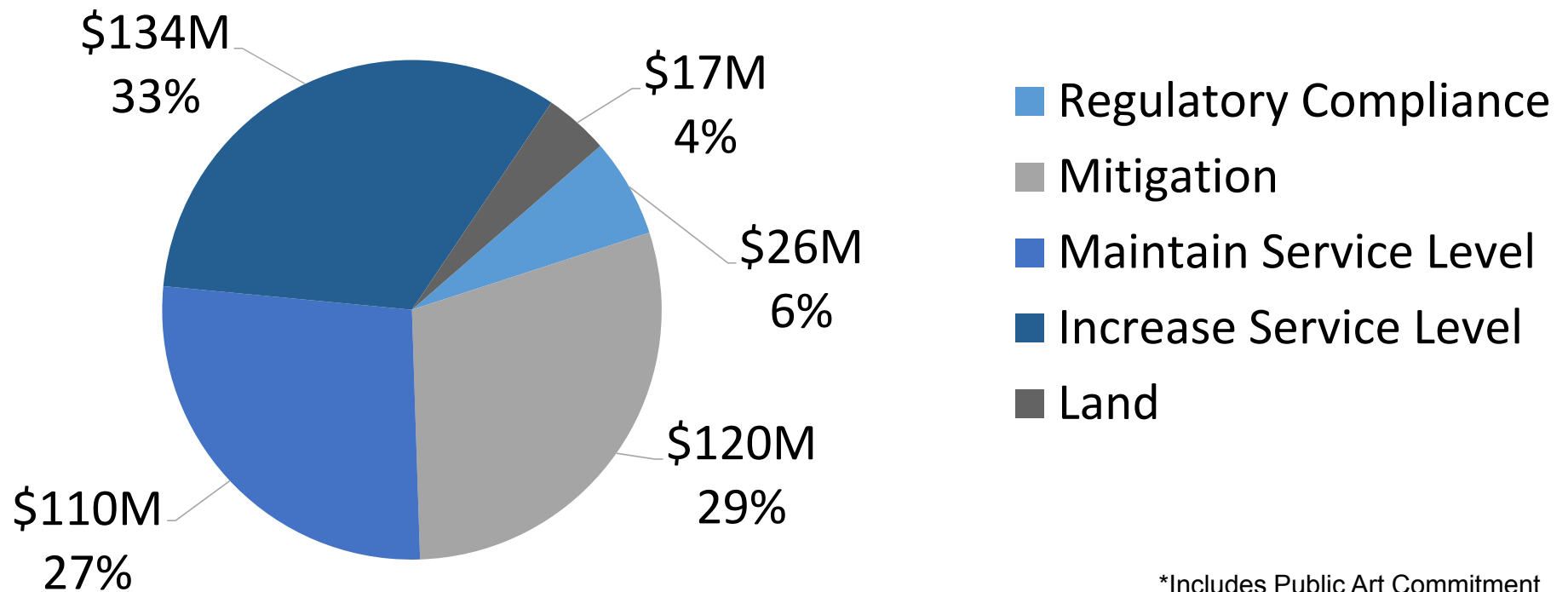
Total = \$407.5M*



*Includes Public Art Commitment

2017 Proposed Capital Budget, by Secondary Category

67 Projects = \$407.5M*



*Includes Public Art Commitment

2017 Proposed Capital Budget & 2018 - 2022 Plan

| Category | 2017 (\$'M) | 2018 (\$'M) | 2019 (\$'M) | 2020 & After (\$'M) | Total (\$'M) |
|--|----------------|----------------|----------------|------------------------|-----------------|
| First year of a pre-approved multi-year projects | 43.6 | 48.3 | 17.0 | - | 108.9 |
| Single year projects | 94.6 | - | - | - | 94.6 |
| First year of multi-year projects | 34.8 | 76.8 | 23.4 | - | 135.0 |
| Other than first year of a multi-year project | 232.9 | 293.7 | 135.7 | 4.2 | 666.5 |
| Equipment purchases | 0.8 | 0.8 | - | - | 1.6 |
| 2017 Proposed Capital Budget/Plan | 406.7 | 419.6 | 176.1 | 4.2 | 1,006.6 |

2017 Proposed Capital Budget & 2018 - 2022 Plan

| Category | 2017 (\$'M) | 2018 (\$'M) | 2019 (\$'M) | 2020 & After (\$'M) | Total (\$'M) |
|----------------------------------|----------------|----------------|----------------|------------------------|-----------------|
| Funded | 406.7 | 419.6 | 176.1 | 4.2 | 1,006.6 |
| Unfunded | 51.4 | 292.9 | 299.7 | 217.7 | 861.7 |
| Total Funded and Unfunded | 458.1 | 712.5 | 475.8 | 221.9 | 1,868.3 |

*Excludes Public Art Commitment

2017 PROPOSED BUDGET FUNDING AND DEBT OVERVIEW

2017 Proposed Capital Funding Sources

| | (\$'M) |
|---|--------------|
| Transfer from Operating Budget for Capital / 2016 deficit reduction | 335.6 |
| Debentures | 77.7 |
| Grants | 44.2 |
| Developer Charges / Levies | 20.7 |
| Total Funding Available | 478.2 |

2017 Proposed Unallocated Capital Funding

| | (\$'M) |
|------------------------------------|-------------|
| Total 2017 Proposed Capital Budget | 406.7 |
| Public Art Allocation | 0.8 |
| Sub-Total | 407.5 |
| Total Funding Available | 478.2 |
| Unallocated Funds | 70.7 |

Recommended Funding Allocation

| | (\$'M) |
|---|-------------|
| Unallocated Funds | 70.7 |
| Outstanding Issues to be funded: | |
| • 2016 Projected Deficit (as of Sept 30 th) | (12.1) |
| • 2016 Assessment Appeal Shortfall | (41) |
| • Pre-Design – East Clearwater Highway | (5) |
| Revised Unallocated Funds | 12.6 |

Debt Service

- Represents debenture interest and principal payments
- 2017 Debt Service \$32.8M/year
- Estimated annual future debt service on undrawn debt additional \$46M/year

Capital Funding Considerations

- Capital projects continue to be deferred/cancelled
- Due to changing economy, priorities have changed
- Council continues to approve capital budget amendments
- Funding allocated to projects that is no longer required in 2017
- As a result, \$350M uncommitted Capital Infrastructure Reserve funding available
- Options should support long term fiscal management

Options

- Pay down undrawn debt by \$350M
- Fund future capital projects to offset future shortfalls
- Fund future operating budget impacts

Pay Down Undrawn Debt

- Estimated \$24M/year debt service payment avoidance
- Estimated interest savings of \$140M
- Provides greater flexibility for future budgets
- Unique opportunity in light of Bill 21 proposed amendments

Fund Future Operating and/or Capital Budgets

- Estimated \$24M/year debt service payment still required
- Defers issue to future
- Bill 21 proposed amendments will impact ability to increase taxes

Administrative Recommendation

- Apply \$350M to pay down undrawn debt

Mayor/Councillor Budget Requests

- Budget requests received have been assigned a preliminary budget estimate
- Departments will identify the specific requests during their presentations
- Council motion required to include in 2017 Budget

Budget Binder Orientation

- Tab A – 2017 Proposed Budget – Funded
- Tab A – 2016 Projects in Progress – carry forwards
- Subsequent tabs coordinate with presentations
- Tab J – 2017 Proposed Budget - Unfunded

2017 Capital Budget and Financial Plan

Maintaining the Foundation for
Today and the Future

December 2, 2016

Presenters: Elsie Hutton, CFO
Linda Ollivier, Director of Financial Services

2017 Proposed Capital Budget

Division: Infrastructure & Engineering

Department: Environmental Services

Director: Leslie Burke (Acting)

2017 Capital Budget Summary – Resourced (Funded)

| Major Category | 2016 & Prior Actual | | | 2017 Proposed Budget | 2018 - 2022 Plan | Total Budget |
|------------------------|---------------------|---------------------|-----------------|----------------------|------------------|--------------|
| | Budget | Total Cost to date* | Total Available | | | |
| | \$ | \$ | \$ | | \$ | \$ |
| Public Facilities | 107,965,538 | 98,315,156 | 9,650,382 | 105,935,392 | 128,490,000 | 342,390,930 |
| Recreation and Culture | - | - | - | - | - | - |
| Transportation | - | - | - | - | - | - |
| Total | 107,965,538 | 98,315,156 | 9,650,382 | 105,935,392 | 128,490,000 | 342,390,930 |

*cost to date as at September 30, 2016

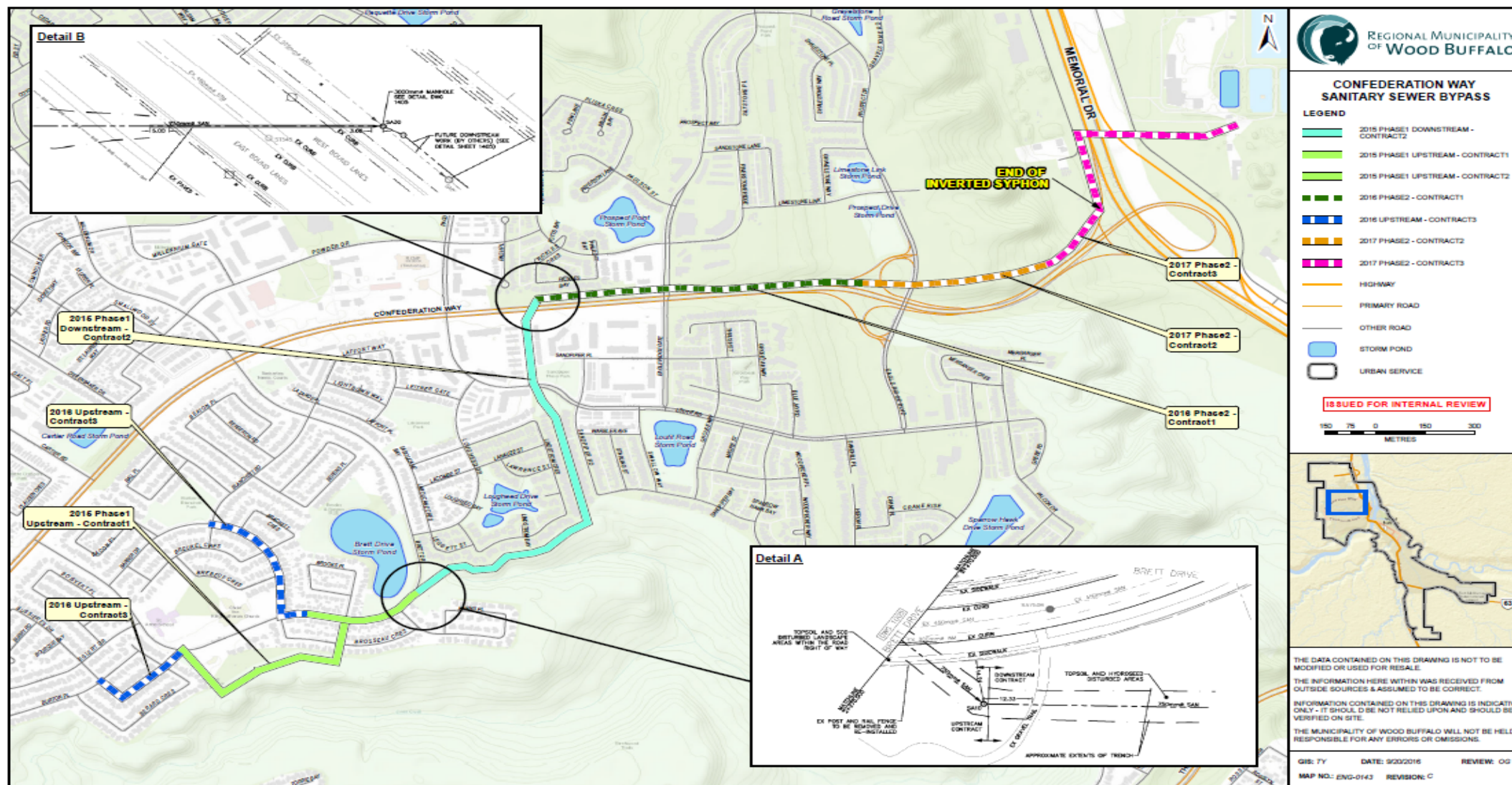
2017 Multi-Year Capital Project (2016 & Prior)

| Project Name: Beacon Hill Outfall and Pipeline Upgrades – Construction | | | |
|--|--|--------------|------------------------|
| Sponsor Department | Environmental Services | | |
| Delivery Department | Engineering | | |
| Description | This is a lifecycle replacement of the utility pipe (water, storm, sanitary) servicing. | | |
| Major Outcomes | Increases reliability of service to residents and businesses. Improved environmental protection, strengthen service delivery quality & improve core service infrastructure. | | |
| Project Year | 2014 | | |
| Impacts of no Funding | Increase the risk of service interruptions to customers and risk of non-compliance with environmental regulations. | | |
| Budget 2016 & Prior | Actuals | 2017 Request | Total Budget All Years |
| 9,673,858 | 9,357,708 | 13,326,142 | 23,000,000 |

2017 Multi-Year Capital Project (2016 & Prior)

| Project Name: Confederation Way Sanitary Sewer Phase 2 - Construction | | | |
|---|--|--------------|------------------------|
| Sponsor Department | Environmental Services | | |
| Delivery Department | Engineering | | |
| Description | Construct an 800 meter sanitary sewer line along the north side of Confederation Way. This portion will tie into Phase 1 of the project. | | |
| Major Outcomes | Alleviate sewage surcharging in the Timberlea area. Strengthen service delivery quality, improve core service infrastructure. | | |
| Project Year | 2016 | | |
| Impacts of no Funding | Collection system may experience surcharging. | | |
| Budget 2016 & Prior | Actuals | 2017 Request | Total Budget All Years |
| 500,000 | 0 | 22,200,000 | 36,700,000 |

Confederation Way Sanitary Sewer Phase 2 - Construction



2017 Multi-Year Capital Project (2016 & Prior)

| Project Name: Fort Chipewyan Water Treatment Plant Expansion - Construction | | | |
|---|--|--------------|------------------------|
| Sponsor Department | Environmental Services | | |
| Delivery Department | Engineering | | |
| Description | Reconstruction of a portion of the plant to incorporate the latest technology in multi-barrier treatment, ultraviolet and filtration systems; upgrading the raw water supply main and backwash pipeline. | | |
| Major Outcomes | Meet conditions of the provincial operating approval and future community demands. Enhanced water treatment (UV technology). Strengthen service delivery quality, improve core service infrastructure. | | |
| Project Year | 2014 | | |
| Impacts of no Funding | Non compliance with mandated regulatory requirements. Reduced reliability of community water supply. (intake) | | |
| Budget 2016 & Prior | Actuals | 2017 Request | Total Budget All Years |
| 30,000,000 | 2,118,345 | 9,000,000 | 44,500,000 |

2017 Capital Project Features

Fort Chipewyan Water Treatment Plan Expansion – Construction



2017 Multi-Year Capital Project (2016 & Prior)

| Project Name: Grayling Terrace Lift Station - Construction | | | |
|--|--|--------------|------------------------|
| Sponsor Department | Environmental Services | | |
| Delivery Department | Engineering | | |
| Description | Upgrade the current system that collects sewage from Grayling Terrace and pumps to the Wastewater Treatment Plant. | | |
| Major Outcomes | Bringing the collection system up to current standards. Standards at the time of construction are no longer compliant. Service continuity and environmental protection at risk during flooding events. | | |
| Project Year | 2016 | | |
| Impacts of not Funding | Environmental non-compliance | | |
| Budget 2016 & Prior | Actuals | 2017 Request | Total Budget All Years |
| 8,360,000 | 48,428 | 1,000,000 | 9,360,000 |

2017 Multi-Year Capital Project (2016 & Prior)

| Project Name: Lift Station Upgrades (South) | | | |
|---|--|--------------|------------------------|
| Sponsor Department | Environmental Services | | |
| Delivery Department | Engineering | | |
| Description | Life cycle replacement of MacKenzie, Waterways and Gregoire lift stations. | | |
| Major Outcomes | Strengthen service delivery quality, improve core service infrastructure. | | |
| Project Year | 2008 | | |
| Impacts of no Funding | Lack of service continuity and environmental protection. | | |
| Budget 2016 & Prior | Actuals | 2017 Request | Total Budget All Years |
| 23,731,680 | 15,241,215 | 5,000,000 | 28,731,680 |

2017 Multi-Year Capital Project (2016 & Prior)

Project Name: MacKenzie Stormwater Improvements – Design

| Sponsor Department | Environmental Services | | |
|-----------------------|--|--------------|------------------------|
| Delivery Department | Engineering | | |
| Description | Improve drainage in the MacKenzie area to reduce flooding. | | |
| Major Outcomes | Reduce flooding. Strengthen service delivery quality, improve core service infrastructure. | | |
| Project Year | 2016 | | |
| Impacts of no Funding | Additional operating and maintenance costs to proactively mitigate flood risks. | | |
| Budget 2016 & Prior | Actuals | 2017 Request | Total Budget All Years |
| 200,000 | 0 | 2,800,000 | 3,000,000 |

