



## **Special Council Meeting**

Jubilee Centre Council Chamber  
9909 Franklin Avenue, Fort McMurray

Wednesday, November 04, 2015  
9:00 AM

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### **Agenda**

Pursuant to Section 194 of the Municipal Government Act, R.S.A. 2000, c.M-26, a Special Council Meeting is hereby scheduled to take place at 9:00 a.m. on the 4<sup>th</sup> day of November, 2015, in the Jubilee Centre Council Chamber, to consider the following:

#### **Call To Order**

#### **Reports**

1. 2016 Proposed Budget, 2017-2021 Financial Plan

#### **Adjournment**





## Budget Workshop

Council Chamber  
9909 Franklin Avenue, Fort McMurray

November 4-9, 2015  
9:00 a.m.

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### Schedule of Proceedings

#### Day 1: Wednesday, November 4<sup>th</sup>

##### Community Investment Program Presentations

- 9:00 a.m. Wood Buffalo Regional Library (Melissa Flett, Monica Domingues)
- 9:15 a.m. Fort McMurray SPCA (Tara Clarke, Gilles Huizinga)
- 9:30 a.m. Local H.E.R.O. Foundation (Paul Spring, Andrea Spring)
- 9:45 a.m. Rotary Club/Rotary Links (Jeanette Bancarz)
- 10:00 a.m. Vista Ridge Recreational Association (Kevin Grogan)
- 10:15 a.m. Regional Recreation Corporation (Rachel Orser, Annette Antoniak, Chuck Loewen)

##### **Break (10:15 – 10:30 a.m.)**

- 10:30 a.m. YMCA of Northern Alberta (Nick Parkinson)
- 10:45 a.m. Camp Yogi Society (Real Chartrand)
- 11:00 a.m. Fort McMurray Historical Society (Roseann Davidson, Tammy Plowman)
- 11:15 a.m. Fort McMurray Tourism (Frank Creasey)
- 11:30 a.m. Northern Alberta Athletic Association (Terry Connors, David Fitzgerald, Andrew Taylor)

##### **Lunch Break (11:45 a.m. – 12:45 p.m.)**

### **Operating Budget Presentations**

12:45 p.m. 2016 Operating Budget Introduction (E. Hutton)

1:00 p.m. Public Delegations

1:30 p.m. Community and Protective Services Division (B. Couture)

1:45 p.m. Community Services (C. Bouchard)

2:15 p.m. First Nation & Metis Nation Relations (D. Fraser)

**Break (2:45 - 3:00 p.m.)**

3:00 p.m. Municipal Law Enforcement and RCMP Support Services (D. Bendfeld and R. McCloy)

3:30 p.m. Regional Emergency Services (D. Allen)

**Recess to 9:00 a.m. on Thursday, November 5<sup>th</sup>**



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## **Day 2: Thursday, November 5<sup>th</sup>**

9:00 a.m. Public Delegations

9:15 a.m. Infrastructure and Engineering Division (K. Scoble)

9:30 a.m. Engineering (E. Haque)

10:00 a.m. Transit Services (R. Kirby)

### **Break (10:30 – 10:45 a.m.)**

10:45 a.m. Public Works (R. Billard)

11:15 a.m. Sustainable Operations (L. Burke)

11:45 a.m. Environmental Services (D. Dragonetti)

### **Lunch (12:15 – 1:00 p.m.)**

1:00 p.m. Planning and Regional Development (B. Moore)

1:15 p.m. Economic Development (J. Penney)

1:45 p.m. Land Administration (K. Smith)

2:15 p.m. Planning & Development (B. Evanson)

2:45 p.m. Strategic Analysis and Forecasting (B. Moore)

### **Break (3:15 – 3:30 p.m.)**

3:30 p.m. Corporate Services Division (E. Hutton)

3:45 p.m. Assessment & Taxation (P. Schofield)

4:05 p.m. Financial Services (K. Oladimeji)

### **Recess to 9:00 a.m. on Friday, November 6<sup>th</sup>**

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### **Day 3: Friday, November 6<sup>th</sup>**

9:00 a.m. Public Delegations

9:15 a.m. Human Resources (T. Hartley)

9:35 a.m. Information & Advisory Services (L. McCarthy)

9:55 a.m. Supply Chain Management (T. Zlotnik)

#### **Break (10:15 – 10:30 a.m.)**

10:30 a.m. Mayor & Councillors (D. Leflar)

10:50 a.m. Office of the Chief Administrative Officer (includes Deputy Chief Administrative Officer) (K. Scoble)

11:10 a.m. Municipal Auditor (R. Timleck)

11:30 a.m. Communications and Stakeholder Relations (M. Hood)

11:50 a.m. Legal and Legislative Services (D. Leflar)

#### **Lunch (12:10 – 1:00 p.m.)**

#### **Capital Budget Presentations**

1:00 p.m. 2016 Capital Budget Introduction (E. Hutton)

1:15 p.m. Environmental Services (D. Dragonetti)

#### **Break (3:00 – 3:15 p.m.)**

3:15 p.m. Environmental Services cont'd

#### **Recess to 9:00 a.m. on Saturday, November 7<sup>th</sup>**

### **Day 4: Saturday, November 7<sup>th</sup>**

9:00 a.m. Public Delegations

9:15 a.m. Engineering (E. Haque)

**Break (10:30 – 10:45 a.m.)**

10:45 a.m. Public Works (R. Billard)

**Lunch (Noon – 12:45 p.m.)**

12:45 p.m. Community Services (C. Bouchard)

1:45 p.m. Regional Emergency Services (D. Allen)

**Break (2:45 – 3:00 p.m.)**

3:00 p.m. Transit (R. Kirby)

3:30 p.m. Municipal Law Enforcement and RCMP Support Services (D. Bendfeld)

4:00 p.m. Information and Advisory Services (L. McCarthy)

**Recess to 9:00 a.m. on Monday, November 9<sup>th</sup>**

## **Day 5: Monday, November 9<sup>th</sup>**

9:00 a.m. Public Delegations

9:15 a.m. Land Administration (K. Smith)

9:45 a.m. Communications and Stakeholder Relations (M. Hood)

10:15 a.m. Supply Chain Management (T. Zlotnik)

**Break (10:15 – 10:30 a.m.)**

10:30 a.m. Budget Deliberations

Conclusion and Recommendation to Council



# **Wood Buffalo Regional Library**

## **2016 Budget Presentation to Council**

Monica Domingues  
Chair

November 4, 2015

Melissa Flett  
Acting Director



# Municipal Funding Request

- Maintain status quo with a request of \$5.1M for 2016
- WBRL budget direction and approach
  - Combined traditional budget and zero based budget
- Balanced budget



# OUR GOALS FOR 2016

- Plan of Service 2016 to 2018
- Increased programming for all ages
- Rural commitment
- Retain and grow community partnerships
- Be a valued and responsible resource



# 2016 BUDGET SUMMARY

(in thousands)

	Budget 2016	2015 Approved Funding	Variance
Municipal Grant	5,100	5,100	0
Provincial Grant	646	646	0
Other Revenues	363	305	58
Operating Expenses (excluding Amortization)	(5,711)	(5,580)	131
Non-Operating Expenses	(398)	(651)	(253)
Cash Surplus/(Deficit)	0	(343)	(343)
Amortization Expense	700	690	10





# 2016 OPERATING EXPENSE BUDGET

(in thousands)

EXPENSES	Budget 2016	Budget 2015	Variance
Wages and Benefits	4,374	4,337	37
Rent, Utilities, & Janitorial	504	479	25
Program & Supplies	250	111	139
eResources & IT Supplies	221	214	7
Marketing & Promotions	113	99	14
Office and Administration	98	84	14
Other Expenses	151	256	(105)
Amortization Expense	700	690	10
<b>Total Operating Expense</b>	<b>6,411</b>	<b>6,270</b>	<b>141</b>



# 2016 PERSONNEL COSTS BUDGET

(in thousands)

	Budget 2016	Budget 2015	Variance
Wages and Benefits	4,374	4,337	37
	FTE 2016	FTE 2015	Variance
	48.07	48.07	0

Efficiencies were made in 2015 and the increase is for cost of living adjustments only.



# Expense Variance

(in thousands)

	Budget 2016	Budget 2015	Variance
Program & Supplies	250	111	139

Increased programming for 2016

- Children
- Teen
- Adult
- Seniors
- Aboriginal
- Rural

Growth in program partnerships



# Expense Variance

(in thousands)

	Budget 2016	Budget 2015	Variance
eResources & IT Supplies	221	214	7

- Increasing demand for electronic books, downloadable and database materials
- eBooks, streaming videos and music
- Increase in IT support and supplies to meet the demand of eResources
- Increase in available computers to the public



# Expense Variance

(in thousands)

	Budget 2016	Budget 2015	Variance
Marketing & promotion	113	99	14

- Increased programming = increased promotions
- Rebrand



**wood buffalo regional library**



# 2016 NON-OPERATING EXPENSES

## BUDGET (in thousands)

	Budget 2016	Budget 2015	Variance
Library Materials	398	651	(253)

- Library Materials
  - Audio Books
  - Books
  - DVD/Blu Rays
  - Music
  - Video Games



# 2015 Highlights

## Service & Community

- Tried-and true programs & events
- New programs & events
- Aboriginal Initiatives
- Rural Services
  - Programs, Rural Lending Library/Community Book Shelves, Books by Mail
- Welcome Centre
- Assistive Services
  - Homebound services, large print books, DAISY players, accessible computer station

## Major Statistics

- Circulation
- Collection: over 150,000 items



**On behalf of the Regional Municipality of  
Wood Buffalo Library Board and the  
management and staff at Wood Buffalo  
Regional Library we wish to “Thank You” for  
your ongoing support!**



# Fort McMurray Society for Prevention of Cruelty to Animals



## Presentation to Council

Tara Clarke – Executive Director

Gilles Huizinga - Treasurer

November 4, 2015

# The Fort McMurray SPCA

- Operating within a vision of “Every animal is valued through dignity and respect in all communities in our Region” and our mission of “Making a Difference – Saving Lives”.
- A registered society and charitable organization since 1978.
- The Fort McMurray SPCA provides:
  - Animal advocacy as a member of the Canadian Federation of Humane Societies (CFHS) and through awareness campaigns such as the Animal Abuse Prevention (AAP) Walk.
  - Safe surrender and adoption services.
  - Education and outreach through membership on the Family Violence and Bullying Council and through programs such as the Animal Safety and Awareness Program (ASAP), the Animal Safe Haven (ASH) Program and Nine Lives.
  - Rural community programming through the Northern Animal Management and Education (NAME) program and the Pet Food Bank.