2017 Multi-Year Capital Project (2016 & Prior)

Project Name: Mills Avenue Stormwater Management – Construction

| Sponsor Department | Environmental Services | | |
|-----------------------|--|--------------|------------------------|
| Delivery Department | Engineering | | |
| Description | To correct drainage issues the area must be regraded and storm pipes, manholes/catch basins installed. Drainage on the properties adjacent to Heritage Park, including the subdivision across from the park site will be improved. | | |
| Major Outcomes | Strengthen service delivery quality, improve core service infrastructure | | |
| Project Year | 2016 | | |
| Impacts of no Funding | Reduced flood protection | | |
| Budget 2016 & Prior | Actuals | 2017 Request | Total Budget All Years |
| 1,000,000 | 0 | 6,000,000 | 13,000,000 |

2017 Multi-Year Capital Project (2016 & Prior)

| | | | |
|--------------------------------|--|---------------------|-------------------------------|
| Project Name: | Regional SCADA WAN - Construction | | |
| Sponsor Department | Environmental Services | | |
| Delivery Department | Engineering | | |
| Description | Region wide upgrade and expansion of the existing SCADA telemetry monitoring system and to allow for real time monitoring of water and wastewater facilities in the rural areas. | | |
| Major Outcomes | Improve operational efficiencies and significantly improves response time. Allow for operational oversight from main control room. Strengthen service delivery quality, improve core service infrastructure. | | |
| Project Year | 2014 | | |
| Impacts of no Funding | Continued inefficiencies and imminent system failure. | | |
| Budget 2016 & Prior | Actuals | 2017 Request | Total Budget All Years |
| 2,000,000 | 1,130,257 | 1,500,000 | 3,500,000 |

2017 Multi-Year Capital Project (2016 & Prior)

| Project Name: Southwest Water Supply Line | | | |
|---|---|--------------|------------------------|
| Sponsor Department | Environmental Services | | |
| Delivery Department | Engineering | | |
| Description | To supplement the current single water supply feed from the Water Treatment plant to the Lower townsite and south service area. | | |
| Major Outcomes | To eliminate vulnerability of a single river crossing and supply feed to the south service area. | | |
| Project Year | 2014 | | |
| Impacts of not Funding | Interruption of service to existing supply feed will result in a complete water outage from south of the Athabasca River Bridge through to Anzac. | | |
| Budget 2016 & Prior | Actuals | 2017 Request | Total Budget All Years |
| 32,500,000 | 21,092,642 | 2,500,000 | 35,000,000 |

2017 Multi-Year Capital Project

| | | |
|---|--|--------------------|
| Project Name: Fort McMurray WWTP Process Improvements Construction | | \$7,000,000 |
| Sponsor Department | Environmental Services | |
| Delivery Department | Engineering | |
| Description | The WWTP has limited redundancy for some major process components, making the facility vulnerable to violating approval if any one of a number of major processes require removal from service for routine or emergency maintenance. | |
| Major Outcomes | Strengthen service delivery quality, improve core service infrastructure. | |
| Project Year | 2016 | |
| Impacts of no Funding | Increased operational and maintenance costs to ensure regulatory compliance and service quality. | |

2017 Capital Project Features

Fort McMurray WWTP Process Improvements - Construction



2017 Proposed New Multi-Year Capital Project

| | | |
|---|---|--------------------|
| Project Name: MacDonald Avenue to 4 Way Chamber Supply Line Construction | | \$3,360,000 |
| Sponsor Department | Environmental Services | |
| Delivery Department | Engineering | |
| Description | A 750mm, 800 meter long supply line will connect MacDonald Ave to a 4 way chamber as per recommendations from the 2015 Water Master Plan. This will assist the water distribution network with additional water flow at the appropriate pressure. | |
| Major Outcomes | To increase water flow and pressure and to maintain current service delivery standards. | |
| Project Year | 2017 | |
| Impacts of not Funding | Continued operational inefficiencies and limited use of recently constructed infrastructure. | |

2017 Proposed New Multi-Year Capital Project

| Project Name: Thickwood Perimeter Sewer – Design | | \$4,000,000 |
|--|---|-------------|
| Sponsor Department | Environmental Services | |
| Delivery Department | Engineering | |
| Description | Alleviate sewer surcharging in Thickwood. Construction is proposed along Thicket Drive from Wolverine Drive towards the Fort McMurray WWTP. | |
| Major Outcomes | Increase sanitary sewer capacity, strengthen service delivery quality, improve core service infrastructure. | |
| Project Year | 2016 | |
| Impacts of no Funding | Maintain current service levels. Potential for localized residential flooding. | |

2017 Proposed New Multi-Year Capital Project

| Project Name: Thickwood Perimeter Sewer – Construction | | \$10,310,500 |
|--|---|--------------|
| Sponsor Department | Environmental Services | |
| Delivery Department | Engineering | |
| Description | Alleviate sewer surcharging in Thickwood. Construction is proposed along Thicket Drive from Wolverine Drive towards the Fort McMurray WWTP. | |
| Major Outcomes | Increase sanitary sewer capacity, strengthen service delivery quality, improve core service infrastructure. | |
| Project Year | 2017 | |
| Impacts of no Funding | Maintain current service levels. Potential for localized residential flooding. | |

2017 Proposed New Capital Project

| | | |
|---|--|--------------------|
| Project Name: Conklin WTP Upgrade Phase 2 - Construction | | \$3,500,000 |
| Sponsor Department | Environmental Services | |
| Delivery Department | Engineering | |
| Description | New raw water supply line from Christina Lake, installation of 2 nd treatment train and distribution pumps to align with the design capacity of the new WTP . | |
| Major Outcomes | Strengthen service delivery quality, improve core service infrastructure. | |
| Project Year | 2017 | |
| Impacts of no Funding | Unable to provide water to Conklin Multiplex and to the Conklin RWSS distribution system. Reduced water treatment capacity (intake). | |

2017 Capital Project Features

Conklin WTP Upgrade Phase 2 - Construction



2017 Proposed New Capital Project

| | | |
|--|--|------------------|
| Project Name: Fort Chipewyan Lift Station Upgrades – Design | | \$600,000 |
| Sponsor Department | Environmental Services | |
| Delivery Department | Engineering | |
| Description | The 2015 assessment recommended to rebuild the 3 lift stations in the Hamlet. The process equipment within these stations is showing detrimental conditions. | |
| Major Outcomes | Decrease maintenance and operational costs. Increase environmental protection. Strengthen service delivery quality, improve core service infrastructure | |
| Project Year | 2017 | |
| Impacts of no Funding | Increased operational and maintenance costs to proactively manage infrastructure deficiencies. | |

2017 Capital Project Features

Fort Chipewyan Lift Station Upgrades - Design



2017 Proposed New Capital Project

| | | |
|--|--|------------------|
| Project Name: Fort Chipewyan Water & Sewer – Design | | \$500,000 |
| Sponsor Department | Environmental Services | |
| Delivery Department | Engineering | |
| Description | Some residential properties in Fort Chipewyan do not have the ability to connect (due to pipe location) to the existing system. This project will extend the lines to the residences located further west of the community along MacKenzie Avenue. | |
| Major Outcomes | Residents provided piped water and sewer services, aligns with the principles of the rural water and sewer servicing. Strengthen service delivery quality, improve core service infrastructure. | |
| Project Year | 2017 | |
| Impacts of No Funding | Continue with existing services (trucked water delivery and sewage collection). | |

2017 Proposed New Capital Project

| Project Name: King Street Booster – Design | | \$125,000 |
|--|---|-----------|
| Sponsor Department | Environmental Services | |
| Delivery Department | Engineering | |
| Description | Project includes completion of a detailed report with recommendations for repair, upgrade, retrofit, and replacement of any pumps, motors, mechanical, electrical and instrumentation. The station is approaching the end of its design life. | |
| Major Outcomes | Upgrade or rehabilitation of critical infrastructure to extend life of existing asset. Strengthen service delivery quality, improve core service infrastructure. | |
| Project Year | 2017 | |
| Impacts of No Funding | Increased operational and maintenance costs to monitor and repair dated infrastructure. | |

2017 Capital Project Features

King Street Booster - Design

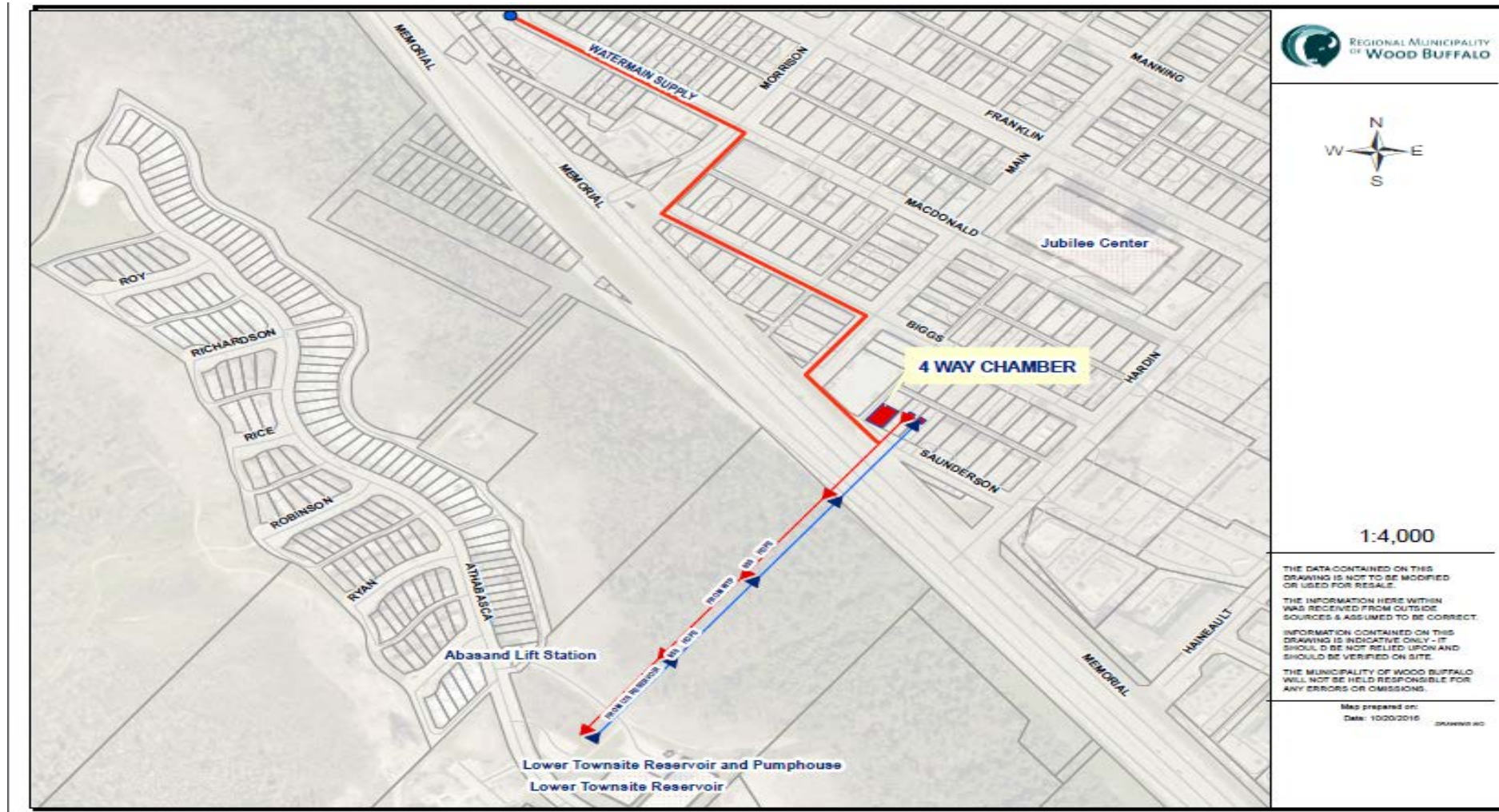


2017 Proposed New Multi-Year Capital Project

| | | |
|---|--|-------------|
| Project Name: 4 Way Chamber & Twin Line to Lower Townsite Reservoir Construction | | \$5,000,000 |
| Sponsor Department | Environmental Services | |
| Delivery Department | Engineering | |
| Description | This project consists of constructing the 4 way chamber and two water pipelines that interconnect the chamber to the Lower Townsite water reservoir located in Abasand hill. | |
| Major Outcomes | Improve the existing system and save energy by diminishing pumping time at the Water treatment plant. | |
| Project Year | 2017 | |
| Impacts of not Funding | Continued operational inefficiencies and limited use of recently constructed infrastructure. | |

2017 Capital Project Features

4 Way Chamber Supply Line



2017 Proposed New Capital Project

| | | |
|---|--|--------------------|
| Project Name: Thickwood Reservoir Replacement – Construction | | \$7,000,000 |
| Sponsor Department | Environmental Services | |
| Delivery Department | Engineering | |
| Description | The old Thickwood reservoir, approaching its end of life cycle, is damaged beyond reasonable repair. This reservoir must be replaced immediately to meet Alberta Environment standards for reservoir storage for the Thickwood service area. | |
| Major Outcomes | Sufficient water storage for Thickwood area. Regulatory compliance, strengthen service delivery quality, improve core service infrastructure. | |
| Project Year | 2017 | |
| Impacts of No Funding | Regulatory non-compliance and potential structure failure Insufficient water storage for both fire fighting and residential usage | |

2017 Capital Project Features

Thickwood Reservoir Replacement - Construction



2017 Proposed New Capital Project

| | | |
|--|--|-----------------|
| Project Name: Timberline Storm Water Upgrade – Design | | \$90,000 |
| Sponsor Department | Environmental Services | |
| Delivery Department | Engineering | |
| Description | Permanent repairs of the sunken manhole and road cracks at the intersection of Timberline Drive and Ross Street. | |
| Major Outcomes | Maintain Municipal service delivery standards. Align infrastructure with engineering service standards. Increase sewer system reliability. | |
| Project Year | 2017 | |
| Impacts of no Funding | Increased operational and maintenance costs to proactively manage infrastructure deficiencies | |

2017 Proposed New Capital Project

| | | |
|--|---|------------------|
| Project Name: Timberline Storm Water Upgrade – Construction | | \$900,000 |
| Sponsor Department | Environmental Services | |
| Delivery Department | Engineering | |
| Description | Permanent repairs of the sunken manhole and road cracks at the intersection of Timberline Drive and Ross Street. | |
| Major Outcomes | Maintain Municipal service delivery standards. Align infrastructure with engineering service standards. Increased sewer system reliability. | |
| Project Year | 2017 | |
| Impacts of No Funding | Increased operational and maintenance costs to proactively manage infrastructure deficiencies. | |

2017 Capital Project Features

Timberline Storm Water Upgrade – Construction/Design



Photo 1: Top view of sunken manhole



Photo 2: Damage to curb caused by excess pressure



Phot 3: Damage to curb due to overflow



Phot 4: North crack

2017 Capital Budget Highlights

Strategic Initiatives for 2017 and Beyond:

- Maintaining and upgrading critical infrastructure effectively and efficiently to deliver high quality and well-planned water, sanitary, storm and solid waste infrastructure throughout the region to support ***Building Balanced Regional Services (Goal 2 Strategic Plan)***
- Safeguarding the environment through infrastructure that ensures long term protection and improvements to support ***Building a Sustainable Region (Goal 6 Strategic Plan)***

Questions

2017 Proposed Capital Budget

Division: Infrastructure and Engineering

Department: Public Works

Director: Kelly Colbourne (Acting)

2017 Capital Budget Summary – Resourced (Funded)

| Major Category | 2016 & Prior Actual | | | 2017 Proposed Budget | 2018 - 2022 Plan | Total Budget |
|------------------------|---------------------|---------------------|--------------------|----------------------|---------------------|---------------------|
| | Budget | Total Cost to date* | Total Available | | | |
| | \$ | \$ | \$ | | \$ | \$ |
| Public Facilities | 75,100 | 75,100 | | 129,900 | | 205,000 |
| Recreation and Culture | 5,939,928 | 4,595,855 | 1,344,073 | 14,840,032 | 28,250,000 | 49,029,960 |
| Transportation | 7,640,000 | 6,778,080 | 861,920 | 9,065,000 | | 16,705,000 |
| Total | \$13,655,028 | \$11,449,035 | \$2,205,993 | \$24,034,932 | \$28,250,000 | \$65,939,960 |

*cost to date as at September 30, 2016

2017 Multi-Year Capital Project (2016 & Prior)

| Project Name: Active Transportation Trail Phase 1 – Construction | | | |
|--|---|--------------|------------------------|
| Sponsoring Department | Public Works | | |
| Delivery Department | Public Works | | |
| Description | This project is to upgrade/construct recreational trails for commuting purposes. Over three years this project will construct links to existing trails and upgrade existing trails in the urban service area. Thickwood sidewalks and Tolen Dr are complete. Design for Silin Forest Trail, Abasand and Greyling Terrace Trail is complete, construction will commence with an approved budget. | | |
| Major Outcomes | The planned trails intend to connect neighborhoods together including the Lower Town site. | | |
| Project Year | 2017 | | |
| Budget 2016 & Prior | Actuals | 2017 Request | Total Budget All Years |
| 2,500,000 | 2,304,918 | 1,000,000 | 6,750,000 |

2017 Capital Project Features



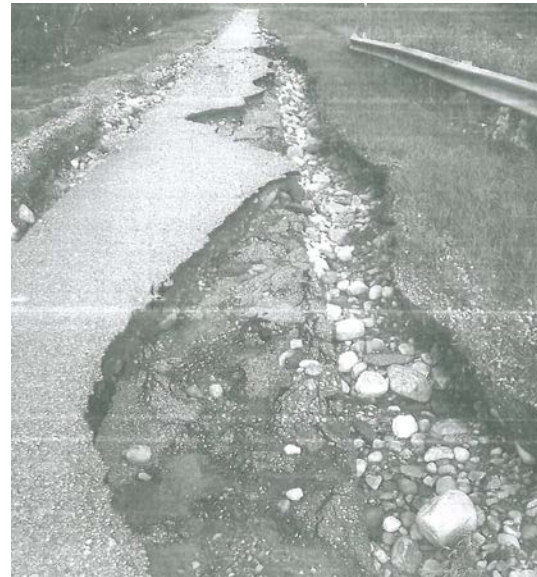
- Active Transportation Trail 2014-2016 - Construction
 - ✓ Silin Forest Trail: Reconstruct trail to ease the slope, and provide ultimate access to Thickwood Boulevard.

2017 Capital Project Features



■ Active Transportation Trail 2014-2016 - Construction

- ✓ Abasand Hill Upgrades and Greyling Terrace Bypass: Upgrade trail between Greyling Terrace and Abasand and connect to King St. Underpass. This project will also address the damage due to heavy rain runoff.



2017 Multi-Year Capital Project (2016 & Prior)

| Project Name: Clearwater Park System Remediation | | | |
|--|---|--------------|------------------------|
| Sponsoring Department | Public Works | | |
| Delivery Department | Public Works | | |
| Description | This project is to preserve environmentally sensitive areas, construct preventative measures for bank erosion and re-establish a healthy environment for both aquatic and terrestrial habitat along Clearwater River. | | |
| Major Outcomes | To preserve environmentally sensitive areas, construct preventative measures for bank erosion and re-establish a healthy environment | | |
| Project Year | 2017 - 2020 | | |
| Impacts of No Funding | This work is vital to ensure lands are remediated to an acceptable level. | | |
| Budget 2016 & Prior | Actuals | 2017 Request | Total Budget All Years |
| 1,375,639 | 1,195,639 | 1,924,361 | 20,800,000 |

2017 Multi-Year Capital Project (2016 & Prior)

| Project Name: Community Playground Replacement – Design Build | | | |
|---|--|--------------|------------------------|
| Sponsoring Department | Public Works | | |
| Delivery Department | Public Works | | |
| Description | This project will replace existing playgrounds that meet the current CSA standard and would include a new playground adjacent to the Eagle Ridge Community Center and an additional playground at Father Turcotte. | | |
| Major Outcomes | Replace faulty equipment and repair improper surfaces. | | |
| Project Year | 2017 | | |
| Impacts of No Funding | Playgrounds not meeting CSA Standards. | | |
| Budget 2016 & Prior | Actuals | 2017 Request | Total Budget All Years |
| 1,064,289 | 1,064,289 | 810,711 | 1,875,000 |

2017 Multi-Year Capital Project (2016 & Prior)

| Project Name: Fleet Shop Equipment Tooling | | | |
|--|--|--------------|------------------------|
| Sponsoring Department | Public Works | | |
| Delivery Department | Public Works | | |
| Description | Shop tooling and equipment required to operate new Fleet shop at the SOC facility. | | |
| Major Outcomes | This equipment will assist the technicians in performing their daily duties in a safe and efficient timing to maintain a cost to tax payers. | | |
| Project Year | 2017 | | |
| Impacts of No Funding | Fleet will not be able to provide the service levels required to the RMWB. | | |
| Budget 2016 & Prior | Actuals | 2017 Request | Total Budget All Years |
| 75,100 | 75,100 | 129,900 | 205,000 |

2017 Multi-Year Capital Project (2016 & Prior)

| Project Name: Fort Chipewyan Winter Rd Bridges Replacement - Construction | | | |
|---|---|--------------|------------------------|
| Sponsoring Department | Public Works | | |
| Delivery Department | Engineering | | |
| Description | This project will rehabilitate three structures on the Fort Chipewyan Winter Road in the sand hills section and near the Athabasca River Delta. | | |
| Major Outcomes | Complete required replacements to make the bridges safe and structurally sound. | | |
| Project Year | 2017 | | |
| Impacts of No Funding | Potential failure of the structure | | |
| Budget 2016 & Prior | Actuals | 2017 Request | Total Budget All Years |
| 2,000,000 | 1,780,609 | 500,000 | 2,500,000 |

2017 Multi-Year Capital Project (2016 & Prior)

Project Name: Fort Chipewyan Richardson River Bridge Replacement - Construction

| | |
|-----------------------|--|
| Sponsoring Department | Public Works |
| Delivery Department | Engineering |
| Description | Replacement of the bridge is the appropriate strategy at the site, since when the new bridge is completed all traffic will use the permanent bridge and an ice bridge will no longer be required, a cost saving each year. |
| Major Outcomes | Construction of the new bridge will expand the winter road heavy haul window |
| Project Year | 2017 |
| Impacts of No Funding | Potential for extended closure of the winter road due to temperature fluctuations. |

| Budget 2016 & Prior | Actuals | 2017 Request | Total Budget All Years |
|---------------------|-----------|--------------|------------------------|
| 5,000,000 | 4,324,034 | 1,500,000 | 6,500,000 |

2017 Capital Project Features



- Fort Chipewyan Richardson River Bridge Replacement – Construction
 - ✓ The bridge is substantially completed and will be used starting the 2016/2017 winter season.

2017 Multi-Year Capital Project (2016 & Prior)

| Project Name: King Street Bridge Rehabilitation | | | |
|---|---|--------------|------------------------|
| Sponsoring Department | Public Works | | |
| Delivery Department | Engineering | | |
| Description | The load capacity assessment is determined that King Street Bridge does not have sufficient capacity to carry the Emergency Services ladder trucks. | | |
| Major Outcomes | Increase the capacity to ensure that emergency vehicles can use the bridge and meet the emergency response time. | | |
| Project Year | 2017 | | |
| Impacts of No Funding | Emergency vehicles would be required to use Prairie Loop Blvd resulting in an increased response time. | | |
| Budget 2016 & Prior | Actuals | 2017 Request | Total Budget All Years |
| 640,000 | | 2,600,000 | 3,240,000 |

2017 Proposed New Capital Project

| Project Name: Stonecreek Drainage Construction | | | |
|--|--|--------------|------------------------|
| Sponsoring Department | Public Works | | |
| Delivery Department | Engineering | | |
| Description | Due to an agreement between the developer and the municipality, drainage along the backside of the lots along Shalestone Way (Stonecreek Stage 2) was to be completed by the municipality after scheduled projects in the area were completed. | | |
| Major Outcomes | There is a need to construct a permanent drainage solution to minimize potential flooding. | | |
| Project Year | 2017 & 2018 | | |
| Impacts of No Funding | There are drainage issues causing problems for home owners. The flooding of basements will remain an issue. | | |
| Budget 2016 & Prior | 2017 Request | 2018 Request | Total Budget All Years |
| 1,000,000 | 1,000,000 | 3,000,000 | 5,000,000 |

2017 Proposed New Capital Project

| | | |
|--|---|--------------------|
| Project Name: FireSmart Greenspace Rehabilitation | | \$7,500,000 |
| Sponsoring Department | Public Works | |
| Delivery Department | Public Works | |
| Description | As part of the 2016 Wild Fire dozer guards were created around numerous communities in the RMWB. As a result we have inherited approximately 160ha of new greenspace. These areas have had all fallen trees mulched and removed; there is a current project with Engineering that is looking at the drainage issues that have come up due to the tree clearing. | |
| Major Outcomes | This rehabilitation project will encompass fine grading, topsoil and seed. | |
| Project Year | 2017 and 2018 (\$4,500,000) | |
| Impacts of No Funding | If these areas are not rehabilitated the weeds will take over and cause other issues. | |

2017 Capital Project Features



- FireSmart Greenspace Rehabilitation
 - ✓ Top soil and seed to rehabilitate the dozer guard areas created throughout the RMWB.

2017 Proposed New Capital Project

| | | |
|--|---|------------------|
| Project Name: Culvert Rehabilitation Hwy 63 at Fort Hills | | \$660,000 |
| Sponsoring Department | Public Works | |
| Delivery Department | Engineering | |
| Description | Installing a liner and putting headwalls at the up and downstream ends is the most cost effective and provides at least another 25 years of lifespan. | |
| Major Outcomes | Increase the life span of existing culvert. | |
| Project Year | 2017 | |
| Impacts of No Funding | Potential for collapse of the culvert in the long term resulting in the True North Road Closure (Hwy 63). | |

2017 Proposed New Capital Project

| | | |
|---|---|-----------------|
| Project Name: Fort Chipewyan Airport Structure | | \$40,000 |
| Sponsoring Department | Public Works | |
| Delivery Department | Public Works | |
| Description | The existing structural frame is solid and only needs the replacement of the architectural re-skin membrane, since the present structure has the roof and sides torn out. | |
| Major Outcomes | The construction would consist of repairing the membrane, a new door completed with a hood, DPRD seal with wheels to make the structure functional. | |
| Project Year | 2017 | |
| Impacts of No Funding | Rain and snow can enter the current structure contaminating the chemicals that are stored there. | |

2017 Proposed New Capital Project

| | | |
|--|--|--------------------|
| Project Name: Fort Chipewyan New Cemetery | | \$2,592,000 |
| Sponsoring Department | Public Works | |
| Delivery Department | Public Works | |
| Description | This project is for the design and construction of a new cemetery in Fort Chipewyan. | |
| Major Outcomes | Establishing a suitable for proper burials. | |
| Project Year | 2017 | |
| Impacts of No Funding | The current cemetery will run out of space. | |

2017 Capital Project Features



- Fort Chipewyan New Cemetery
 - ✓ With the current Catholic cemetery nearing capacity the requirement to complete a new cemetery is a high priority.
 - ✓ The new cemetery will be multi-denominational.

2017 Proposed New Capital Project

| | | |
|--|---|------------------|
| Project Name: Snow Disposal Site – Design | | \$750,000 |
| Sponsoring Department | Public Works | |
| Delivery Department | Engineering | |
| Description | Historically the RMWB had five snow disposal sites, but currently only the one in Dickinsfield remains for the urban service area. Snow storage is required to service both north and south of the Athabasca Bridge to improve efficiencies and to reduce haul costs. | |
| Major Outcomes | Provide both a short term and long term alternative solution for snow hauling. | |
| Project Year | 2017 | |
| Impacts of No Funding | Increased cost for haulage. Environmental mitigation in Dickinsfield. Reliance on only one snow disposal site for the whole municipality. | |

2017 Proposed New Capital Project

| | | |
|---|---|--------------------|
| Project Name: Thickwood Blvd & Abasand Dr. Erosion Remediation | | \$3,000,000 |
| Sponsoring Department | Public Works | |
| Delivery Department | Engineering | |
| Description | Thickwood Boulevard westbound and Abasand Drive is experiencing severe erosion from surface draining of heavy rainfall and spring runoff. The swale on the side of the road is higher than the curb and is not connect to any storm drainage. | |
| Major Outcomes | Remedy the erosion from surface draining. | |
| Project Year | 2017 | |
| Impacts of No Funding | Higher cost to repair later. Lane closure to repair curb and surface of the roadways. | |

2017 Capital Budget Highlights

- Strategic Initiatives for 2017 and Beyond:
 - ✓ FireSmart Greenspace Rehabilitation (Goal 1)
 - As part of the 2016 Wildfire, dozer guards were created around numerous communities in the RMWB. All fallen trees in the areas were mulched and removed. The rehabilitation project will encompass fine grading, topsoil, and seed.
 - ✓ Snow Disposal Site - Design (Goal 1)
 - Design and construction of a snow storage facility is required to service both the North and the South of the Athabasca Bridge and to enhance customer service for residents throughout the Region.

Questions?

2017 Proposed Capital Budget

Division: Infrastructure & Engineering Division

Department: Engineering

Director: Dawny George

2017 Capital Budget Summary – Resourced (Funded)

| Major Category | 2016 & Prior Actual | | | 2017 Proposed Budget | 2018 - 2022 Plan | Total Budget |
|-------------------|---------------------|---------------------|------------------|----------------------|--------------------|--------------------|
| | Budget | Total Cost to date* | Total Available | | | |
| | \$ | \$ | \$ | | \$ | \$ |
| Public Facilities | 20,829,168 | 13,142,730 | 7,686,438 | 123,740,544 | 354,916,753 | 499,486,465 |
| Transportation | 52,394,767 | 50,165,964 | 2,228,803 | 78,039,500 | 29,306,800 | 159,741,067 |
| Total | 73,223,935 | 63,308,694 | 9,915,241 | 201,780,044 | 384,223,553 | 659,227,532 |

*cost to date as at September 30, 2016

2017 Multi-Year Capital Project Summary

Multi-Year Projects (2016 & Prior)

(6 Projects)

| | Project Name | 2016 & Prior Budget | Total 2017 Budget | Total Future Years <u>(2018+)</u> | Total Budget All years |
|---|--|---------------------|--------------------|-----------------------------------|------------------------|
| 1 | Flood Mitigation - Construction | 3,492,037 | 20,950,382 | 145,557,581 | 170,000,000 |
| 2 | Flood Mitigation - Predesign/Design | 2,787,485 | 3,500,000 | 3,512,515 | 9,800,000 |
| 3 | Prairie Loop Boulevard | 50,894,767 | 20,000,000 | 27,806,800 | 98,701,567 |
| 4 | Rural Infrastructure Rehabilitation 2015 - 2017 Construction | 2,000,000 | 18,200,000 | 49,800,000 | 70,000,000 |
| 5 | Rural Water & Sewer Servicing - Construction | 10,675,000 | 75,425,000 | 133,900,000 | 220,000,000 |
| 6 | Urban Infrastructure Rehabilitation 2016 - 2018 Design | 1,500,000 | 1,500,000 | 1,500,000 | 4,500,000 |
| | Total | 71,349,289 | 139,575,382 | 362,076,896 | 573,001,567 |

2017 Proposed New Capital Project Summary

(8 Projects)

| | Project Name | Total 2017 Budget | Total Future Years <u>(2018+)</u> | Total Budget All years |
|---|--|-------------------|-----------------------------------|------------------------|
| 1 | Building Life Cycle - 2017-2019 | 2,457,662 | 12,204,000 | 14,661,662 |
| 2 | Jubilee Center Renovation - Design | 852,500 | | 852,500 |
| 3 | Jubilee Center Renovation - Construction 2017 | 2,355,000 | 7,580,000 | 9,935,000 |
| 4 | Emergency Access Roads - Design | 300,000 | | 300,000 |
| 5 | Emergency Access Roads - Construction | 1,000,000 | | 1,000,000 |
| 6 | Saline Creek Parkway Phase 2 - Design | 3,000,000 | | 3,000,000 |
| 7 | South Leg, A Frame Road at Saprae Creek Trail | 1,900,000 | | 1,900,000 |
| 8 | Urban Infrastructure Rehab 2017 - Construction | 50,310,000 | | 50,310,000 |
| | Total | 62,175,162 | 19,784,000 | 81,959,162 |

2017 Multi-Year Capital Project (2016 & Prior)

Project Name: Flood Mitigation - Predesign/Design & Construction*

| | |
|-----------------------|---|
| Sponsoring Department | Engineering |
| Delivery Department | Engineering |
| Description | This project relates to the Reaches 1 to 11 as enumerated by the Northwest Hydraulic Consultant (NHC) Report. The project aims at providing flood protection up to the 100-year flood hazard to the Downtown, Waterways, and Ptarmigan Court areas for both ice-jam related and open water floods |
| Major Outcomes | Protection to citizens and protect public & private infrastructure |
| Project Year | 2014 |

2017 Multi-Year Capital Project (2016 & Prior)

Project Name: Flood Mitigation - Predesign/Design & Construction* (cont'd)

| | |
|-----------------------|--|
| Impacts of No Funding | The Downtown, Waterways, and Ptarmigan Court areas would remain unprotected subject to flood events of various intensities. Under such event, the public and private infrastructure and properties would be exposed to damage and subsequently require funds to restore after major flood events |
|-----------------------|--|

| Budget 2016 & Prior | Actuals | 2017 Request | Total Budget All Years |
|------------------------------------|-------------|---------------|------------------------|
| Predesign & Design \$ 2,787,485 | \$267,162 | \$ 3,500,000 | \$ 9,800,000 |
| Construction \$ 3,492,037 | \$2,962,490 | \$ 20,950,382 | \$ 170,000,000 |

2017 Capital Project Features

FLOOD MITIGATION AND PRAIRIE LOOP BOULEVARD (PLB)