# The Fort McMurray SPCA

- Provides essential services to all residents in every community of our Region, without consideration of social economic barriers, location or age group.
- From 1997 to 2014, the Fort McMurray SPCA was contracted by the Regional Municipality of Wood Buffalo to provide animal control services within the Region over and above the Society's ongoing pet rescue, shelter, adoption services and programs which have existed in the region for more than 37 years.
- When Bylaw Services acquired animal control in 2014, the Fort McMurray SPCA continued to concentrate its efforts on its essential, community based, core programs.
- The society:
  - Assessed current service levels
  - Considered current programming needs and the demand for additional programs
  - Investigated opportunities to lower operating expenses and increase revenue
- A Veterinary and Preventative Medicine Program was evaluated as a way to not only reduce expenses but expand capacity in existing programs.



# In-House Health Centre Chronology

DATE	PROGRESSION
Dec 2014	Board Presentation (Veterinary & Preventative Medicine Program)
Feb 2015	Contract negotiations with veterinarian
	Application for permits & permission to practice (ABVMA)
Mar 2015	Engagement of professional services (building requirement review)
Mar - Jun 2015	Permission negotiations with RMWB
May 2015	Prerequisite to Construction Authorization
	Engagement of in-kind trades, materials & equipment
July 2015	Interim authorization to commence work
	Commencement of construction
July-Present	On-going fundraising & campaigning
Nov 2015	Scheduled completion

# Veterinary and Preventative Medicine Program

- A Veterinary and Preventative Medicine Program (VPMP) is considered shelter best practice by the Canadian Council on National Shelter Standards.
- Veterinary and Preventative Medicine Programs are:
  - Essential to programs that increase and maintain the health and well-being of animals through:
    - Prevention
    - Alleviation of disease and unwanted litters
    - Pet abandonment
  - Governed by the (ABVMA) Veterinary Profession Act, Regulations, ABVMA By-laws, Council Guidelines and policies. Additionally the APA and Animal Health Act
  - Available in Edmonton, Calgary and Red Deer



# Veterinary and Preventative Medicine Program

The Fort McMurray SPCA has retained a part-time veterinarian and will implement it's own Veterinary and Preventative Medicine Program on November 1, 2015 with the opening of its In-House Health Center. This will allow the society to:

- Reduce veterinary costs per animal
- Decrease all long term costs/wages associated with outsourced veterinary services
- Enhance access to veterinary services
- Improve conditions for animals in it's care, custody and control
- Provide complete veterinary services and medical care including general surgery, veterinarian exams, vaccinations, sterilization and animal identification to all animals prior to adoption
- Assist in the building and maintenance of healthy, safe neighbourhoods through the expansion of community programs



# Building & Maintaining Healthy, Safe Communities

The Veterinary and Preventative Medicine Program will:

- Reduce the number of unwanted animals in the community
- Ensure biosecurity, health and safety for animals, staff and the public
- families who cannot afford to access retail veterinary services and therefore may not otherwise be able to affordably care for their companion animal(s). Candidates would include:
  - Assured Income for Severely Handicapped (AISH) recipients.
  - Pet owners enrolled in a program of personal protection. E.g. The Animal Safe Haven (ASH) Program.
  - Seniors enrolled in the Nine Lives Program.
  - Those below the Federal Low Income Cut Off (LICO).



# Operating Revenue and Expenses

- The essential services and programs provided by the Fort McMurray SPCA are generally supported through charitable donations and fund-raising efforts.
- It is projected that in 2016, the Fort McMurray SPCA will incur \$1,443,859 in operating expenses to provide these essential services and programs.
- It is projected that in 2016, the Fort McMurray SPCA will incur \$603,121 to operate it's Veterinary and Preventative Medicine Program and a portion of it's support programs.





# Proposed 2016 Operating Budget

## Revenue

Operations	\$ 176,200
Fundraising	\$ 477,454
Gaming	\$ 53,750
Recycling Program	<u>\$ 210,000</u>
Total Revenue	\$ 917,404

## Expenses

Medical Supplies & Medication	\$ 126,000
Non-Medical Animal Care Supplies	\$ 23,800
Operations	\$ 144,102
Staff Wages & Benefits	\$1,030,100
Advocacy & Public Relations	<u>\$ 119,857</u>
Total Expenses	\$1,443,859

## Net

## Shortfall

(\$ 526,455)



# Fort McMurray SPCA

## **Veterinary and Preventative Medical Program Expenses**

Medical Staff	\$ 278,850
Support Staff	\$ 124,344
Community Programs	\$ 50,027
Clinic Operations	<u>\$ 149,900</u>
<b>Total Expenses</b>	<b>\$ 603,121</b>



# Fort McMurray SPCA Request for Funding

1. The Fort McMurray Society for Prevention of Cruelty to Animals requests funding from the Regional Municipality of Wood Buffalo – Community Investment Program in the amount of \$603,121 to support the operation of it's Veterinary and Preventative Medicine Program.
2. This request is inclusive of the \$100,000 funding recommendation of the Administration which in part will support the operation of it's Veterinary and Preventative Medicine Program.



Questions?





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

## **Presentation to Council**

November 4, 2015

**Presenters:** Paul Spring  
President and Operations Manager

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.

# HERO Coverage Map



● 1-HOUR FLIGHT RANGE      ● 2-HOUR FLIGHT RANGE

Flight range is affected by many factors including wind and weather conditions. Flight ranges depicted are approximate.

# Budget



## Revenue

• RMWB Municipal Grant	\$1,500,000
• AHS Fee For Service (projected)	\$900,600
• Industry Funding	<u>\$630,000</u>
	\$3,030,600

## Expenses

• Fixed Costs	\$3,128,000
• Variable Costs (flight time driven)	<u>\$190,000</u>
	\$3,318,000

*\*Legacy debt from unfunded start-up year \$1,770,000\**



# 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
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Mechanics (2 x 50% each)	-	\$141,500
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# 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	-	\$172,500
• NVG Training and Maintenance	-	\$144,000
• HERO 1 Helicopter	-	\$936,000
• Hangar Facilities, Utilities, Taxes	-	\$60,000
• Legal/Accounting/Advertising	-	\$28,000
• 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.

# Questions?





# **Rotary Club of Fort McMurray**

## **Presentation to the Audit and Budget Committee**

November 4, 2015

Jeanette Bancarz  
President

# Background:

- Society Incorporation: April 11, 1984
- Local clubs channel efforts through 5 Avenues of Service:
  - Club Service
  - Vocational Service
  - Community Service
  - International Service
  - Youth Service



Rotary Club of Fort McMurray

# History and Project:

- Recreational Lease since 1980's
- Rotary Campground
- Cancellation of Recreational Lease
- Current Lease Arrangement
- Limited Partnership to develop the lands
- 18 hole public golf course
- Storm water management system



Rotary Club of Fort McMurray

# Community Impact:

- Local Community Investment
  - Past local contributions: \$13 million +
  - Future local contributions: Ongoing
- Recreational Impact: Shortage of golf course facilities in Fort McMurray
- Support the Saline Creek development through golf course development and storm water management system



Rotary Club of Fort McMurray



# Local Community Projects:

- Imagination Library
- 868 YMM Rotary Northstar Squadron Royal Canadian Air Cadets
- Nutrition Programs in Fort McMurray Schools
- Fort McMurray Fire Fighters Association – defibrillator program
- Educational scholarship funding
- Various other community group support through operating and capital funding



Rotary Club of Fort McMurray

# Challenges:

- Current economic impacts
- Cost for storm water management system infrastructure
- Budget underestimation for de-watering costs
- Delays in subdivision permits



Rotary Club of Fort McMurray

# CIP Request:

- The Rotary Club of Fort McMurray respectfully requests a grant of \$3,000,000 to see the golf course facility to its completion.



Rotary Club of Fort McMurray



# Vista Ridge All Seasons Park



# Vista Ridge a History



- Operated by a Non Profit Society, built in 1996.
- 4 Board members and manager are original.
- Winter visits have tripled since opening.
- Record of innovation (Tubing, Bag Jump & WildPlay)
- Excellent programs and family facility.
- Record of fiscal responsibility.
- Developing summer products that target family fun.
- Exits to enhance the quality of life of residents.

# In House Capital Includes



- Handle lifts and Conveyors lifts at beginner area
- Tube Park 1999. RMWB lift upgrade in 2007
- Staff Houses, garages and warm-up huts at lift bases
- New Snow Groomers (2)
- New snowguns and pumps
- Lighting and revegetation programs
- Snowmobiles, quads, lawn mowers and rental equipment
- **Total internally funded capital close to \$4.0M**

# The Ski Industry in Canada



- Over 52% of the ski areas in Western Canada were not profitable in the 2013-14 season.
- Diversification has become the key to survival.
- Global warming is affecting coastal ski areas.
- Labor force and the TFW program are issues.
- Breeders, Feeders and Leaders.
- Of the 9 million ski visits in Western Canada in a season. Whistler accounts for 2 million.



# Capital 2009 -2015 RMWB



- 2009 - Lodge Expansion
- 2011 - Bison Expansion chairlift and snowmaking
- 2012 - Riblet Chairlift replacement
- 2013 - Adventure Park
- 2014 - New Conveyor Lift for Park
- 2014 - New maintenance garage
- 2015 - Activities (Frisbee Golf, Pump Track)
- 2106 - Golf course (12 Hole Executive)

# WildPlay Wood Buffalo



# WildPlay to Date



- Opened in September 2014
- Summer 2015 first full year of operation and is being very well received
- Addition of an additional demo course and an exit zip on level one 2015
- Addition of a climbing feature for guests who do not reach the height requirement for the course
- The addition of smart belay system has made the park safer and more accessible for younger guests.