Reaches 1 - 11

Reach 1: Berm at
250m – **Constructed**

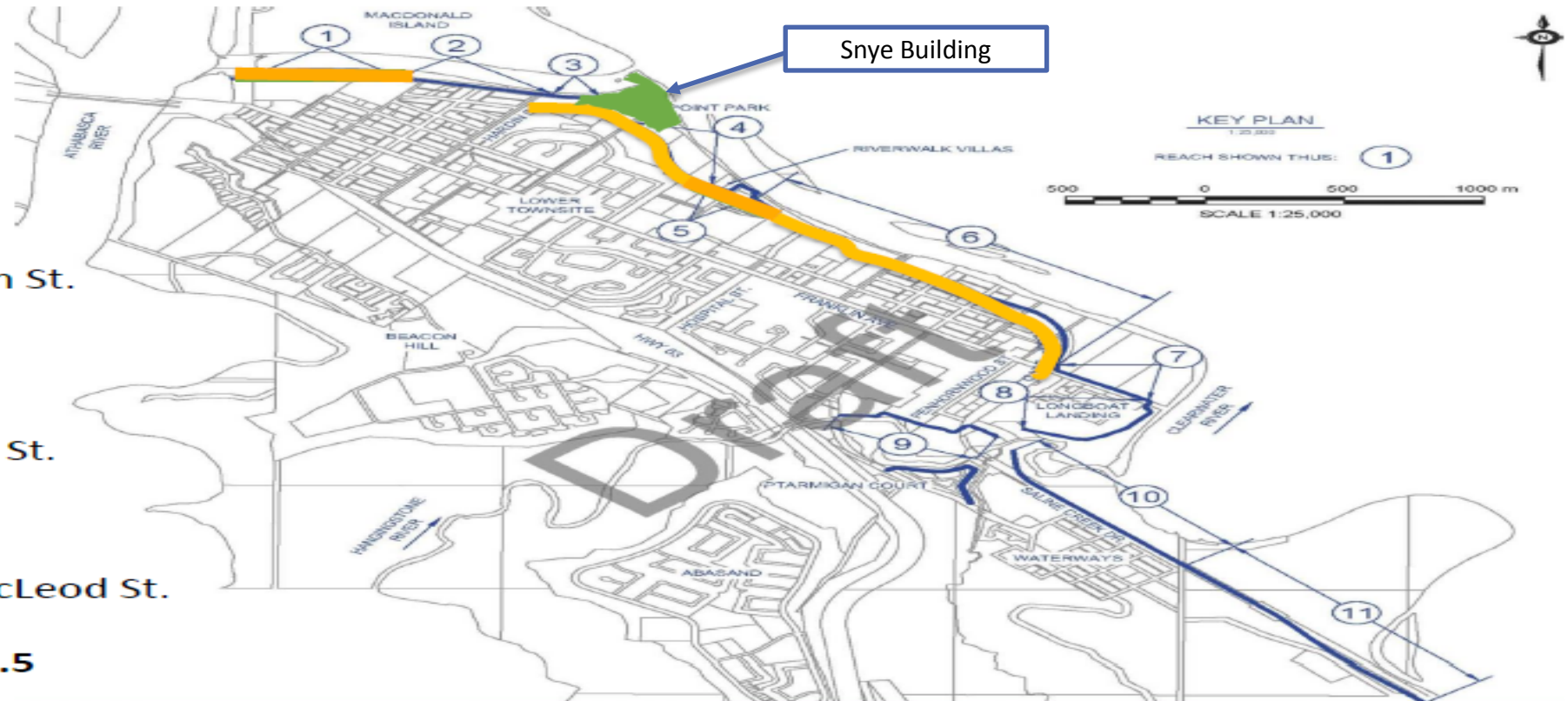
Reach 2: PLB from
Morrison St. to Hardin St.
Design complete

Reach 3, 4: PLB from
Hardin St. to McLeod St.
Design in progress

Reach 5: PLB from McLeod St.
to Riedel St.
– **Constructed at 248.5**

Reach 6: PLB from Riedel St. to
Franklin Av. intersection
– **Constructed at 248.5**

Reach 7, 8, 9, 10, 11:
Preliminary design work – **Completed**
Detailed Design - In Progress

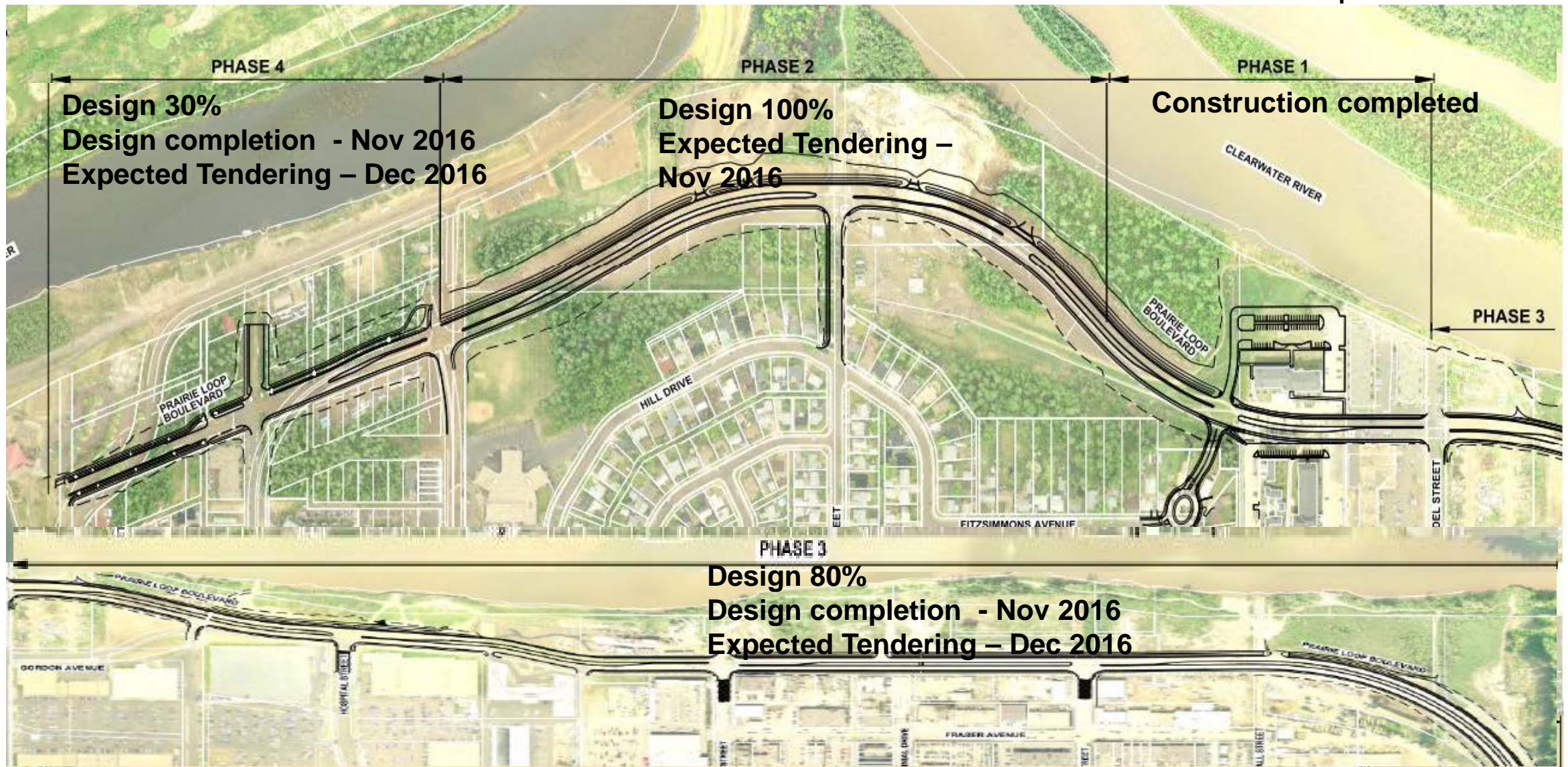


2017 Multi-Year Capital Project (2016 & Prior)

| Project Name: Prairie Loop Boulevard | | | |
|---|---|---------------|------------------------|
| Sponsoring Department | Engineering | | |
| Delivery Department | Engineering | | |
| Description | Prairie Loop Boulevard (PLB) will be constructed, in phases, to an urban arterial roadway configuration connecting the south end near Penhorwood, running parallel to the Clearwater River and terminating at Morrison Street. PLB is to be designed and constructed as a pedestrian-friendly corridor with side walks and planting strip | | |
| Major Outcomes | Relief to traffic congestion in the Lower Townsite Areas A scenic and pedestrian friendly road on the waterfront | | |
| Project Year | 2008 | | |
| Impacts of No Funding | Relief to the congestion problem of Franklin Avenue would not be achieved, affecting traffic capacity and business | | |
| Budget 2016 & Prior | Actuals | 2017 Request | Total Budget All Years |
| \$ 50,894,767 | \$43,142,678 | \$ 20,000,000 | \$ 98,701,567 |

2017 Capital Project Features

Prairie Loop Boulevard



2017 Multi-Year Capital Project (2016 & Prior)

| Project Name: Rural Infrastructure Rehabilitation 2015 - 2017 - Construction | | | |
|--|--|---------------|------------------------|
| Sponsoring Department | Engineering | | |
| Delivery Department | Engineering | | |
| Description | This project is a continuation of the program begun in 2013 to address deficiencies in roads-related infrastructure in the rural areas. Roads were in poor condition and walkways were needed | | |
| Major Outcomes | Upgrades the roadways to Municipal Standards resulting in reduction of escalating future maintenance costs | | |
| Project Year | 2015 | | |
| Impacts of No Funding | The rural roads will further deteriorate if rehabilitation work is not done on time. Further deteriorated infrastructure can cause a safety hazard. It becomes much more expensive to do rehabilitation works as the roads get more deteriorated | | |
| Budget 2016 & Prior | Actuals | 2017 Request | Total Budget All Years |
| \$ 2,000,000 | \$136,557 | \$ 18,200,000 | \$ 70,000,000 |





2017 Multi-Year Capital Project (2016 & Prior)

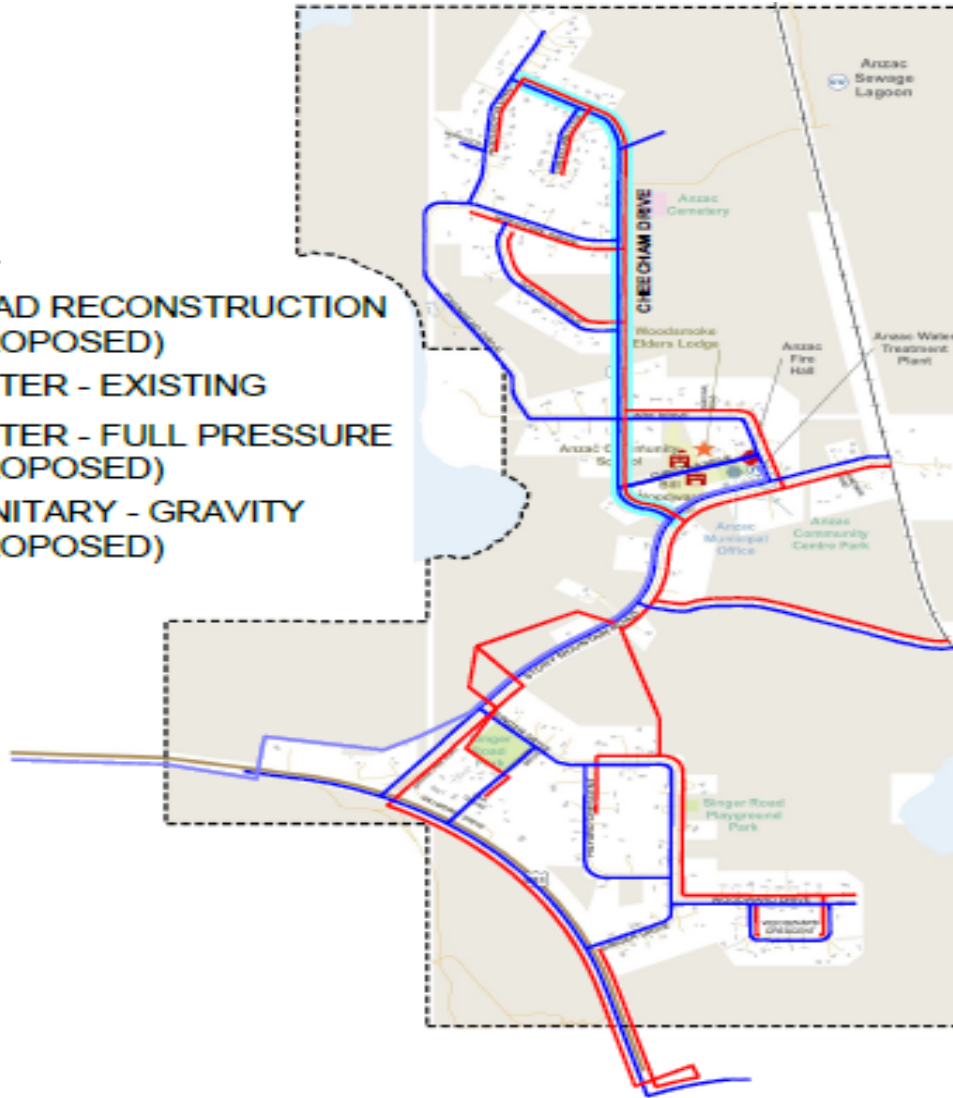
| Project Name: Rural Water & Sewer Servicing - Construction | |
|--|--|
| Sponsoring Department | Engineering |
| Delivery Department | Engineering |
| Description | The project scope includes the Construction of sewer and water services for six communities: Gregoire Lake Estates, Anzac, Draper, Saprae Creek, Conklin and Janvier. The project will provide potable water and sewer services to the residents of the rural communities It would also address fire flow short comings |
| Major Outcomes | Providing piped water and sewer services to the southern rural communities |
| Project Year | 2016 |
| Impacts of No Funding | The rural communities would not have piped water and sewer services |

| Budget 2016 & Prior | Actuals | 2017 Request | Total Budget All Years |
|---------------------|-------------|---------------|------------------------|
| \$ 10,675,000 | \$2,203,081 | \$ 75,425,000 | \$ 220,000,000 |

2017 Capital Project Features

LEGEND

-  ROAD RECONSTRUCTION (PROPOSED)
-  WATER - EXISTING
-  WATER - FULL PRESSURE (PROPOSED)
-  SANITARY - GRAVITY (PROPOSED)



Rural Water & Sewer Servicing/ Rural Infrastructure Rehabilitation - Construction

ANZAC COMMUNITY

Main Scope

4 Contracts consist of:

- 9 Km of Watermain
- 17 Km of Sanitary
- 135 Hydrants
- 7 Lift Station
- 118 Manholes
- 246 Service Connections

2017 Capital Project Features

Rural Water & Sewer Servicing/ Rural Infrastructure Rehabilitation - Construction




DRAPER COMMUNITY

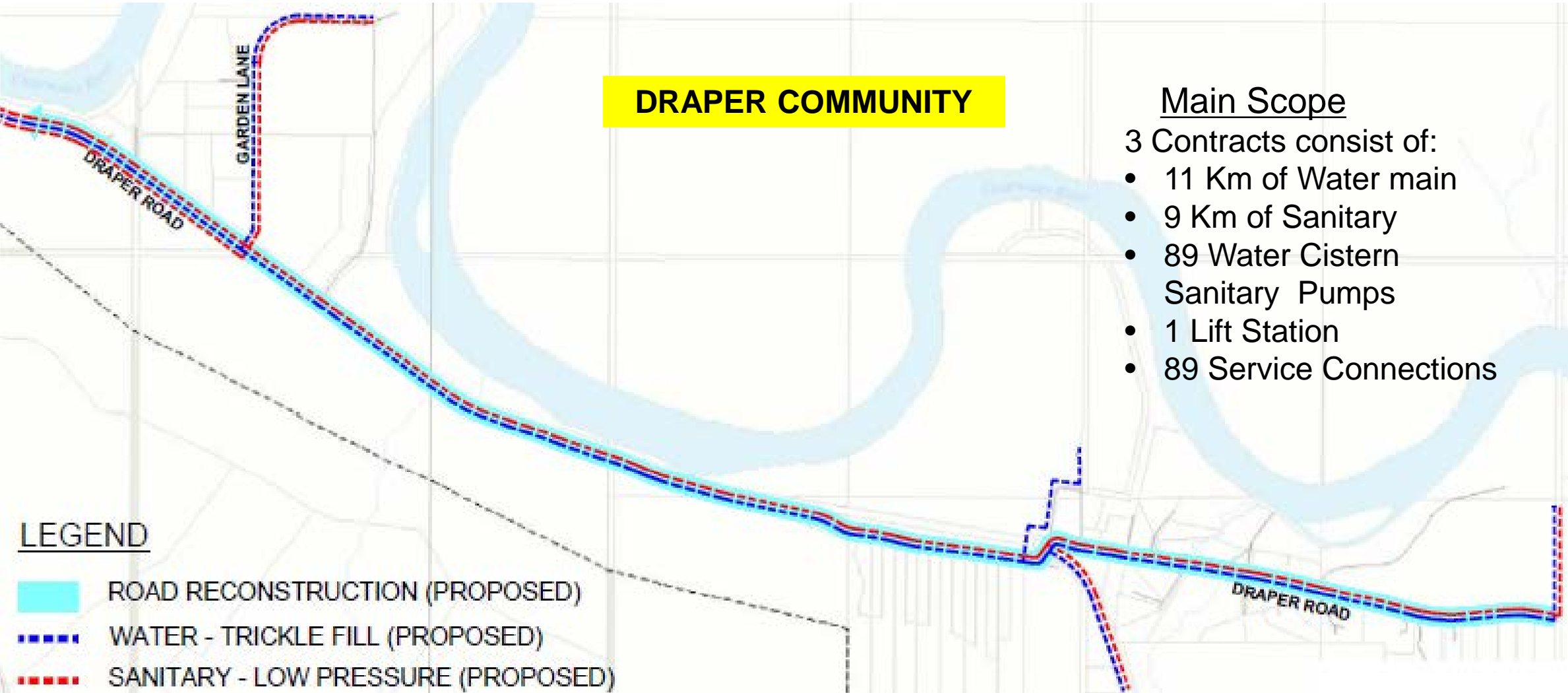
Main Scope

3 Contracts consist of:

- 11 Km of Water main
- 9 Km of Sanitary
- 89 Water Cistern
- Sanitary Pumps
- 1 Lift Station
- 89 Service Connections