# Additions to WildPlay Park

- New demo course to speed up throughput.



- Playscape for younger guests.

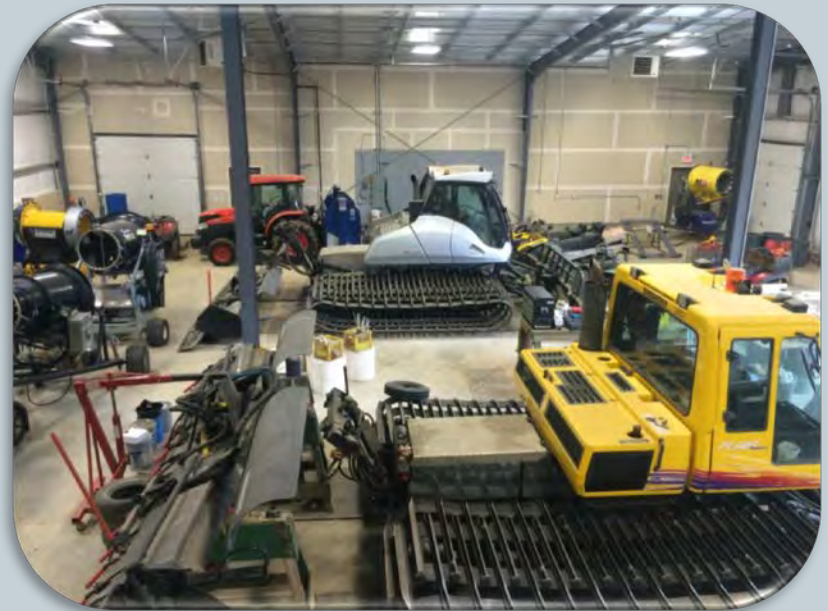


# RMWB Expansion Projects (2014-16)

- 6200 sq ft maintenance garage 2014-15.



- Housing summer and winter equipment.





# Conveyor lift (2014 Project)

- This area cleared for 2004 AWG Half Pipe.



- Grassing is vital to slope stability.



# Conveyor Lift Cont.

- New Park lift has been very well utilised



- One of a few public bag jumps in Canada.





# Forest Succession Plan for Stabilization





# Clearing and Removal of Trees

- Dead trees are identified and felled.



- Ground movement affect on river valleys.



# Slope Stabilization Program (2013-16)

- An area where infected trees have been felled.



- Hand planting is the only way to reclaim.





# Slope Stabilization Program Cont.

- New trees range in size from 1 to 3 ft.



- Area above the old half pipe replanted. (2015)



# Landscaping the Property

- Landscaping around the base area.



- Combination of natural and new plants.





# Additional Activities Commenced 2015

- Frisbee Golf easy family fun at no charge.



- Pump Track on Skate Park



# Golf Course Notes



- Goal is to provide a \$35 round, played in 2.5 hours.
- Course targeting family, beginner and social golfers.
- Support the other golf clubs by providing an avenue for beginners and families.
- Construction delayed due to the Crown Land Rec Lease process. (commenced in Feb 2014)
- Final design is complete and Northland Forest Products are compiling a Green Plan.
- Geo tech, historical artifact sweep and First Nations Consultation are complete.

# Golf Course Layout



# Golf Course Features and Schedule



- Public consultation and Development Permit process
- Modification of existing water diversion licence
- Water range also acts as a reservoir. (2<sup>nd</sup> reservoir)
- Trees cleared winter 2015-16
- Construction summer 2016
- Grow-in summer 2017 and possible soft opening
- Full year round operation at Vista Ridge 2018



# Highlights Proposed Capital 2016



- Final landscaping and paving base area
- Snowmaking upgrades
- Slope Stability program
- Development of other summer activities
- Golf Course
  
- **Total 2016 Capital Request \$1,150,000**

# Future Projects



- Alternative Activities to come include
  - Mini Putt (summer 2016)
  - Mountain Bike trails
  - Biking skills courses
  - Summer tubing or carting
  - Snow shoeing and cross country on golf course
  - Day camp sites for RMWB residents
  - Possible water based activities.

# 2017 Anticipated Capital Projects



- We assume some golf costs owing to the increase in construction caused by the land delays.
- Continuation of the alternative activities program
- Construction of an admin and staff social center building, as space in main lodge becomes restricted
- On site sewer (depends on the Saprae Creek Sewer Program progress)
- Lodge upgrades after 8 years.

# Vista Ridge in the Future



- A safe, affordable year round family adventure center (VALUE = EXPERIENCE - COST)
- A stable workforce of year round employees and a number of seasonal staff
- A balance of revenue generating activities and other family fun activities that may not create revenue
- A totally self-sufficient operation (current annual subsidy \$185,000)
- A world class family recreation center worthy of its place in the Wood Buffalo's recreation scene



# **REGIONAL RECREATION CORPORATION of WOOD BUFFALO Presentation to RMWB Council**

November, 2015

Mark Power, RRC Board of Directors

Annette Antoniak, Chief Executive Officer

Rachel Orser, Chief Financial Officer

- The purpose and mandate of the RRC are 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.

- Programs planned for 2016 to support RRC's mandate:
  - Fitness
  - Aquatics
  - Golf
  - Dance
  - Visual arts
  - Events



# Approach to 2016 Operating Budget

- Zero Based Budgeting approach was used
  - Required every function to be analyzed for its need and associated benefit / cost
  - Required the business to scrutinize all spending and justify every expense item
  - Intent was to eliminate operational duplications, while increasing operational efficiencies



# Approval of 2016 Operating Budget

- The RRC Board of Directors approved the following motion at the September 28, 2015 Board meeting:
  - THAT the RRC Board approves the 2016 Operating Budget as presented by the Chief Financial Officer via email on September 17, 2015, which incorporates the modifications requested by the Board on September 14, 2015.

# 2016 Operating Budget Assumptions

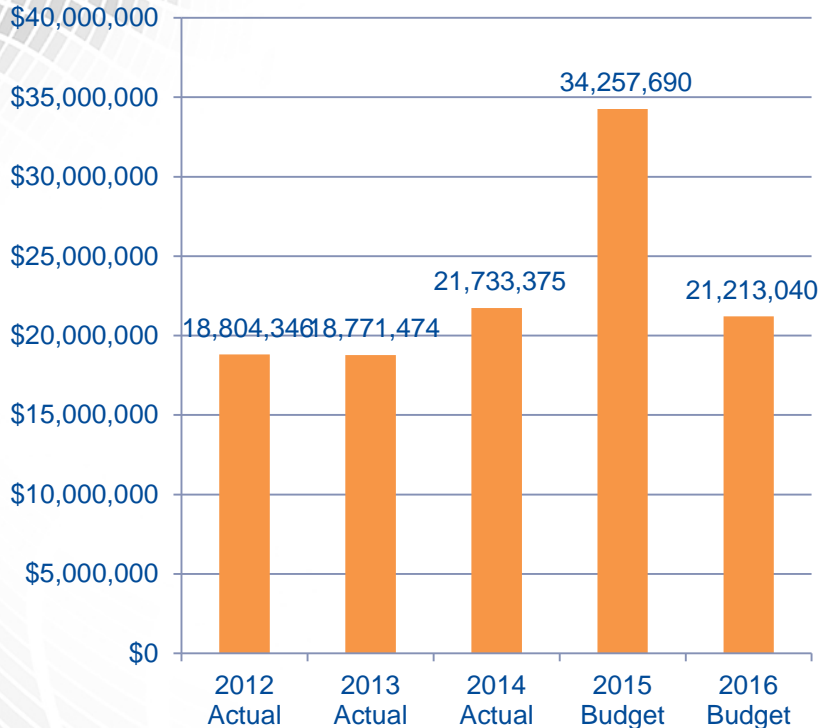
- RRC will be responsible for the operations of properties on MacDonald Island Park, including the Suncor Community Leisure Centre, Shell Place and the Miskanaw Golf Course
- RRC will be responsible for the internal operations at the Anzac facility and the Fort Chipewyan Swimming Pool (assumption is this facility is operational in September 2016)

# 2016 Operating Budget Request

- The total 2016 grant request is \$17,347,198 representing a increase of \$1,641,198 or 10% compared to the 2015 grant request (\$15,706,000)
- 88% of this increase is attributed to the opening of the Fort Chipewyan Swimming Pool (\$1,064,707) and a contingency for the projected 2015 deficit (\$387,000)

## RRC Revenue

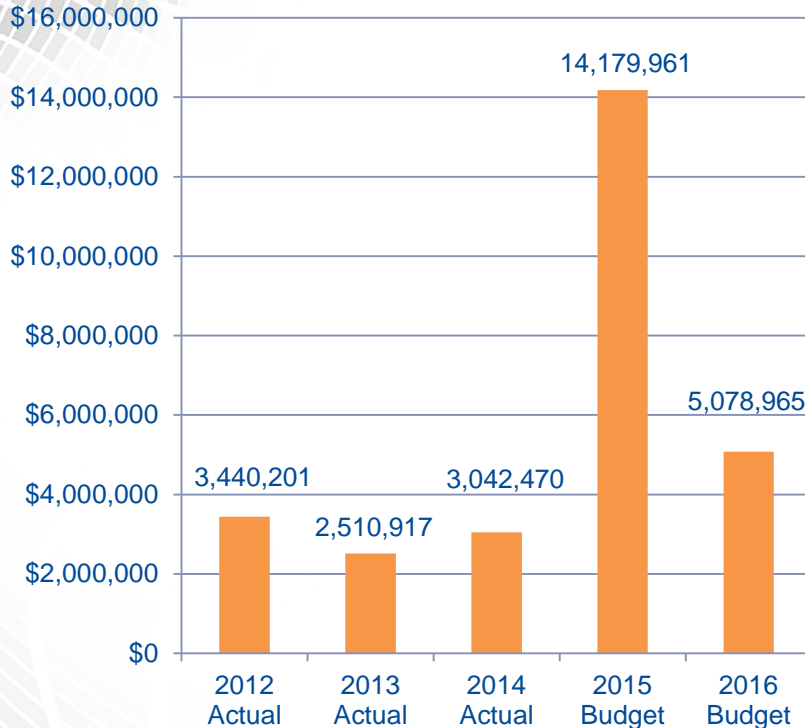
### Revenue



- Revenues have decreased 38% relative to the 2015 budget
- Conservative approach implemented based on current economic conditions
  - Events – decrease \$9M
  - Sport and Recreation – decrease \$2M
  - Hospitality – decrease \$1.7M
  - Sponsorship – decrease \$0.5M