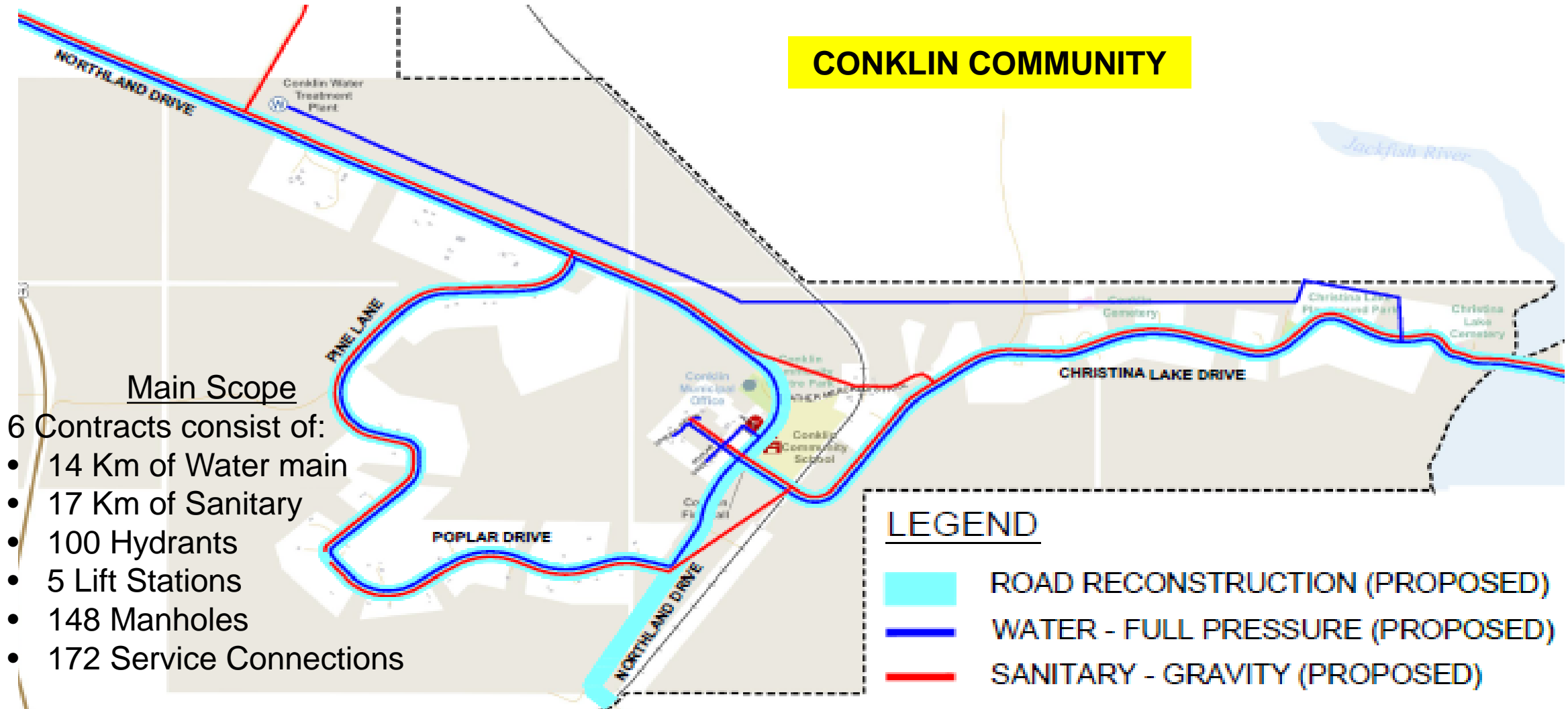
LEGEND

-  ROAD RECONSTRUCTION (PROPOSED)
-  WATER - TRICKLE FILL (PROPOSED)
-  SANITARY - LOW PRESSURE (PROPOSED)



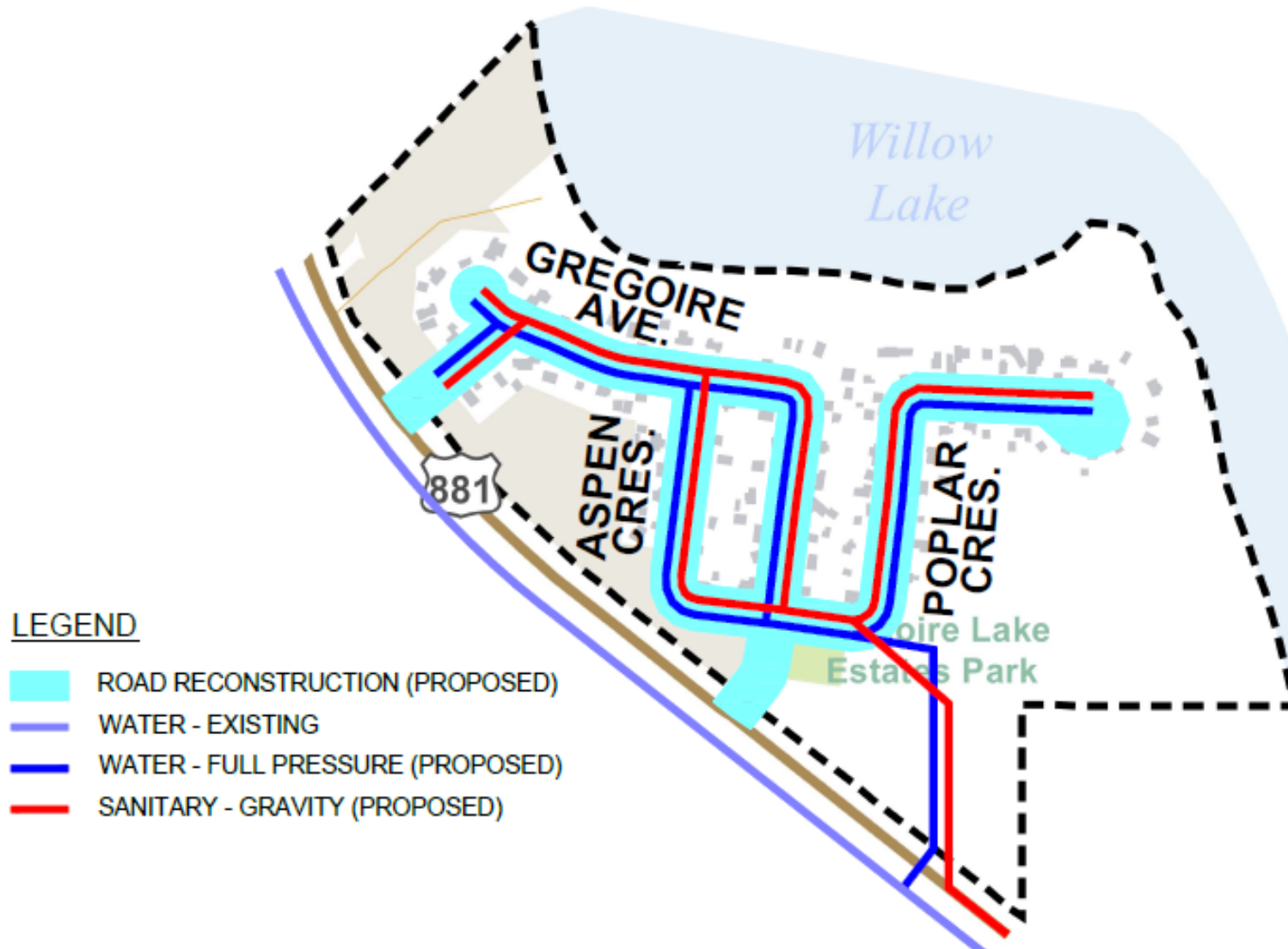
2017 Capital Project Features

Rural Water & Sewer Servicing/ Rural Infrastructure Rehabilitation - Construction



2017 Capital Project Features

Rural Water & Sewer Servicing/
Rural Infrastructure
Rehabilitation - Construction







GREGOIRE LAKE ESTATES COMMUNITY

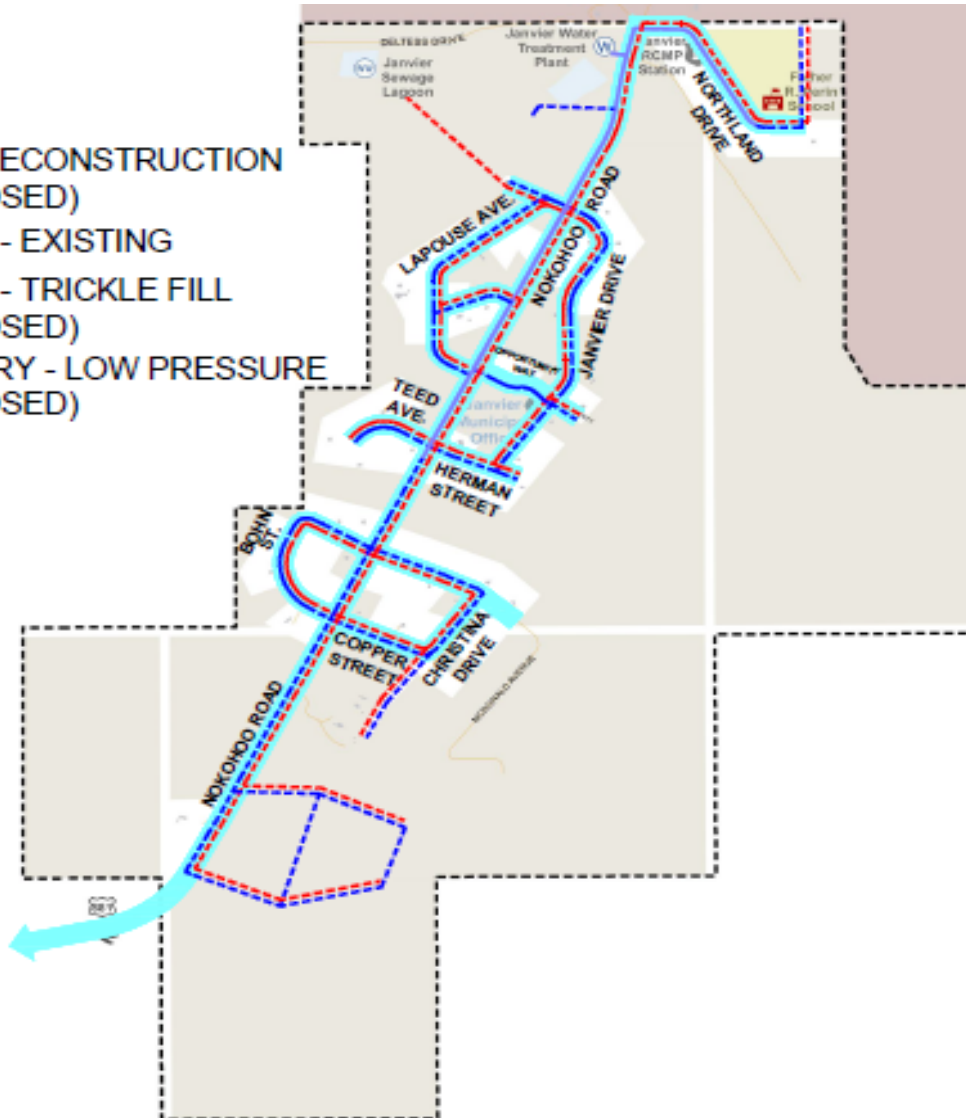
Main Scope

- 4 Contracts consist of:
- ATCO Gas & Electric work, Telus Work
 - 2 Km of Water main
 - 2 Km of Sanitary
 - 14 Km Forcemain
 - 11 Hydrants , 1-Reservoir
 - 1 Lift station
 - 24 Manholes
 - 84 Service Connections

2017 Capital Project Features

LEGEND

-  ROAD RECONSTRUCTION (PROPOSED)
-  WATER - EXISTING
-  WATER - TRICKLE FILL (PROPOSED)
-  SANITARY - LOW PRESSURE (PROPOSED)



Rural Water & Sewer Servicing/
Rural Infrastructure
Rehabilitation - Construction

JANVIER COMMUNITY

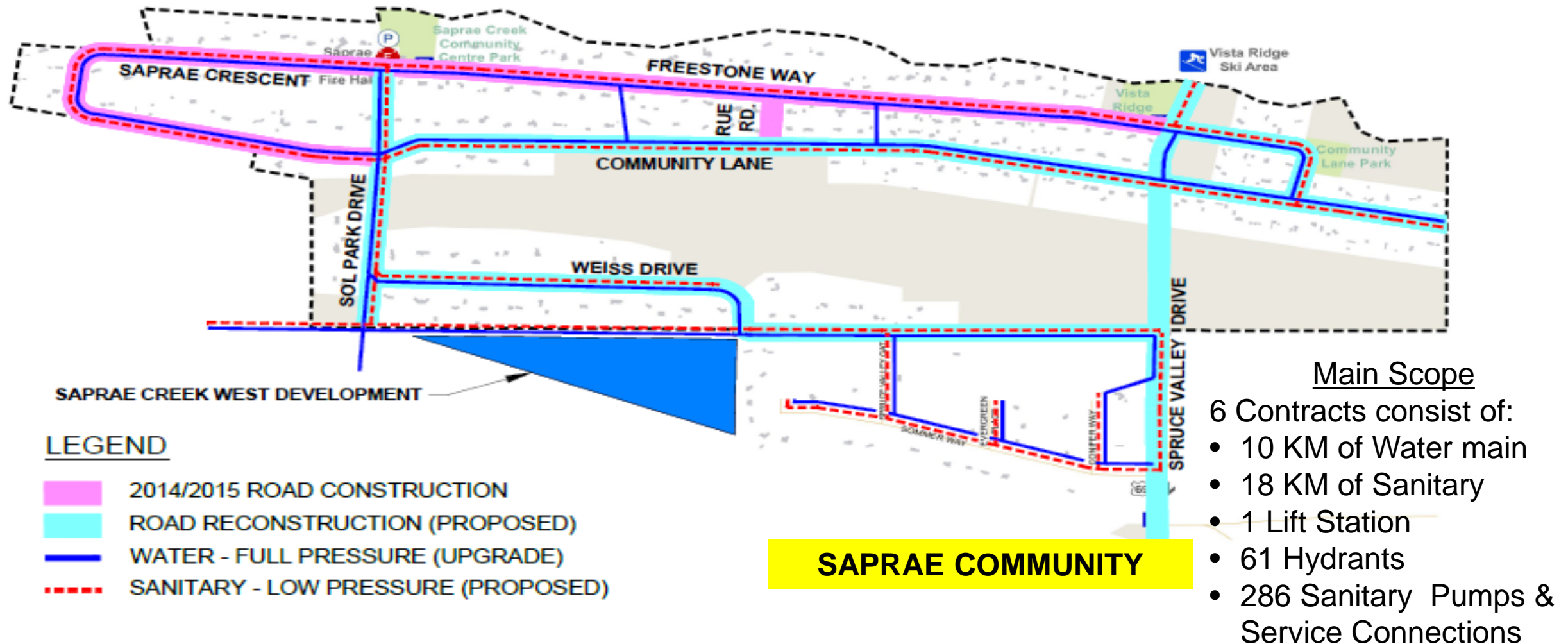
Main Scope

3 Contracts consist of:

- 6 Km of Watermain
- 10 Km of Sanitary
- 117 Water Cistern Sanitary Pumps
- 117 Service Connections

2017 Capital Project Features

Rural Water & Sewer Servicing/ Rural Infrastructure Rehabilitation - Construction



2017 Multi-Year Capital Project (2016 & Prior)

| Project Name: Urban Infrastructure Rehabilitation 2016 - 2018 - Design | | | |
|---|---|---------------------|------------------------|
| Sponsoring Department | Engineering | | |
| Delivery Department | Engineering | | |
| Description | This proposed 3 year urban infrastructure rehabilitation program involves the rehabilitation and surface restoration of roadways, underground infrastructure (water, drainage & sanitary sewers) and sidewalks in the Fort McMurray Urban Service Area. The program identifies and prioritizes surface and underground infrastructure with high risk of failure and in need of rehabilitation | | |
| Major Outcomes | Maintaining the infrastructure with acceptable level of service standards within the urban service area | | |
| Project Year | 2016 | | |
| Impacts of No Funding | Inadequate maintenance of infrastructure could negatively impact economic growth and development in our region | | |
| Budget 2016 & Prior | Actuals | 2017 Request | Total Budget All Years |
| \$ 1,500,000 | - | \$ 1,500,000 | \$ 4,500,000 |

2017 Proposed New Capital Project

| | | |
|--|---|---------------------|
| Project Name: Building Life Cycle - 2017-2019 | | \$ 2,457,662 |
| Sponsoring Department | Engineering | |
| Delivery Department | Engineering | |
| Description | The Building Life Cycle program is to undertake building assessments of all municipal buildings in order to identify major maintenance work and identify safety concerns in varying degree as necessary in order to sustain our existing buildings over a 20 year window for each building | |
| Major Outcomes | To predict future capital renewal requirements to reduce the likelihood of system failures and subsequent service interruptions; enable Facility Managers to increase the ratio of planned maintenance and thus dependence on, and associated costs of, a crisis management approach to maintenance | |
| Project Year | 2017 | |
| Impacts of No Funding | Increase in the likelihood of system failures and subsequent service interruptions; escalation of maintenance costs in the facilities. Potential public reputation exposure due to service interruption that can impact RMWB service to the public | |

2017 Proposed New Capital Project

| | | |
|---|--|--|
| Project Name: Jubilee Center Renovation - Design & Construction* | | Design \$852,500 Construction \$2,355,000 |
| Sponsoring Department | Engineering | |
| Delivery Department | Engineering | |
| Description | The rehabilitation that would occur on the second and sixth floors, the main Lobby and the Basement, would address the critical infrastructure concerns - mainly mechanical and electrical systems | |
| Major Outcomes | This would complete the renovations required for the Jubilee Center, as the other floors – partial main floor, third floor, fourth floor, fifth floor and seventh floor – are completed already | |
| Project Year | 2017 | |
| Impacts of No Funding | Risk of a catastrophic event due to end of life of infrastructure, like the heating hot water system, is high and as such there is the potential that insurance will not fund any remediation that may be required going forward Will have to retain leased space to accommodate our staff, causing the RMWB to renew various leases for longer durations | |

* Design & Construction request have separate business cases for each phase

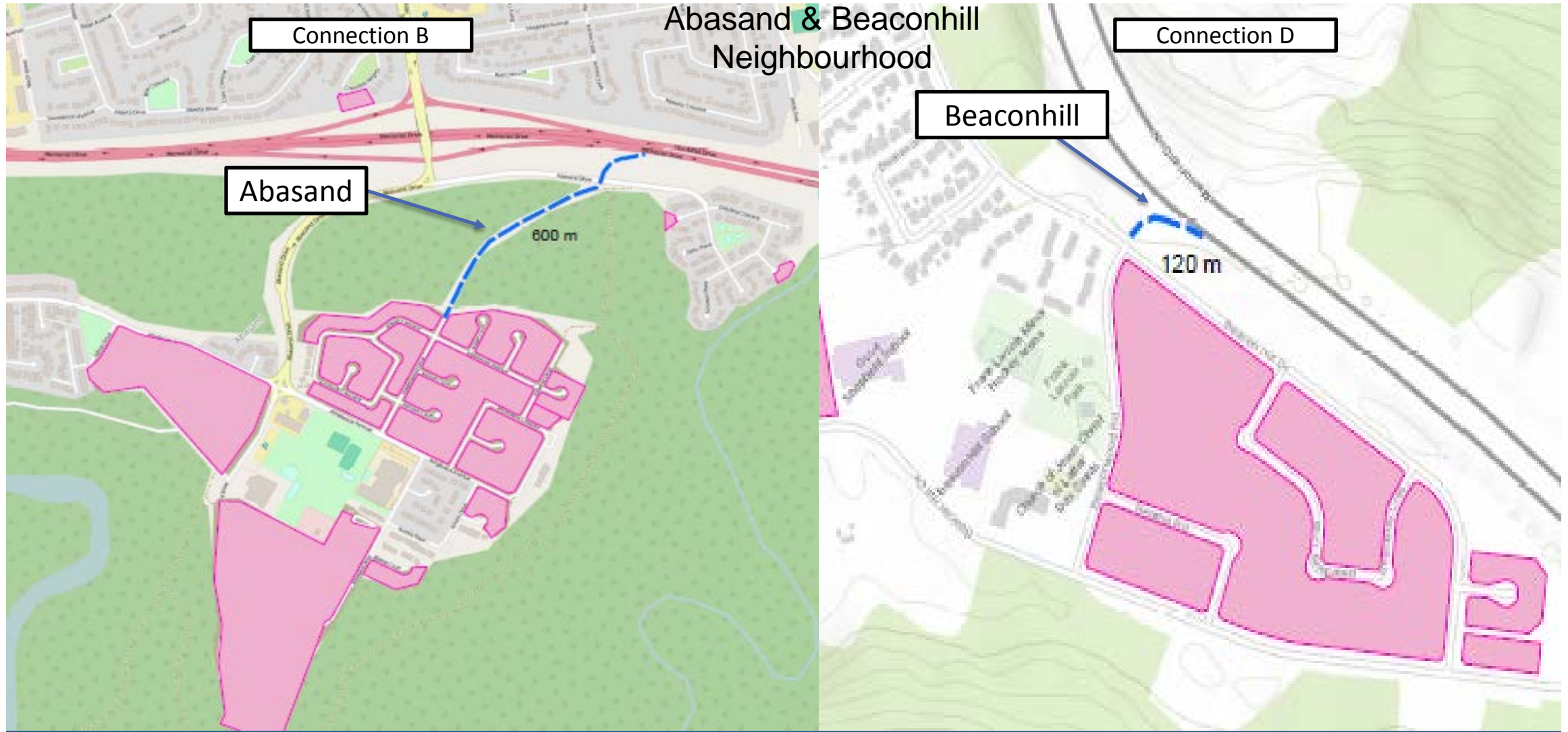
2017 Proposed New Capital Project

| | | |
|--|---|--|
| Project Name: Emergency Access Roads – (Connection B, D, E) * | | Design \$300,000 Construction \$1,000,000 |
| Sponsoring Department | Engineering | |
| Delivery Department | Engineering | |
| Description | This project is for Design & Construction of Emergency Access Roads for the Abasand, Beaconhill & Wood Buffalo neighbourhoods. As a result of the May 2016 wildfire event, the need for this project became a priority for the referenced communities. This project will provide safer transportation access in the event of emergencies and it would provide an access point in addition to the existing main road in each neighbourhood | |
| Major Outcomes | An alternative access road in case of emergency | |
| Project Year | 2017 | |
| Impacts of No Funding | Potential Public Safety at risk in case of emergency | |

* Design & Construction request have separate business cases for each phase

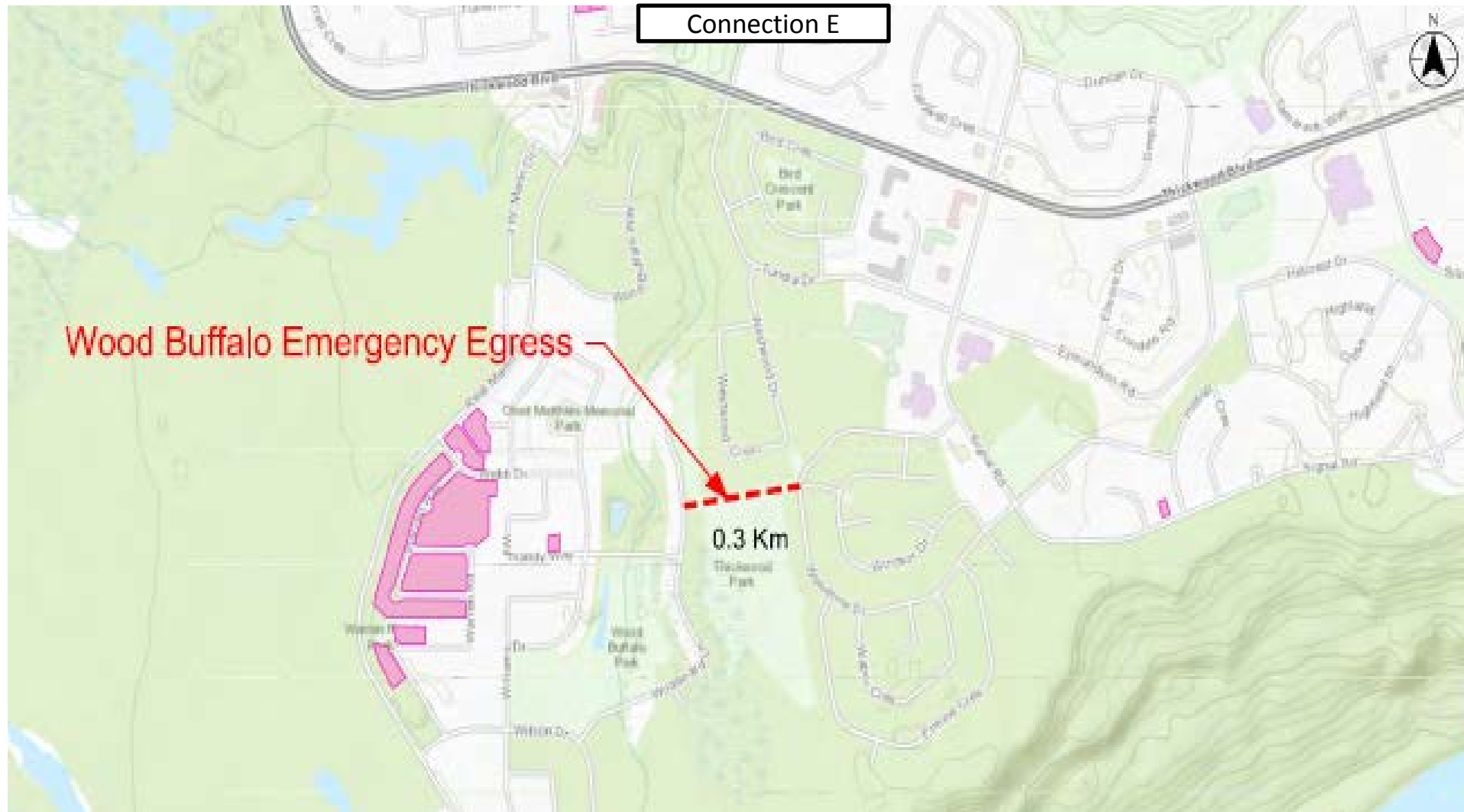
2017 Capital Project Features

Emergency Access Roads - Construction



2017 Capital Project Features

Emergency Access Roads - Construction



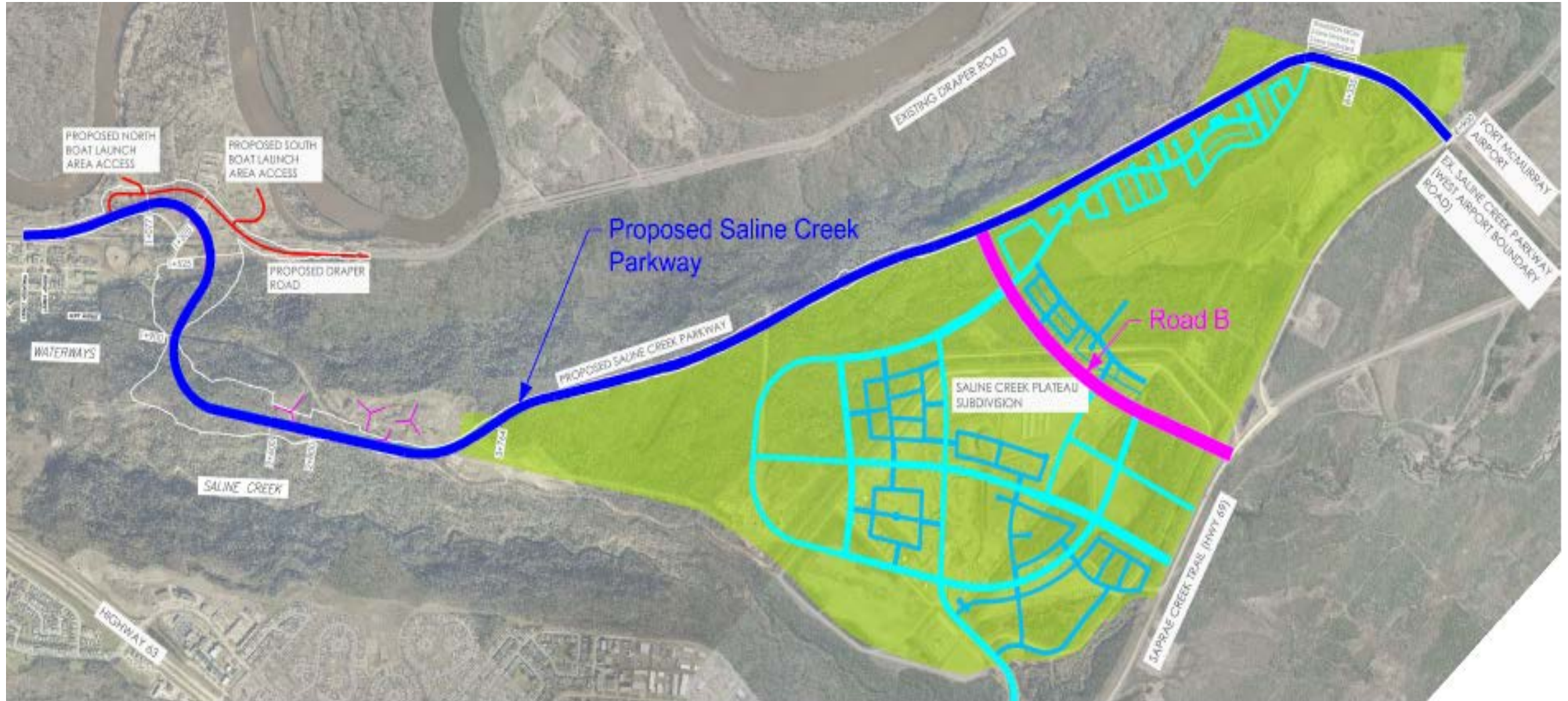
Wood Buffalo
Neighbourhood

2017 Proposed New Capital Project

| | | |
|---|--|--------------------|
| Project Name: Saline Creek Parkway Phase 2 – Design (Connection F) | | \$3,000,000 |
| Sponsoring Department | Engineering | |
| Delivery Department | Engineering | |
| Description | This road is planned to be a four-lane divided arterial which would serve the Saline Creek Plateau Subdivision and the Airport including the Clearwater Areas | |
| Major Outcomes | <p>To connect between Saline Creek Plateau Subdivision and the Lower Townsite</p> <p>To provide an alternate route to HWY 63 between Saprae Creek Trail & the Athabasca Bridge</p> | |
| Project Year | 2017 | |
| Impacts of No Funding | Inefficient transportation network as the Municipality would lack an alternative route to HWY 63 South of the Athabasca Bridge | |

2017 Capital Project Features

Saline Creek Parkway Phase 2 - Design



2017 Proposed New Capital Project

| | | |
|---|--|--------------------|
| Project Name: South Leg, A Frame Road at Saprae Creek Trail - Construction | | \$1,900,000 |
| Sponsoring Department | Engineering | |
| Delivery Department | Engineering | |
| Description | The construction of the South Leg of the intersection of Saprae Creek Trail (Hwy 69) and A Frame Road is required due to safety concerns | |
| Major Outcomes | Safe intersection including a safe access to businesses south of Saprae Creek Trail (Hwy 69) at A Frame Road | |
| Project Year | 2017 | |
| Impacts of No Funding | Risks associated with an unsafe intersection | |

2017 Capital Project Features

South Leg, A Frame Road at Saprae Creek Trail - Construction



2017 Proposed New Capital Project

| Project Name: Urban Infrastructure Rehabilitation 2017 - Construction | | \$ 50,310,000 |
|---|--|---------------|
| Sponsoring Department | Engineering | |
| Delivery Department | Engineering | |
| Description | This is the first year of a proposed three-year urban infrastructure rehabilitation construction program (2017 -2019) involving the rehabilitation and surface restoration of roadways, underground infrastructure (water, drainage and sanitary sewers) and sidewalks in the Fort McMurray Urban Service Area | |
| Major Outcomes | Maintaining the infrastructure with acceptable level of service standards within the Urban Service Area (USA) | |
| Project Year | 2017 | |
| Impacts of No Funding | The inadequate maintenance of infrastructure could negatively impact service level and safety in our region Inadequate action could put infrastructure to the point of no-maintenance and costly reconstruction would be inevitable as a result | |