## RRC Direct Costs

### Direct Costs

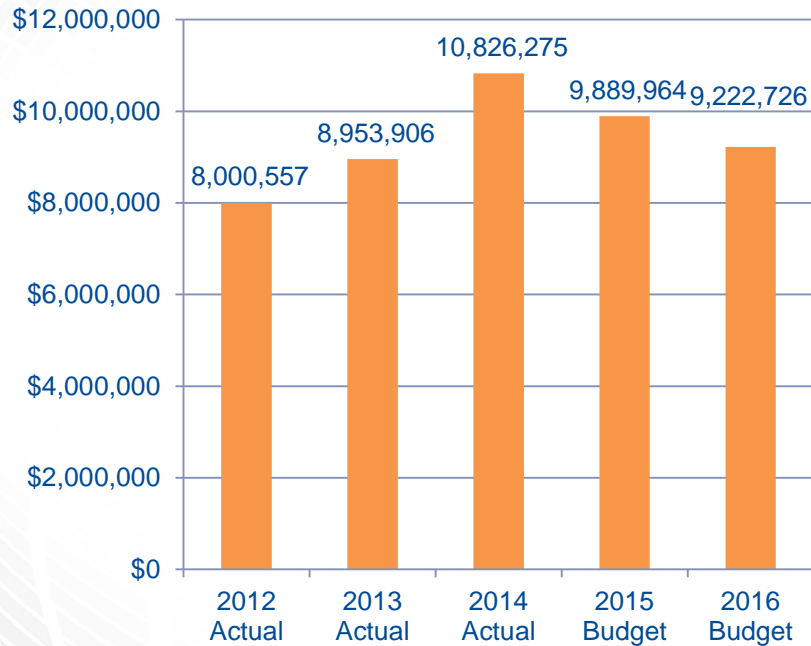


- Direct costs have decreased 64% relative to the 2015 budget
- Decrease is attributed to:
  - Events (\$8.3M)
  - Correlation with decreased revenues in hospitality, offset by an increase in commodity pricing



# Operating Expenses - Other

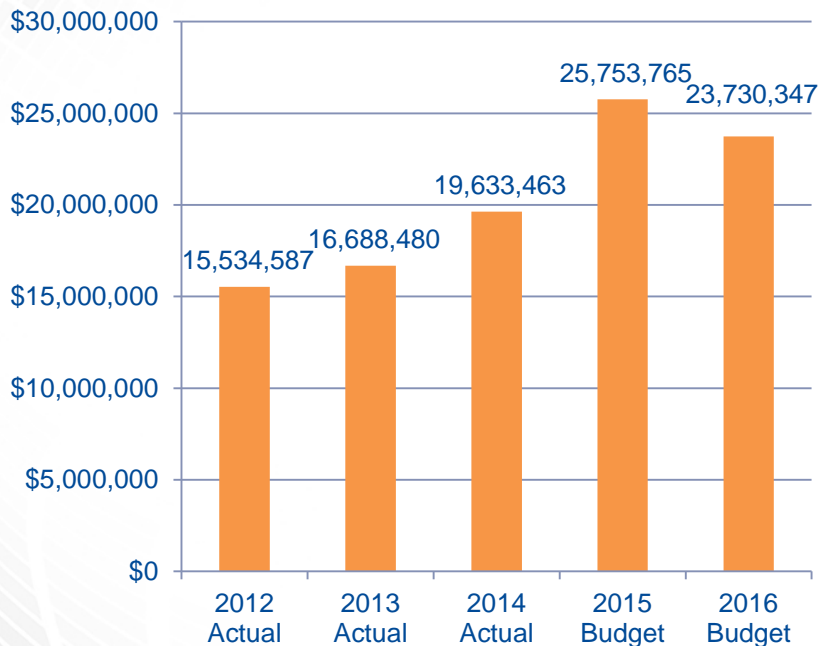
## Operating Expenses - Other



- Operating Expenses – Other have decreased 7% relative to the 2015 budget
  - Existing facilities have decreased OE-O by 14% through improved operating efficiencies
  - This is offset by the operating expenses – other associated with the opening of the Fort Chipewyan Swimming Pool (7%)

## Wages and Benefits

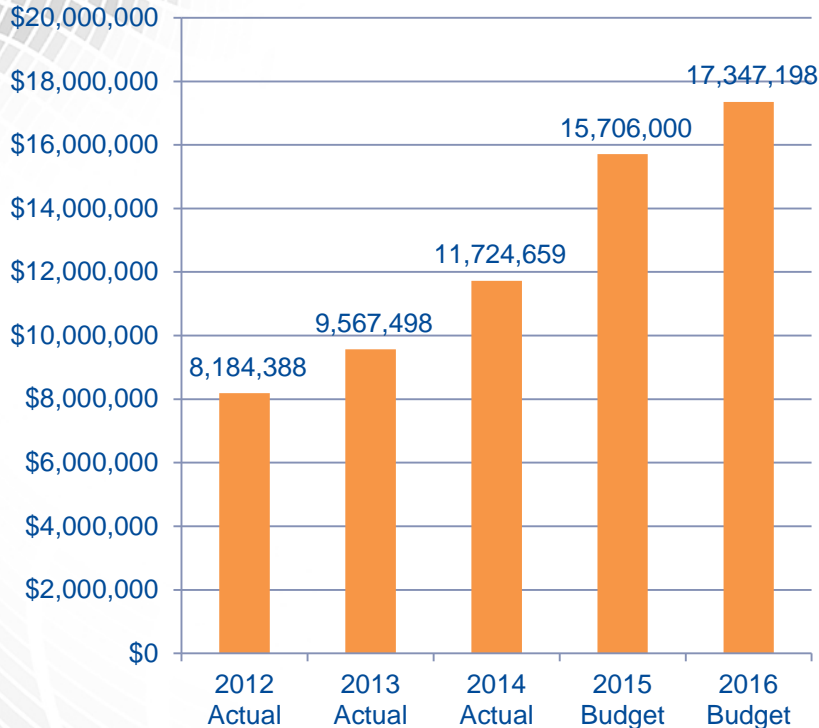
### Wages and Benefits



- Wages and benefits have decreased 8% relative to the 2015 budget
  - Existing facilities have eliminated 16 full time equivalent positions, offset by a 4% wage increase (\$2.4M decrease)
  - Offset by the staff required in the opening of the Fort Chipewyan Swimming Pool (\$402k)

# RMWB Subsidy Request

## Subsidy Request

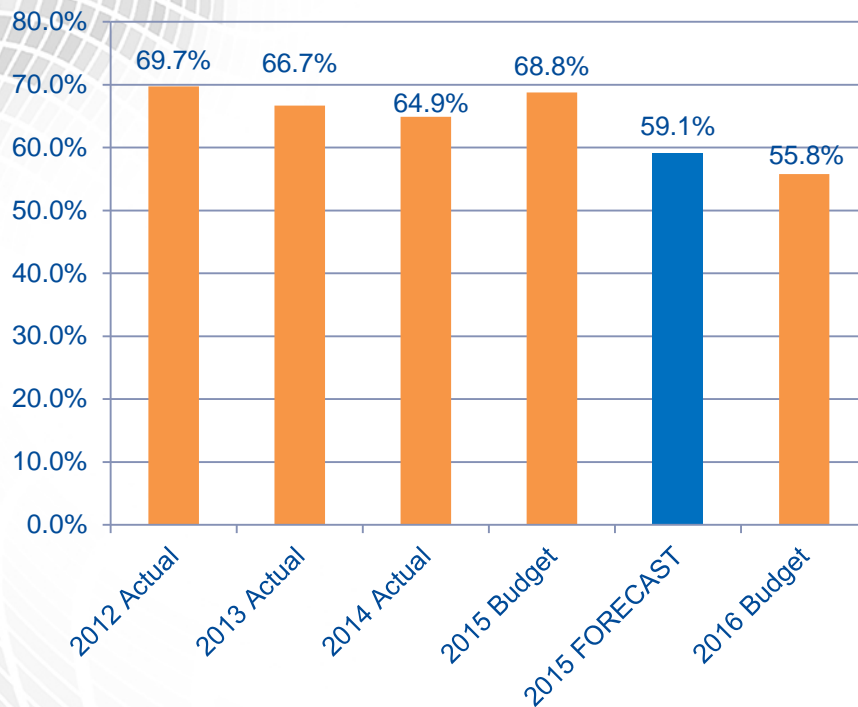


- Subsidy request has increased 10% relative to 2015
- Request per facility:
  - MacDonald Island - \$14,512,052 (does not include the 2015 projected deficit)
  - Anzac - \$1,383,439
  - Fort Chipewyan - \$1,064,707



## Cost Recovery

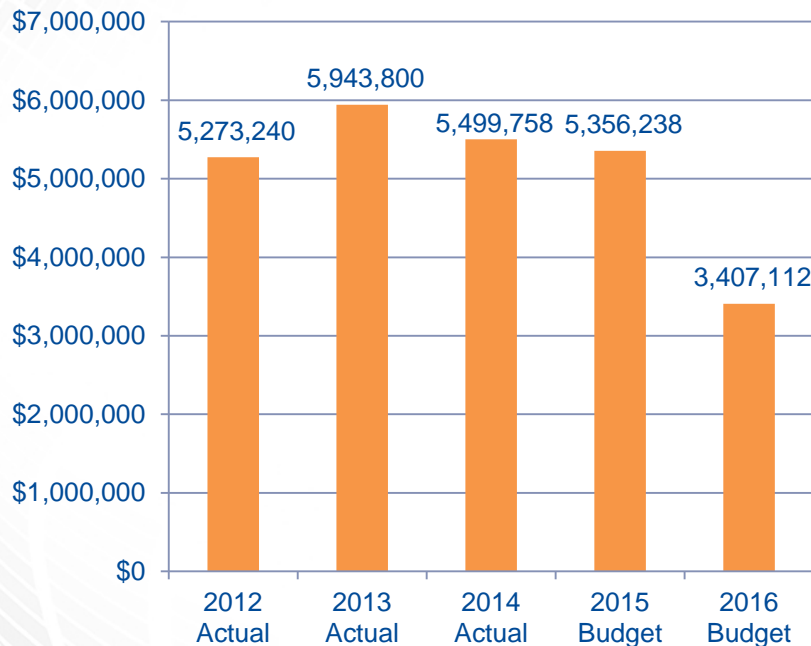
### Cost Recovery %



- Cost recovery for 2015 is forecasted to be 59%
- Cost recovery for 2016 is projected to be 56%
- 2016 cost recovery per facility:
  - MacDonald Island - 58.9%
  - Anzac - 24.9%
  - Fort Chipewyan - 0.2%

# 2016 Sustaining Capital Budget

## Sustaining Capital Grant



- The RRC Board of Directors approved the 2016 sustaining capital budget request of \$3,407,000 as presented on July 15, 2015
- To not fund this capital request may increase operational inefficiencies, decrease life expectancy of the facilities or impact continued usage.

# ONE.

REGION • SERVICE • TEAM



# **YMCA of Northern Alberta**

## ***Wood Buffalo Region***



Building healthy  
communities

## **Presentation to the Audit and Budget Committee**

Nick Parkinson  
President & CEO  
YMCA of Northern Alberta

November 4, 2015

# YMCA of Northern Alberta

- The YMCA of Northern Alberta is a mission-driven and values-based **charitable organization**.
- The YMCA has been serving the Wood Buffalo Community since 1986, (29 years), delivering fitness, health, recreation, childcare and community outreach programs.
- Open and accessible to all – provide subsidy to those who have limited financial resources.



# Westwood Family YMCA

- The Westwood Family YMCA's programs and services continue to provide critical services to the region.
- The Westwood YMCA sees over 150,000 annually visits and serves over 3,600 members.
- It is important to keep the facility, programs and services operating until the *New Northside Recreation Centre* is complete and opened.





# Westwood Family YMCA

## Background:

Over the past four 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 (requested)



# Proposed 2016 Wood Buffalo Region Association Operating Budget

## Revenue

YMCA Child Care Programs	\$ 5,495,000
YMCA Community Programs	2,169,000
Westwood YMCA	2,023,500
RMWB Contribution – Westwood	225,000
Eagle Ridge Community Centre	140,400
RMWB Contribution – Eagle Ridge	<u>420,000</u>
<b>Total Revenue</b>	<b>\$10,472,900</b>

# Proposed 2016 Wood Buffalo Region Association Operating Budget (cont'd)

## Expenses

YMCA Child Care	\$ 4,960,000
YMCA Community Programs	1,992,500
Westwood YMCA	1,754,500
Eagle Ridge Community Centre	<u>467,000</u>
<b>Total Expenses</b>	<b>\$9,174,000</b>

<b>Operating Contribution</b> (Revenue-Expenses)	<b>\$1,298,900</b>
Association Services Overhead	<u>(990,000)</u>
<b>Net Operating Contribution</b>	<b>\$ 308,900</b>
Association Capital Reinvestment	<u>(308,900)</u>
<b>Total Operating Contribution</b>	<b>\$ 0</b>



# Westwood Family YMCA

## Operating Budget

### Revenue

Westwood Family YMCA	\$ 2,023,500
RMWB Contribution	<u>225,000</u>
Total Revenue	\$ 2,248,500

### Expenses

Personnel Costs	\$ 1,320,460
Operating Costs	<u>434,040</u>
Total Expenses	\$ 1,754,500

<b>Operating Contribution</b> (Revenue-Expenses)	\$ 494,000
Association Services Overhead	<u>(202,350)</u>

<b>Net Operating Contribution</b>	\$ 291,650
Association Capital Reinvestment	<u>(291,650)</u>

<b>Total Operating Contribution</b>	\$ 0
-------------------------------------	------



# *New* Eagle Ridge Community Centre

## **Background:**

- May 2, 2014 The YMCA was selected to be operator of the Eagle Ridge Community Centre.
- December, 2014 Operating Agreement was signed.
- Feb – May, 2015 Conducted an external Community Needs assessment to determine desired programs and services.
- June 22, 2015 Construction completed with full occupancy
- June 28, 2015 YMCA Child Care and YMCA Out of School Care Programs opened to the public.
- September, 2015 Community Centre Programs Launched to the public.



# *New* Eagle Ridge Community Centre

- The Eagle Ridge Community Centre spans 25,800 square feet and will consist of 3 components:
  - Community Multi-Purpose Program Space
  - YMCA Out of School Child Care  $46/50 = 92\%$
  - YMCA Early Years Child Care  $43/54 = 80\%$
- Funding from the Municipality will only be used for the Community Multi-Purpose Program Space. (Not Child Care Operations.)
- The priority in the fall of 2015 & 2016 will be to focus energies on the programs and services in the Community Multipurpose Program Space.

# **New** Eagle Ridge Community Centre

## **Proposed 2016 YMCA Community Centre Operating Budget**

### **Revenue**

YMCA Programs and Facility Rental	\$ 120,400
<b>RMWB Contribution</b>	<u><b>420,000</b></u>
<b>Total Revenue</b>	<b>\$ 560,400</b>

### **Expenses**

Personnel Costs	\$ 245,100
Operating Costs	<u>221,900</u>
<b>Total Expenses</b>	<b>\$ 467,000</b>

<b>Operating Contribution</b> (Revenue-Expenses)	<b>\$ 93,400</b>
Association Services Overhead	<u><b>(93,400)</b></u>
<b>Net Operating Contribution</b>	<b>\$ 0</b>



# **YMCA of Northern Alberta**

## ***Wood Buffalo Region Request***

The YMCA is requesting operating support in 2016 for two aspects of our program and service delivery.

### **Total 2016 Funding Request**

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

# Questions?

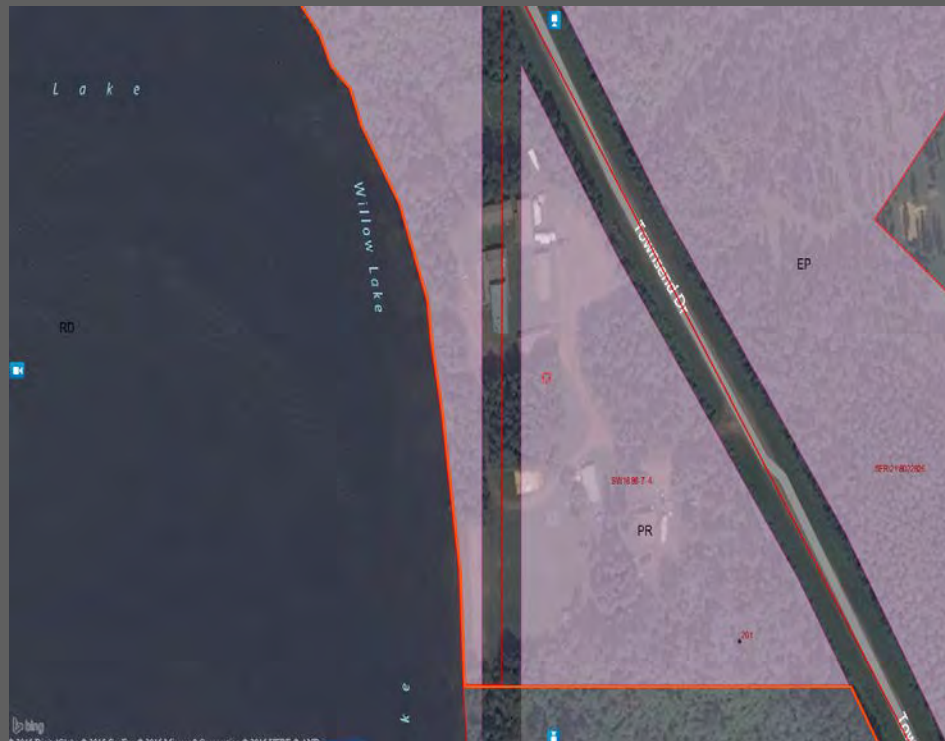
# CAMP YOGI SOCIETY

Revitalization Project

Presented by Real Chartrand, President of Camp Yogi Society

# LOCATION

- Location South East shore of Gregoire Lake
- Near the Hamlet of Anzac, AB.



# HISTORY

- Fr. Turcotte leased 4.5 acres from the Province in 1949, originally in the diocese of Mackenzie.
- Diocese of St. Paul took over when St. John's Parish was formed.
- St. John's Parish was designated by the diocese to manage the operation of Camp Yogi.
- Used for summer school for student, parish, and members of the community.

# HISTORY (CONTINUED)

- In 1985 the Brick Warehouse donated Cedar Lodge Motel to the camp, and buildings were relocated to the site.
- 1985 the Camp Yogi Society was formed by St. John's Parish, the Knight's of Columbus, and the Catholic School Board.
- 1986 a new 21 year lease was approved and expanded to 7.63 acres.

# TODAY

- Camp Yogi is a jewel in our municipality.
- It has been enjoyed by students, family reunions, wedding receptions, retreats, company BBQs, winter festivals, etc.
- Many tourists have enjoy the site over 30 years.
- It has been a self sustaining operation since the inception, and will continue in future years.