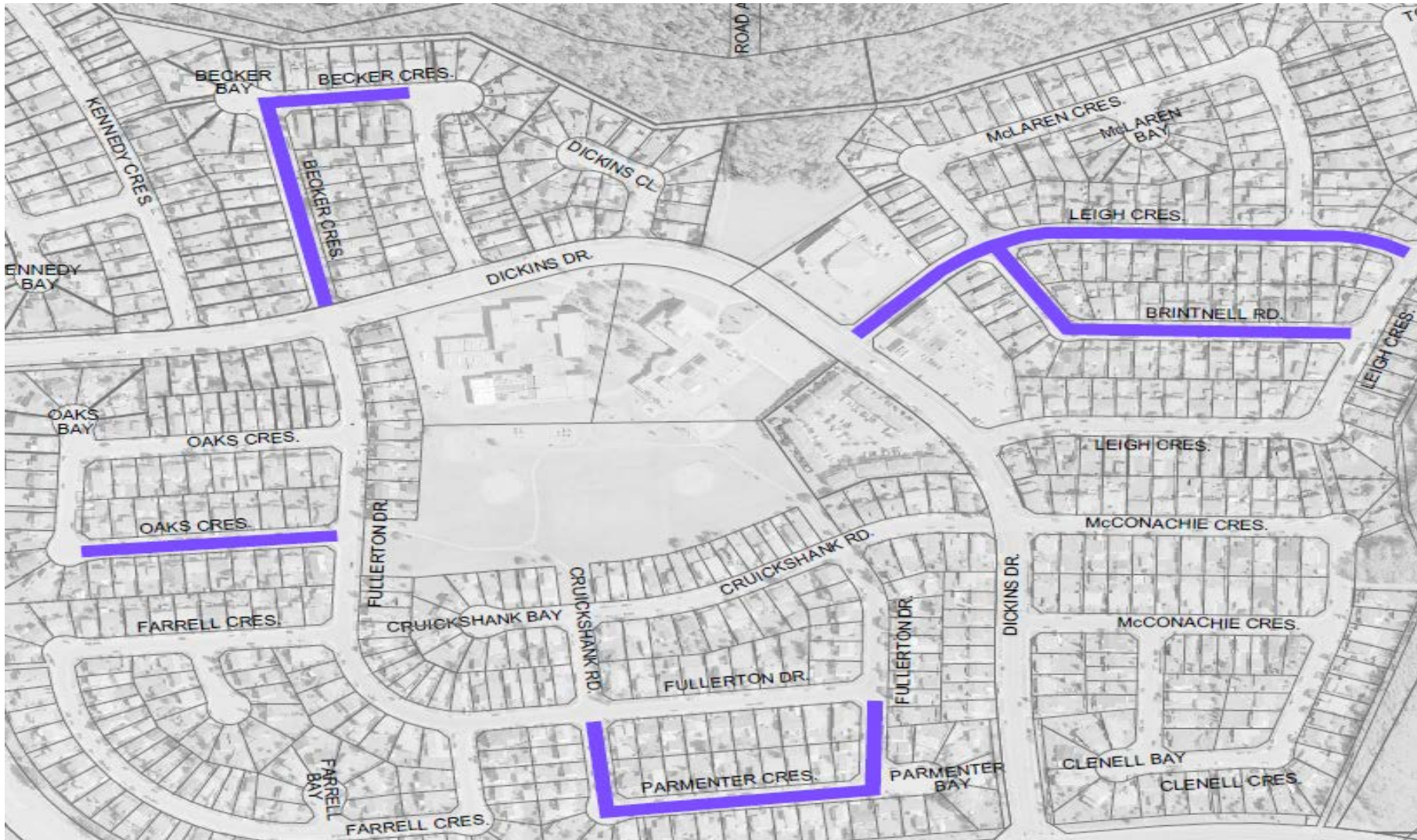
2017 Proposed New Capital Project

Current Construction under UIRP 2014 -2016 construction program carry forward for 2017 Construction:

- McLennan Crescent
- Armit Crescent
- Fullerton Drive
- Leigh Crescent
- Silica Place
- Caldwell Crescent
- Mills & Overlay – Eymundson Road, Highway 69, Laneway at Fire Hall #5 Back Alley
- MacLean Rd
- Fitzgerald Ave
- Farrell Crescent
- Torrie Crescent
- Cochrane Crescent
- Cowley

2017 Capital Project Features

Urban Infrastructure Rehabilitation 2017 - Construction



Contract 1:
Becker Crescent
Oaks Crescent
Parmenter Crescent
Leigh Crescent
Brintnell Road

Thickwood Area

2017 Capital Project Features

Urban Infrastructure Rehabilitation 2017 - Construction



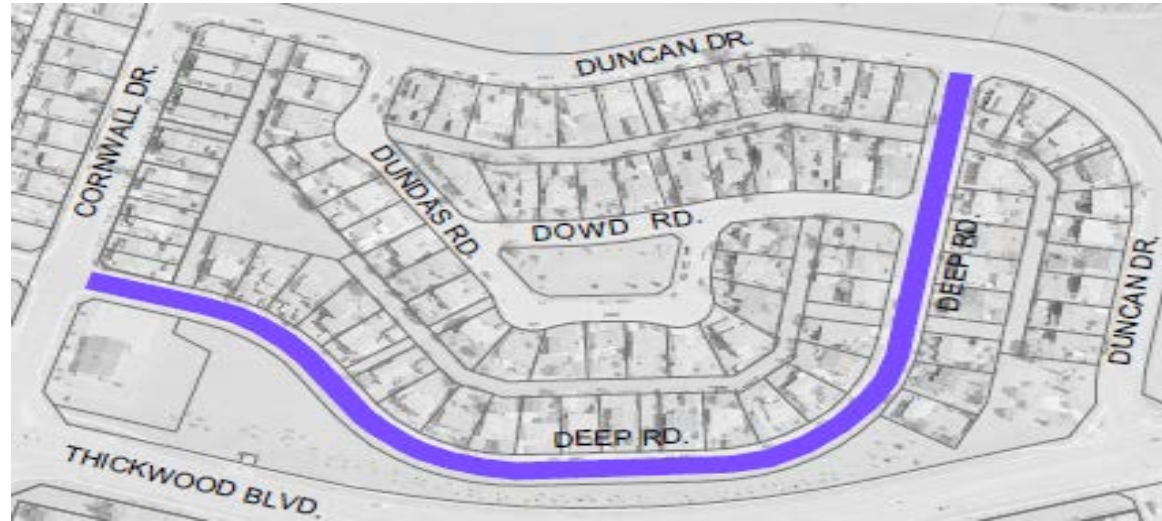
Thickwood Area

Contract 2:

Silver Springs
Simcoe Way
Siesta Gardens
PUL Hinge Road
PUL Highfield Street

2017 Capital Project Features

Urban Infrastructure Rehabilitation 2017 - Construction

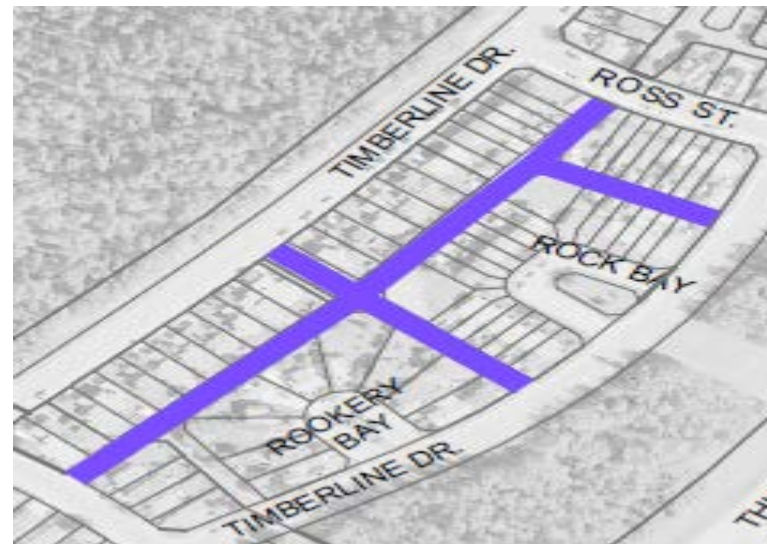


Contract 3:

Deep Road

Castle Ridge Lane

PUL Timberline Drive



Thickwood Area

2017 Capital Project Features

Urban Infrastructure Rehabilitation 2017 - Construction

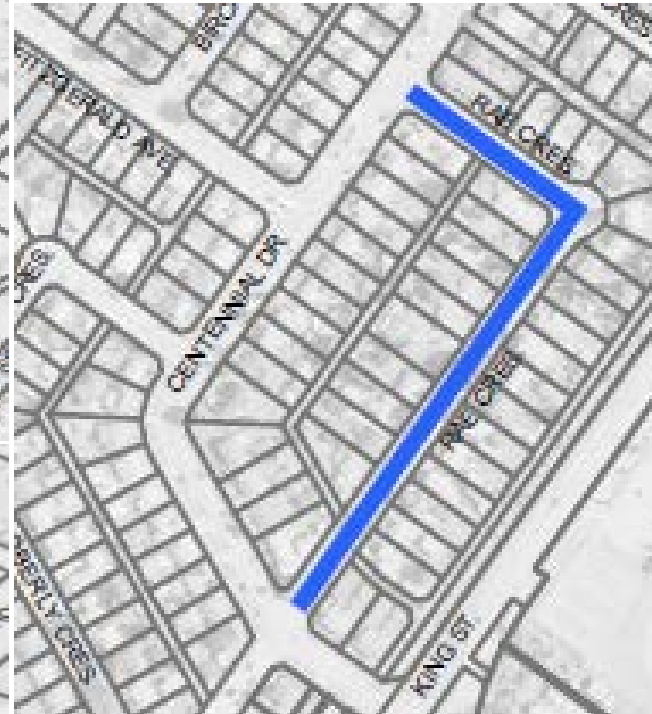


Contract 4:
Hill Drive
McLeod Street

Downtown Area

2017 Capital Project Features

Urban Infrastructure Rehabilitation 2017 - Construction



Contract 5:

Poplar Crescent
Crescent Heights
Rae Crescent

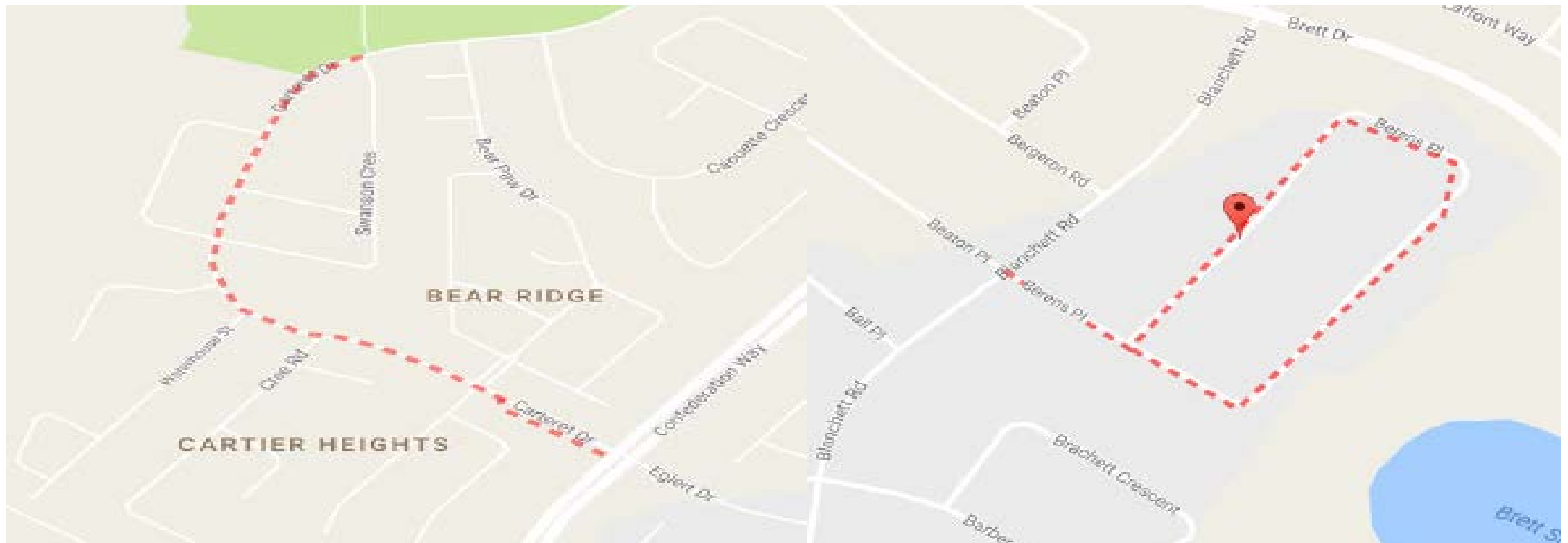
Downtown Area

2017 Capital Project Features

Urban Infrastructure Rehabilitation 2017 - Construction

Timberlea Area

Contract 6:
Carteret Drive
Berens Place



2017 Capital Budget Highlights

- Strategic Initiatives for 2017 and Beyond:
- ***Pillar 1 – Building a Responsible Government (RG)***
 - Develop and Maintain an asset management program for Vertical Assets
 - Building Life Cycle Projects 2017 - 2019
 - Jubilee Center Renovation - Design & Construction
- ***Pillar 2 – Building Balanced Regional Services (BRS)***
 - Implement Municipal Infrastructure to balance service to Urban and Rural Communities
 - Implement, improve and maintain core service infrastructure
 - Flood Mitigation - Predesign & Design
 - Flood Mitigation - Construction
 - Rural Infrastructure Rehabilitation 2015 - 2017 - Construction
 - Rural Water & Sewer Servicing - Construction

2017 Capital Budget Highlights

- **Strategic Initiatives for 2017 and Beyond:**
- ***Pillar 4 – Building an Effective Land Strategy (LS)***
 - Improve Evidence-Based land planning
 - South Leg, A Frame Road at Saprae Creek Trail - Construction
- ***Pillar 5 – Building a Reliable Transportation Network (TN)***
 - Improve roadway network, focusing on efficient access and mobility for existing and future roadway infrastructure through out the region
 - Prairie Loop Boulevard
 - Rural Infrastructure Rehabilitation 2015-2017 - Construction
 - Emergency Access Roads - Design & Construction (Connection B, D, E)
 - Saline Creek Parkway Phase 2 - Design & Construction (Connection F)
 - Urban Infrastructure Rehabilitation 2017 - Construction

2017 Capital Budget Highlights

- **Strategic Initiatives for 2017 and Beyond:**
- ***Pillar 6 – Building a Sustainable Region (SR)***
 - Implement, improve and maintain core infrastructure services
 - Improve emergency egress/access to Urban Residential Areas
 - Prairie Loop Boulevard
 - Rural Infrastructure Rehabilitation 2015 - 2017 - Construction
 - Saline Creek Parkway Phase 2 - Design & Construction (Connection F)
 - Emergency Access Roads - Design & Construction (Connection B, D, E)
 - Urban Infrastructure Rehabilitation 2014 - 2018 - Design
 - Urban Infrastructure Rehabilitation 2017 - Construction

Thank You

Questions?

2017 Proposed Capital Budget

Division: Planning & Regional Development

Department: Land Administration

Director: Keith Smith

2017 Capital Budget Summary – Resourced (Funded)

| Major Category | 2016 & Prior Actual | | | 2017 Proposed Budget | 2018 - 2022 Plan | Total Budget |
|------------------------|---------------------|---------------------|-----------------|----------------------|------------------|-------------------|
| | Budget | Total Cost to date* | Total Available | | | |
| | \$ | \$ | \$ | | \$ | \$ |
| Public Facilities | | | | 17,011,500 | | 17,011,500 |
| Recreation and Culture | | | | | | - |
| Transportation | | | | | | - |
| Total | | | | 17,011,500 | | 17,011,500 |

*cost to date as at September 30, 2016

2017 Proposed Capital Project

| | | |
|--|---|---------------------|
| Project Name: Land Acquisition – Rural Water & Sewer Services | | \$10,936,500 |
| Sponsoring Department | Land Administration | |
| Delivery Department | Engineering | |
| Description | Land acquisition required to support construction of the rural water servicing project. | |
| Major Outcomes | | |
| Project Year | 2016 | |
| Impacts of No Funding | Land not available for rural water servicing project | |

2017 Proposed New Capital Project

| | | |
|--|---|--------------------|
| Project Name: Land Acquisition – South Utility Corridor | | \$6,075,000 |
| Sponsoring Department | Land Administration | |
| Delivery Department | Engineering | |
| Description | Land acquisition required to support construction of the south utility corridor | |
| Major Outcomes | | |
| Project Year | 2017 | |
| Impacts of No Funding | Land not available for south utility corridor | |

2017 Capital Budget Highlights

- Strategic Initiatives for 2017 and Beyond:
 - Building Balanced Regional Services
 - Acquisition of land for rural water servicing and the south utility corridor; strengthening service delivery to all residents and businesses within the Region

Questions

2017 Proposed Capital Budget

Division: Community and Protective Services

Department: Regional Emergency Services

Director: Darby Allen, Regional Fire Chief

2017 Capital Budget Summary – Resourced (Funded)

| Major Category | 2016 & Prior Actual | | | 2017 Proposed Budget | 2018 - 2022 Plan | Total Budget |
|------------------------|---------------------|---------------------|-----------------|----------------------|-------------------|-------------------|
| | Budget | Total Cost to date* | Total Available | | | |
| | \$ | \$ | \$ | | \$ | \$ |
| Public Facilities | 8,055,000 | 7,555,779 | 499,221 | 23,974,000 | 20,228,200 | 52,257,200 |
| Recreation and Culture | - | - | - | - | - | - |
| Transportation | - | - | - | - | - | - |
| Total | 8,055,000 | 7,555,779 | 499,221 | 23,974,000 | 20,228,200 | 52,257,200 |

*cost to date as at September 30, 2016

2017 Multi-Year Capital Project (2016 & Prior)

| Project Name: Fort McKay Fire Hall Construction | |
|---|---|
| Sponsoring Department | Regional Emergency Services |
| Delivery Department | Engineering |
| Description | Construct a new fire hall in the Fort McKay community that will replace its outgrown and aging facility enabling RES to maintain the current service levels. The Fort McKay fire hall faces shortage of space to adequately/functionally house response equipment, office space, and training and meeting areas. The Fort McKay Fire Department has grown in both membership and equipment to meet the required response needs. This has resulted in outgrowing the current facility. |
| Major Outcomes | New facility providing adequate space and a safe working area. |
| Project Year | 2015 |
| Impacts of No Funding | Ongoing safety concerns, lack of space. |

2017 Multi-Year Capital Project (2016 & Prior)

| Project Name: Fort McKay Fire Hall Construction (cont'd) | | | |
|--|-----------------------------|--------------|------------------------|
| Sponsoring Department | Regional Emergency Services | | |
| Delivery Department | Engineering | | |
| Budget 2016 & Prior | Actuals | 2017 Request | Total Budget All Years |
| | | \$8,760,000 | \$15,000,000 |

2017 Multi-Year Capital Project (2016 & Prior)

Project Name: Parsons Creek Fire Hall Construction

Sponsoring Department Regional Emergency Services

Delivery Department Engineering

Description Construct a new fire hall in the Parsons Creek community that will enable expected current service to continue in Fort McMurray. Fire hall #6 will include a second level facilitating an updated 911 Dispatch Centre and a back-up Regional Emergency Operating Centre (REOC). Once construction of fire hall #6 is completed, the current Dispatch Centre at fire hall #2 will become our Regional 911 backup Centre allowing continuity of coverage within the region should our 911 system go down as it did during the May 2016 wildfire.