# TODAY (CONTINUED)

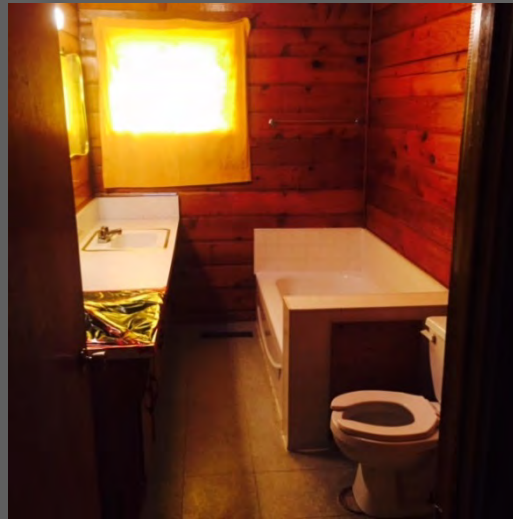
- Rental fees for the facility are \$500.00 per day.
- Weekends rates start at \$1,100, depending on requirements.
- Rental income has decreased due to current condition, as it does need some upgrades.
- Volunteers operate the facility, and had 1 paid caretaker.
- Lease was renewed in 2007, ending 2032 with two additional 10 years terms optional.



# CROSSROADS

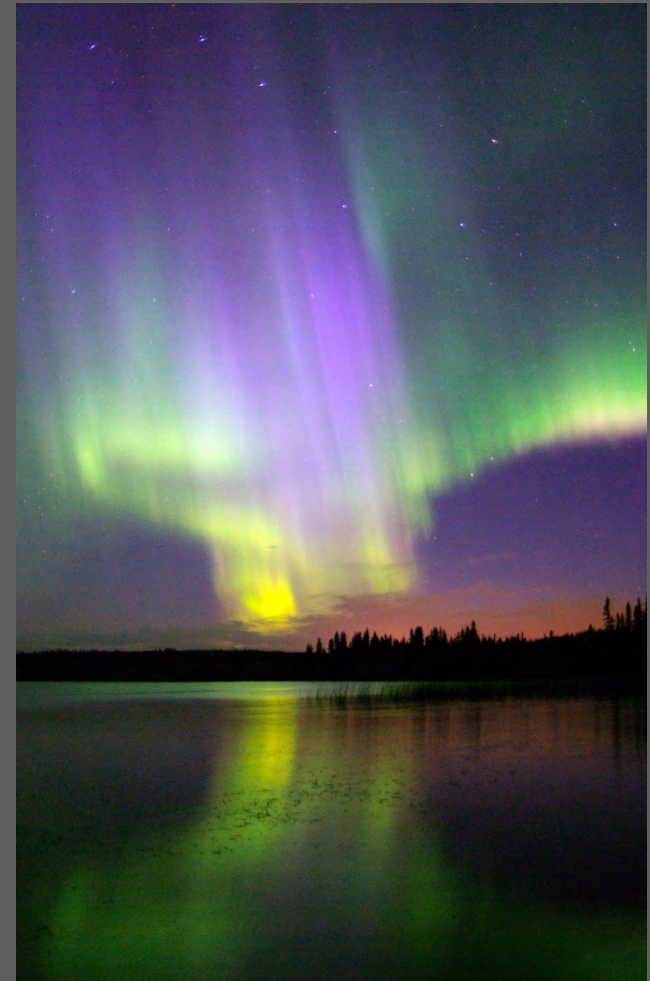
- Camp Yogi needs some new life, including capital upgrades.
- A new board of directors has been formed, with five new executive members and five new directors .
- Is working with Fort McMurray Tourism, the Fort McMurray Hotel Group, and the RMWB to revive this facility.
- We have completed a Business Plan.
- We have asked for quotes for some minor repairs.

# REPAIRS



# FUTURE GOALS

- We would like to bring the Northern Lights Tours to Fort McMurray.
  - Alberta Tourism and Fort McMurray Hotel Group supports this initiative.
- We will offer other tours such as Snowmobiling, Dog Sled rides, Trapping and Ice fishing demonstrations, etc.
- We will also provide tours of our city highlights, including Vista Ridge, Oil Sands Discovery Center, MacDonald Island Park, Giants of Mining, etc.



# FUTURE GOALS (CONTINUED)

- Camp Yogi will be a very popular venue for many of these activities:
  - Exploring of the stars with astronomer
  - Photography with local photographers
  - Local Guides to promote the history and future of RMWB
- We will have a great tourism package to promote our community.

# REQUIREMENTS

- Camp Yogi requires financial assistance to get the project started
- Requesting for \$ 50,000.00:
  - \$40,000 for repairs and maintenance.
  - \$10,000 for operations and administration.

THANK YOU!

Questions?





# **Fort McMurray Historical Society**

## **Presentation to Council**

November 4, 2015

Roseann Davidson - Executive Director  
Tammy Plowman - Programs Manager



# **Fort McMurray Historical Society**

## **Mandate**

The mission of the Fort McMurray Historical Society is to engage and participate in collecting, preserving, researching and interpreting artifacts, documents, buildings and sites in order to preserve and maintain an ongoing record of the history of the region, and to inform and educate the public regarding our social and cultural history.



# **Fort McMurray Historical Society**

## **What Do We Do?**

Our organization operates Heritage Park and the Marine Park Museums which are two of the only three community-based cultural facilities in the region. As well established components of the community infrastructure, both facilities provide a valuable social and educational experience for residents and visitors.



# Fort McMurray Historical Society

## What Do We Do?

### **We operate:**

- A Volunteer Governance Board of Directors
- 11 Full Time and 2 Part Time Staff Positions
- 12 Seasonal Employees
- Community and Corporate Volunteers and Members

### **We offer:**

- Educational Programs & Summer Camps
- Exhibitions & Interpretive Tours
- Resource & Research Materials
- Membership & Volunteer Opportunities
- Events & Shopping
- Rental Facilities
- Job creation - Summer Students & Co-op Placements



# **Fort McMurray Historical Society**

## **Heritage Park Museum**

- Situated on a 6.6 acre site.
- Contains 17 historic buildings and the Heritage Park Community Historical Resource Centre
- Permanent: a large collection of artifacts, archives and historical buildings
- Travelling Exhibits: acquired through the Alberta Foundation for the Arts for public viewing
- Virtual Exhibitions: Our timeline CD-ROM features Our History, two exhibitions on the Virtual Museum of Canada site on the Catholic Mission and the Schools



# **Fort McMurray Historical Society**

## **Marine Park Museum**

- After 16 years of dedicated work, the Marine Park Museum opened on July 1<sup>st</sup>, 2014
- Grand opening was June 20<sup>th</sup>, 2015
- Piloted educational programs, summer camp visits, events and hosted tours
- Situated on a 4.4 acre site; features the only remaining inland shipyard in Alberta
- This museum exhibits River Transportation Vessels & the Northern Alberta Rail Caboose & Combination Car
- Voted Best Kid Friendly Park in Fort McMurray



# **Fort McMurray Historical Society**

## **Major Annual Events**

FMHS hosts major annual events at our Museum sites including:

- Park Opening/Celtic Day
- National Aboriginal Day
- Seniors Day
- Canada Day
- Heritage Day
- Strong Man Competition
- Old Fashioned Christmas





# **Fort McMurray Historical Society**

## **Projected Plans for 2016**

1. The Master Plan
2. Re-Open Heritage Park: Phase I
3. Rebuild and Fundraise for Phase II
4. Revenues & Capital Fundraising
5. Stakeholders
6. Education
7. Rebranding, Marketing and Promotions



# Fort McMurray Historical Society

## Museums' Budget

<b>Our RMWB Request</b>	<b>\$</b>	<b>700,000</b>
Advertising & Promotions	\$	20,000
Heritage Technician Contractor	\$	50,000
Program and Office Supplies	\$	65,000
Janitorial	\$	20,000
Staffing	\$	404,000
Insurance	\$	20,000
Security	\$	6,000
Professional Services i.e. Accounting & Permits	\$	25,000
Electical, Gas, Telephone and Utilities	\$	70,000
Collections and Archival Supplies	\$	20,000



# Fort McMurray Historical Society

## Combined Park Museums' Budget

### General Expenses

<b>Total Costs</b>	<b>\$1,850,000</b>
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Advertising & Promotions	50,000
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Fundraising Expense	15,000
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Insurance	40,000
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Office	48,000
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Professional Fees	135,000
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Programs	280,000
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Repairs/Maintenance/	130,000
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Security	
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# Fort McMurray Historical Society

## Combined Park Museums' Budget

Telephone & Internet	40,000
Utilities	70,000
Wages	800,000
Training and Travel	12,000
Grounds Maintenance	70,000
Janitorial Services	40,000
Collections Supplies	35,000
Gift Shop Cost of Sale	110,000
Bank Charges	15,000



# Fort McMurray Historical Society

## Combined Park Museums' Budget

### General Revenue

<b>Total Revenue</b>	<b>\$1,850,000</b>
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Programs	338,000
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Fundraising	225,000
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Donations	225,000
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Grants	125,000
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<b><i>RMWB Operating</i></b>	<b><i>700,000</i></b>
------------------------------	-----------------------

Gift Shop Sales	235,000
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Membership Revenue	1,500
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# **Fort McMurray Historical Society**

## **Projected Overall Budget for 2016**

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

### **Reasons for the increase in the funding request:**

- **Opening & operating second site, the Marine Park Museum**
- **Reopening of Heritage Park**
- **Staff wages for operating, fundraising and rebuild**



# PRESENTATION TO COUNCIL

**NOVEMBER 4, 2015**

**FRANK CREASEY**

CEO, FORT McMURRAY TOURISM

515 MacKenzie Blvd

Fort McMurray, AB T9H 4X3





# PRESENTATION OVERVIEW



- Vision & Mission
- Budget related program request
- Budget overview (program related & organization)
- Personnel (delivery) costs



# VISION AND MISSION

- Vision
- Mission
- Guiding Principles:
  - Innovation
  - Passion
  - Ambassadors
  - Leadership
  - Accountability
  - PEOPLE!
- Destination Management Organization



Present Board of Directors (elected March 26, 2015)

# BUDGET RELATED PROGRAM REQUEST

## Engage Community



## Marketing

- Locally
  - ✓ Encourage a live, stay and play at home atmosphere
- Provincially, Western Canada, North America & internationally
  - ✓ Build destination awareness -> engage various markets with tourism experiences
  - ✓ Media Familiarization [Fam] tours (compliment Tour Operator Fam tours)



# Local Marketing

Oversized Post Cards

YMM



**NORTHERN  
STRONG!**

Showcasing our facilities, our people, Buffalo's 2015 events offer something for everyone. Sports, history, family, or culture – the vibrancy of the region shows through.



**FORT  
McMURRAY**  
TOURISM

Culinary Tourism Scene  
Thrives in Fort McMurray



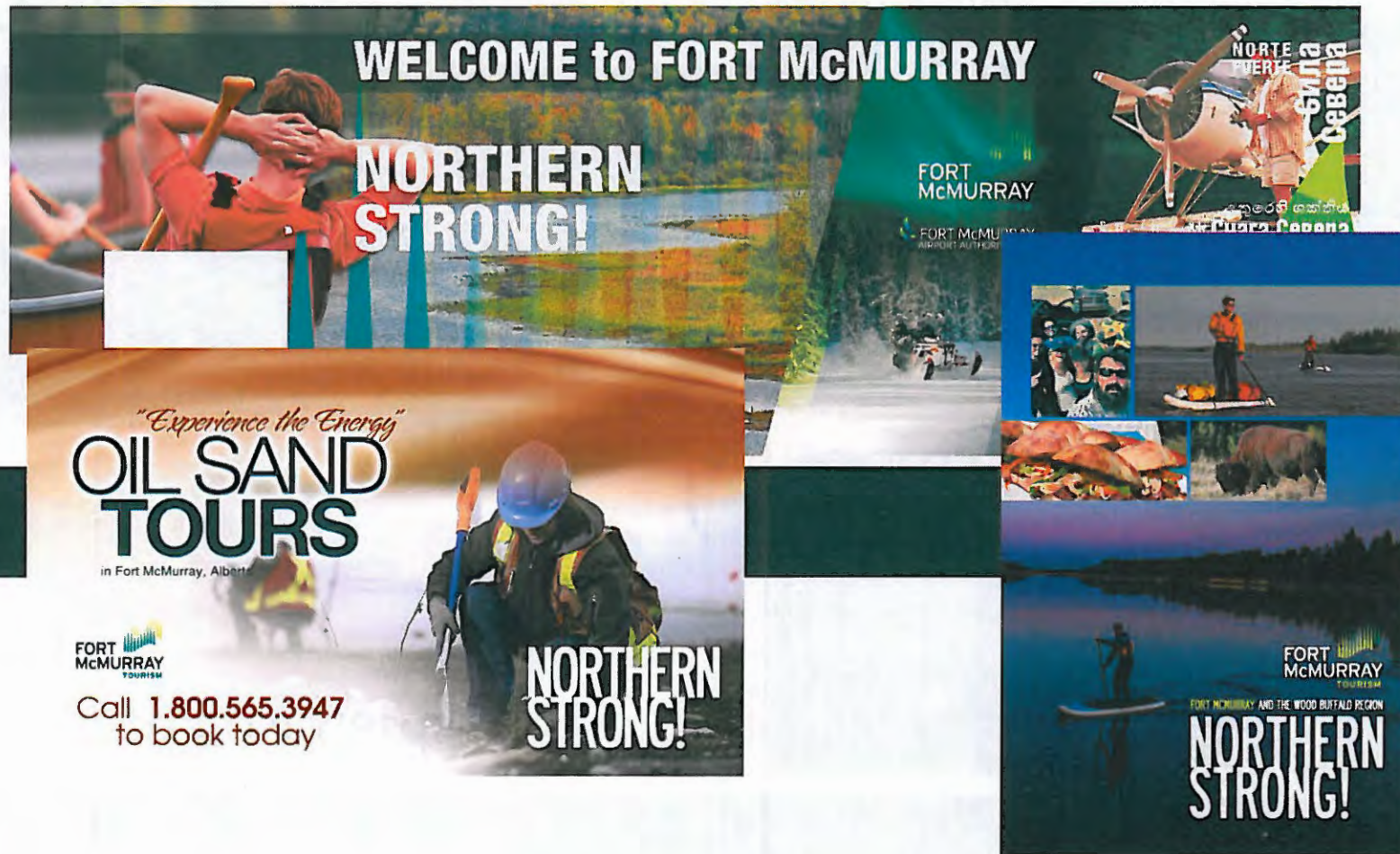
64 THE Aural / September 2015 • www.yourmcmurray.com

**FORT  
McMURRAY**  
TOURISM



# Local Marketing

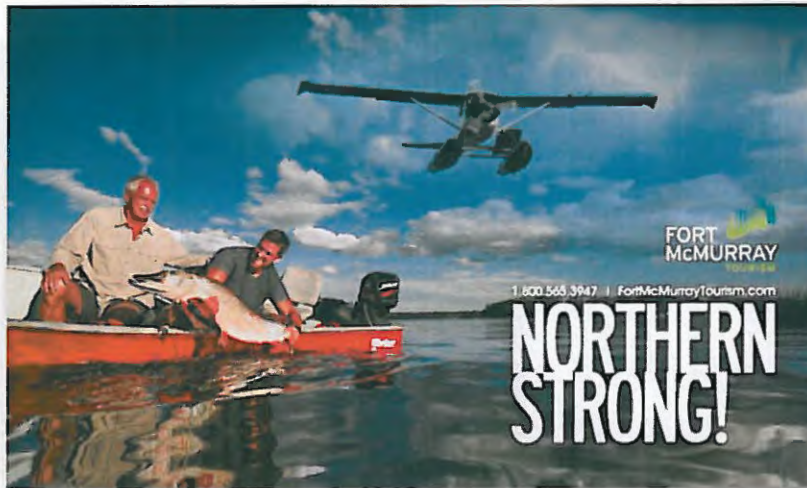
## Airport Welcome Sign - North Terminal & ETE Tours





# Local & Regional Marketing

## YLW (Kelowna) & YMM Advertisements





# Regional Marketing



## Alberta Outdoorsmen Magazine Ads & Advertorials

1.800.565.3947 | FortMcMurrayTourism.com

# NORTHERN STRONG!

explore the  
**Athabasca Sand Dunes**

Now offering tours to the Athabasca Sand Dunes  
and Six Lakes Provincial Park

FORT McMURRAY TOURISM  
Travel Alberta  
Regional Partnership with Wood Buffalo

FORT McMURRAY TOURISM

1.800.565.3947 | FortMcMurrayTourism.com

# NORTHERN STRONG!

Travel Alberta  
Wood Buffalo



While many of these lakes and rivers are so accessible, others offer the unique experience of fully outfitted lodges or rustic and isolated camps. To the north, you'll find out-of-the-way fishing for pike, walleye, perch, lake trout and steelhead trout. Most of the lakes and rivers are accessible from the main highways. Convenient services and connections from major centers make your trip an easy one. In addition to Highway 63, Highway 688 now provides fully paved secondary access to Fort McMurray and the great fishing locations in the Conklin area.

Nevertheless, no stress fishing is the way of the north, and the northern operators you'll find listed here can outfit you with all the gear, help you find the very best spots and pick just the right time to land that big one. Whether you're looking for the catch of a lifetime, wanting to spend some time in the great outdoors or a family looking for a fun vacation, fishing the north is the experience for you!



Fishing Lodges

1.800.565.3947

# NORTHERN STRONG!

FortMcMurrayTourism.com





# Regional & International Marketing

## WestJet up! Magazine



**FORT McMURRAY, AB** - From the minute my plane hovered above the boreal forest just outside of Fort McMurray, I knew my expectations were out of whack. I'd never been to Fort McMurray and if you haven't either, I bet you also hold assumptions about this northern Alberta city.

Fort Mac, as we Albertans like to call it, is best known as ground zero for oil sands production. There's definitely energy here, but it's not just in the ground. I discovered it's much more than a hard-working town. This vibrant community located within a picturesque valley offers plenty of adventures for outdoor enthusiasts. Let's see if we can't break down some of its most common myths.

### It's full of men

"You're totally gonna get hit on. Fort Mac is crawling with men," my girlfriend predicted when hearing where I was headed. Secretly, I was hoping she'd be right, but actually this is a city of young families. The median age is 31 years old and with over 100 babies born every month, it's more like nappy valley. Fort McMurray draws in young professionals like nobody's business, and there are artisans, too.

### There's nothing to do

Think people way up north hibernate all winter? Think again. With more than 130 kilometres of trails within the city, there are loads of excuses to get out and stay out. From snowshoeing to snowmobiling, there's a trail for every adventurer.

This is the place to catch the Aurora Borealis. Star gazing in the crisp midnight air is made even more exhilarating when your tour guide gives you an in-depth low down on what you're actually looking at. Besides the constellations being brought to life, you'll receive an education on what makes the Northern Lights a natural phenomenon.



And let's say the weather truly is inclement, can still get your endorphin high with a visit to MacDonald Island Park. With so much under one roof, don't be surprised if you while away an entire day here. The amenities are endless with a public library, climbing wall, running track, curling rink, plus squash and racquetball courts. For families an indoor playground, tricked out splash park and multiple skating rinks ensures tots burn off all their energy.

### The food's gonna suck

My first clue dining would be a pleasant surprise appeared in the week's new airport. Not only does Earls have an outpost, but Famoso, an authentic Neapolitan pizzeria has also set up shop. In town, you can't go wrong with Mitchell's Cafe. Fresh soups, salads and sandwiches (made with home-baked bread) are filling and flavourful at this coffee shop cafe.

For dinner, snag a table at Atmosphere. It's high-end in that the food quality and preparation are top notch, yet the vibe is completely unpretentious. While steak and lobster are the most popular, you'd do well sampling Executive Chef Caito's creative riffs on seafood (flown in fresh several times a week) and Bison short ribs.

### There's no decent place to stay

If you really want a no tell motel, I'm sure you can find one, but far better to rest your head at Chez Dube, one of those quiet bed and breakfasts. Though occupying a large footprint, this B&B located steps away from Clearwater River is as cozy as it is charming. A large veranda wraps around the house, and inside you'll find a fully tricked out games room and inviting open kitchen. Guest rooms are spacious and range from suites with a separate living room to Victorian chintz with a clawfoot tub.

Embarrassingly, my assumptions about Fort McMurray were wrong. If you're looking for adventure and arguably the friendliest folks in Alberta, take this as your cue to head to Fort Mac.