2017 Multi-Year Capital Project (2016 & Prior)

| Project Name: Parsons Creek Fire Hall Construction (cont'd) | | | |
|---|--|--------------|------------------------|
| Sponsoring Department | Regional Emergency Services | | |
| Delivery Department | Engineering | | |
| Major Outcomes | New facility will provide for the expansion of the Parsons Creek area with appropriate response times of 8 minutes for emergency medical calls and 10 minutes for fire calls; 90% of the time. | | |
| Project Year | 2016 | | |
| Impacts of No Funding | Continued extended response times from present fire halls. | | |
| Budget 2016 & Prior | Actuals | 2017 Request | Total Budget All Years |
| | | \$10,320,000 | \$23,400,000 |

2017 Multi-Year Capital Project (2016 & Prior)

| Project Name: Anzac Fire Hall Construction | |
|--|--|
| Sponsoring Department | Regional Emergency Services (RES) |
| Delivery Department | Engineering |
| Description | Construct a new fire hall in the Anzac community that will replace its outgrown and aging facility enabling RES to maintain the current service levels. The Anzac fire hall faces shortage of space to adequately/functionally house response equipment, office space, and training and meeting areas. The Anzac Fire Department has grown in both membership and equipment to meet the required response needs. This has resulted in outgrowing the current facility. |
| Major Outcomes | New facility providing adequate space and a safe working area. |
| Project Year | 2015 |
| Impacts of No Funding | Ongoing safety concerns, lack of space. |

2017 Multi-Year Capital Project (2016 & Prior)

| Project Name: Anzac Fire Hall Construction (cont'd) | | | |
|---|-----------------------------|--------------|------------------------|
| Sponsoring Department | Regional Emergency Services | | |
| Delivery Department | Engineering | | |
| Budget 2016 & Prior | Actuals | 2017 Request | Total Budget All Years |
| \$8,000,000 | \$177,416 | \$4,000,000 | \$12,000,000 |

2017 Multi-Year Capital Project (2016 & Prior)

| Project Name: LIFEPAK 15 Replacements | | | |
|---------------------------------------|---|--------------|------------------------|
| Sponsoring Department | Regional Emergency Services | | |
| Delivery Department | Regional Emergency Services | | |
| Description | Annually, RES upgrades its current LIFEPAK heart monitors with the newest model from Physio-Control who supplies our current heart monitor needs. | | |
| Major Outcomes | Ensure adequate updated inventory. | | |
| Project Year | 2016 | | |
| Impacts of No Funding | Reduction in number of life-saving equipment. | | |
| Budget 2016 & Prior | Actuals | 2017 Request | Total Budget All Years |
| \$55,000 | \$49,674 | \$55,000 | \$220,000 |

2017 Proposed New Capital Project

| | | |
|--|--|------------------|
| Project Name: 911 Dispatch Upgrades | | \$409,000 |
| Sponsoring Department | Regional Emergency Services | |
| Delivery Department | Engineering | |
| Description | RES engaged BGH Consulting Company to perform an analysis of the current Emergency Communications (ECOM). The resulting “Analysis and Recommendations” document highlighted a number of high risks areas to the continuity of operations of the Municipal 911 Dispatch Services. Such areas included: security, ambient conditions, space allocation and personal safety of the 911 Dispatch Centre at Fire Hall #2. | |
| Major Outcomes | Adequate security for the facility and space allocation for staff | |
| Project Year | 2017 | |
| Impacts of No Funding | Continued security threat. | |

2017 Multi-Year Capital Project (2016 & Prior)

| Project Name: Pumper Truck for Fire Station at Parsons Creek | | | |
|--|---|--------------|------------------------|
| Sponsoring Department | Regional Emergency Services | | |
| Delivery Department | Regional Emergency Services | | |
| Description | New pumper truck | | |
| Major Outcomes | The new pumper truck is for the future Fire hall #6 in Parsons Creek. | | |
| Project Year | 2016 | | |
| Impacts of No Funding | No pumper truck for new fire hall #6. | | |
| Budget 2016 & Prior | Actuals | 2017 Request | Total Budget All Years |
| | | \$260,000 | \$1,058,200 |

2017 Proposed New Capital Project

| | | |
|---|---|------------------|
| Project Name: Wildland Sprinkler Trailer | | \$170,000 |
| Sponsoring Department | Regional Emergency Services | |
| Delivery Department | Regional Emergency Services | |
| Description | During the wild fires of May 2016 it became evident the urban service area would benefit with additional wildland forestry protection equipment. Part of that protection would be to have available a fully equipped fourteen foot sprinkler trailer. This would allow RES the ability to rapidly deploy a forestry sprinkler system with in the urban setting. | |
| Major Outcomes | Improved fire protection for wildland urban interface. | |
| Project Year | 2017 | |
| Impacts of No Funding | Not having this equipment readily available could delay deployment of fire suppression duties until other resources are found. | |

2017 Capital Budget Highlights

Strategic Initiatives for 2017 and Beyond:

- New Fire Hall #6, champion moving forward with Fort McKay Fire Hall
- Support Human Resources culture and employee health and wellness initiatives
- Pursuing 3 accreditations
 - Alberta Health Services (AHS) Ground Ambulance Accreditation through Accreditation Canada,
 - Accreditation Center of Excellence (ACE) International Academies of Emergency Dispatch, and,
 - Canadian Standards Association (CSA) Z1600-14, Emergency and Continuity Management Program
- Alberta First Responder Radio Communications System (AFRRCS)

Questions

2017 Proposed Capital Budget

Division: Community and Protective Services

Department: Community Services

Director: Carole Bouchard

2017 Capital Budget Summary – Resourced (Funded)

| Major Category | 2016 & Prior Actual | | | 2017 Proposed Budget | 2018 - 2022 Plan | Total Budget |
|------------------------|---------------------|---------------------|------------------|----------------------|-------------------|-------------------|
| | Budget | Total Cost to date* | Total Available | | | |
| | \$ | \$ | \$ | | \$ | \$ |
| Public Facilities | - | - | - | - | - | - |
| Recreation and Culture | 38,535,000 | 35,602,745 | 2,932,255 | 33,822,500 | 25,500,000 | 97,857,500 |
| Transportation | - | - | - | - | - | - |
| Total | 38,535,000 | 35,602,745 | 2,932,255 | 33,822,500 | 25,500,000 | 97,857,500 |

**cost to date as at September 30, 2016*

2017 Multi-Year Capital Project (2016 & Prior)

Project Name: Conklin Multiplex

| | |
|-----------------------|---|
| Sponsoring Department | Community Services |
| Delivery Department | Engineering |
| Description | A modern multipurpose community facility to meet the needs of Conklin and surrounding area, local demand, and address concerns regarding the state of current facility. Note: future budget includes \$8.5M in 2018. |
| Major Outcomes | Multiplex will include administrative office space; indoor ice surface with spectator seating; gymnasium/banquet area with stage; multipurpose rooms; football/soccer fields, and ball diamond. It will emphasize community use and is expected to become the hub of Conklin. |
| Project Year | 2013 |

2017 Multi-Year Capital Project (2016 & Prior)

Project Name: Conklin Multiplex

| | |
|------------------------|---|
| Impacts of Not Funding | Existing community hall (Nakewin Centre) is in need of extensive upgrades, the cost of which are unsustainable and capital expenditure would better be spent on new construction. |
|------------------------|---|

| Budget 2016 & Prior | Actuals | 2017 Request | Total Budget All Years |
|---------------------|-------------|--------------|------------------------|
| \$26,500,00 | \$7,023,901 | \$15,000,000 | \$50,000,000 |



2017 Multi-Year Capital Project (2016 & Prior)

Project Name: Vista Ridge 2014 – 2017 Capital Grant

| | |
|-----------------------|---|
| Sponsoring Department | Community Services |
| Delivery Department | Vista Ridge Recreational Association |
| Description | Vista Ridge requests financial support, for the final capital additions of the multi year grant, in 2017: 12-hole golf course development (family/leisure course), increased ski/snowboard terrain and a conveyor lift. Funds are administered as a grant through the Community Investment Program. |
| Major Outcomes | To create a year-round facility to fulfill recreational priorities in the region; assist Vista Ridge in becoming a more sustainable recreation partner. |
| Project Year | 2014 |

2017 Multi-Year Capital Project (2016 & Prior)

Project Name: Vista Ridge 2014 – 2017 Capital Grant

| | |
|------------------------|--|
| Impacts of Not Funding | Includes ongoing multi-year projects; not funding would have timing implications for completing the year-round recreational facility, which is expected to improve staff retention and the overall economical viability of operations. |
|------------------------|--|

Budget 2016 & Prior

Actuals

2017 Request

Total Budget All Years

\$12,035,000

\$12,035,000

\$1,150,000

\$13,185,000



2017 Capital Budget Highlights

- Strategic Initiatives for 2017 and Beyond:

All capital projects sponsored by Community Services fall within the parameters of the following pillars:

- Pillar 2 – Building Balanced Regional Services
 - Core services include parks and recreation
 - Objective is to implement, improve and maintain core service infrastructure
- Pillar 7 – Building for a Healthy and Active Lifestyle
 - Objectives include:
 - Encourage and use of the Region's recreational and community facilities
 - Increase accessible recreation and leisure opportunities

Questions?

2017 Proposed Capital Budget

Division: Corporate Services

Department: Information & Advisory Services

Director: AnnMarie Hintz (Acting)

2017 Capital Budget Summary – Resourced (Funded)

| Major Category | 2016 & Prior Actual | | | 2017 Proposed Budget | 2018 - 2022 Plan | Total Budget |
|------------------------|---------------------|---------------------|------------------|----------------------|-------------------|-------------------|
| | Budget | Total Cost to date* | Total Available | | | |
| | \$ | \$ | \$ | | \$ | \$ |
| Public Facilities | 33,071,835 | 26,730,714 | 6,341,121 | 660,000 | 11,366,449 | 45,098,284 |
| Recreation and Culture | - | - | - | - | - | - |
| Transportation | - | - | - | - | - | - |
| Total | 33,071,835 | 26,730,714 | 6,341,121 | 660,000 | 11,366,449 | 45,098,284 |

*cost to date as at September 30, 2016

2017 Multi-Year Capital Project (2016 & Prior)

| Project Name: Enterprise Resource Planning (ERP) | | | |
|--|--|--------------|------------------------|
| Sponsoring Department | IAS | | |
| Delivery Department | IAS | | |
| Description | The multiyear project is for the expansion of the current SAP system. Phase 3 will be for the completion of these 2 modules and to the implementation of the Revenue Management module; Business Planning & Consolidation module; Treasury module; and Analytics and Reporting module. | | |
| Major Outcomes | Delivery of additional modules across the RMWB. | | |
| Project Year | 2017 | | |
| Impacts of No Funding | Continue to use limited or antiquated systems to manage corporate assets and provide financial services. | | |
| Budget 2016 & Prior | Actuals | 2017 Request | Total Budget All Years |
| \$29,868,042 | \$23,526,921 | \$0 | \$40,394,491 |

2017 Multi-Year Capital Project (2016 & Prior)

| Project Name: Enterprise Information Management (EIM) | | | |
|---|--|--------------|------------------------|
| Sponsoring Department | IAS | | |
| Delivery Department | IAS | | |
| Description | The need for a Records Management system is critical in order to capture, manage and control RMWB's documentation. While the RMWB has a strong historical records management discipline, the general record-keeping of corporate records requires standardized implementation. | | |
| Major Outcomes | Continuation of OpenText solution implemented throughout organization. | | |
| Project Year | 2017 | | |
| Impacts of No Funding | At risk of not meeting legal and regulatory requirements around information access, retention rules. | | |
| Budget 2016 & Prior | Actuals | 2017 Request | Total Budget All Years |
| \$3,203,793 | \$3,203,793 | \$275,000 | \$4,318,793 |

2017 Proposed New Capital Project

| Project Name: IAS Infrastructure Upgrades – 2017 | | \$385,000 |
|--|---|-----------|
| Sponsoring Department | IAS | |
| Delivery Department | IAS | |
| Description | To continue to provide a reliable and secure environment, infrastructure upgrades need to occur. In 2017, IAS will need to replace end of life network devices and increase server capacity. This will ensure a reliable, robust network is maintained and access to business critical systems is always available. | |
| Major Outcomes | New, reliable hardware and increased server capacity. | |
| Project Year | 2017 | |
| Impacts of No Funding | Potential hardware failures impacting entire corporate network. | |

2017 Capital Budget Highlights

- Strategic Initiatives for 2017 and Beyond:
 - Implement business delivery modes that enhance customer service for residents throughout the region.
 - Ensure consistency and continuity of RMWB policies and procedures.
 - Strengthen responsible financial management procedures.
 - Strengthen organizational capacity to plan, self-assess and report.
 - Improved processes, systems, and applications that directly improve corporate capacity to achieve its daily operations and planning.
 - Improve the architecture and related processes, systems, and infrastructure towards technology maturity.

Questions

2017 Proposed Capital Budget

Division: Corporate Services

Department: Assessment & Taxation

Director: Philip Schofield

2017 Capital Budget Summary – Resourced (Funded)

| Major Category | 2016 & Prior Actual | | | 2017 Proposed Budget | 2018 - 2022 Plan | Total Budget |
|------------------------|---------------------|---------------------|-----------------|----------------------|------------------|------------------|
| | Budget | Total Cost to date* | Total Available | | | |
| | \$ | \$ | \$ | | | |
| Public Facilities | - | - | - | 220,000 | 1,860,000 | 2,080,000 |
| Recreation and Culture | - | - | - | - | - | - |
| Transportation | - | - | - | - | - | - |
| Total | - | - | - | 220,000 | 1,860,000 | 2,080,000 |

**cost to date as at September 30, 2016*

2017 Proposed New Capital Project

Project Name: Computer Assisted Mass Appraisal (CAMA) System Review

| | |
|-----------------------|--|
| Sponsoring Department | Assessment & Taxation |
| Delivery Department | Information & Advisory Services |
| Description | Computer Assisted Mass Appraisal (CAMA) system review. Current CAMA system is coming to the end of its lifecycle, currently the CAMA system utilizes technology that will no longer be supported by the software provider. This greatly increases the risk of a failure of the CAMA system. A review of the possibilities for either purchasing a new CAMA system or updating the current system is required at this time. |

2017 Proposed New Capital Project

| Project Name: Computer Assisted Mass Appraisal (CAMA) System Review (cont'd) | | | |
|--|---|--------------|------------------------|
| Sponsoring Department | Assessment & Taxation | | |
| Delivery Department | Information & Advisory Services | | |
| Major Outcomes | Stability in the computer system utilized to assess properties and generate property tax bills. | | |
| Project Year | 2017 – 2018 (pre-design & construction) | | |
| Impacts of No Funding | Not having an implementation plan in place could result in a CAMA system that is non-functioning once it is no longer supported by the software provider. | | |
| Budget 2016 & Prior | Actuals | 2017 Request | Total Budget All Years |
| | | \$220,000 | \$2,080,000 |

Questions