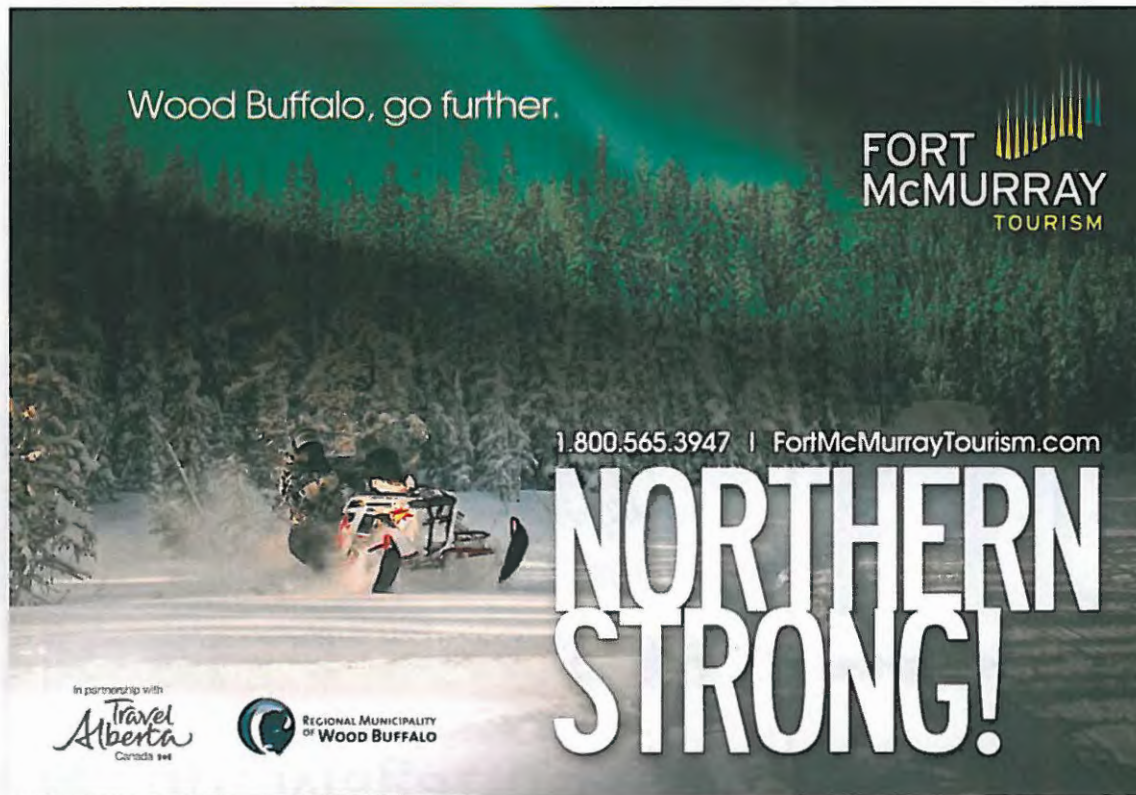
**WESTJET**  
**up!**  
upmagazine.com





# Regional & National Marketing

## SnoRiders





# Regional & National Marketing

## Outpost Magazine





# National & International Marketing

## Travel Trade Shows & Consumer Shows

- Canada's West Marketplace - November, 2015 in Kelowna, BC
- 400 International Tour Operators & Wholesalers from Europe, Asia Pacific & the Americas
- Jointly hosted by Travel Alberta & Destination BC since 1989



# National & International Marketing

- Rendez-vous Canada is Canada's premier 4 day international tourism marketplace in May, 2015
  - More than 1,500 international tourism professionals
  - Series of twelve-minute appointments to promote or discover unique Canadian experiences.

**Rendez-vous Canada 2015**  
Niagara Falls | presented by the Canadian Tourism Commission  
présenté par la Commission canadienne du tourisme





# Promotional Collateral

Visitors' Guide

Conference Planner

Visitors' Map Sports Guide





# Responsive Regional Website





# Visitor Services

Includes:

- In-person inquiries
- 1-800 toll-free line
- online inquiries
- e-mail inquiries
- social media

Primary Location (gateway to region):

## **Oil Sands Discovery Centre**

(AVIP\* certified location)

- Mobile Visitor Information at special events, sporting events, conferences, etc.



Gov't of Alberta & FMT partnership in Wood Buffalo region announcement – **July 24, 2014**



Oil Sands Discovery Centre  
Visitor Information Centre



# Visitor Experience

## Gold Star Program

Includes:

- Customer service recognition program with Awards Gala
- Customer service training at the frontline and supervisory levels





## BUDGET OVERVIEW – DMO (core)

Total funding request - \$670,000

### A) Visitor Services & Experiences (core):

- ✓ Visitor Information Centre,
- ✓ Gold Star Program Delivery,
- ✓ Market data collection & reporting,
- ✓ Administration associated with delivery
- Fort McMurray Tourism - ambassadors serving people
- Impacting 5 ~ 7 locally employed people annually (seasonal increase for summer)

## BUDGET OVERVIEW – DMO (core)

### B) Marketing, Promotions & Development (core):

- ✓ Product Development & Research,
  - ✓ Familiarization Tours & ETE Tours,
  - ✓ Marketing (campaigns, tradeshow, online/social media) & collateral, etc.
- 
- Fort McMurray Tourism – industry professionals with global experience
  - Impacting 2 + locally employed people annually



# BUDGET OVERVIEW – Destination Management Organization (DMO - core)

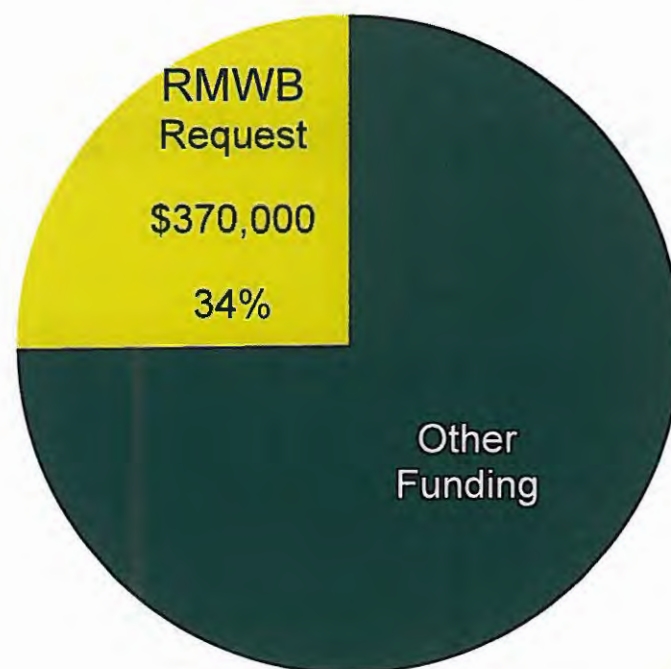
Total funding request - \$670,000

A) Visitor Services & Experiences (core)

B) Marketing, Promotions & Development (core):

- Impacting 7 ~ 10 locally employed people annually (seasonal increase for summer)
- Personnel costs: 41%

## Budget Item Request



(~\$1.1 million total budget)

# Direct Value to the Region

## **West Jet Up!**

Topics: Fort McMurray, Adventure Travel, Cross Country Skiing, B&B, Dining

## **Sportsnet**

Topics: Fort McMurray, Western Canada Summer Games, River travel, Picnic

## **Outpost Magazine, MEC**

Topics: Fort McMurray, Fort Chipewyan, Fort Smith, Stand up Paddle boarding from Fort Chip- Fort Smith, Wood Buffalo National Park, Adventure Travel, Wildlife

## **Globe & Mail, Seekers Media**

Topics: Fort McMurray Adventure Travel, Sand Dunes and Richardson Backcountry



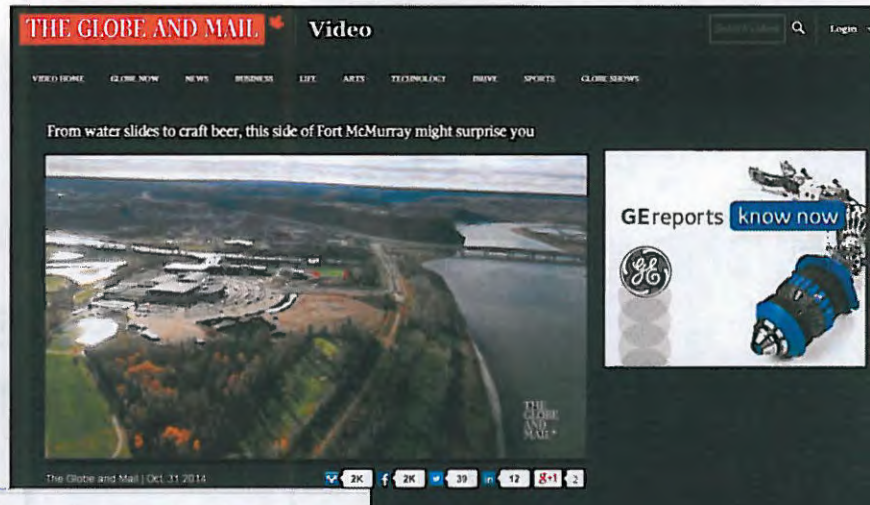
# Direct Value to the Region

## Media Familiarization Tours - between 2014-15

- Throughout the year FMT specifically targets media outlets with the purpose of enhancing our region's image and host a blend of event and media familiarization tours which have resulted in favourable coverage to date locally and nationally.
- **\$3+ Million** earned media value (cost if you were to place ads across these channels in market)
- Partnered with Travel Alberta & Wood Buffalo businesses and experiences across all season

# Direct Value to the Region

## The Globe and Mail





# Sports Tourism

- ✓ GAP Analysis Report,
- ✓ Sales & Marketing Plan
- ✓ CSTA – STEAM PRO & Facility Inventory Tracking System (as is possible),
- ✓ Business development & marketing activities/materials.
- ✓ To support venues, sport user groups, RMWB in their endeavours to bid for sporting events (single & multiple sport)
- ✓ Externally oriented resource for the region.



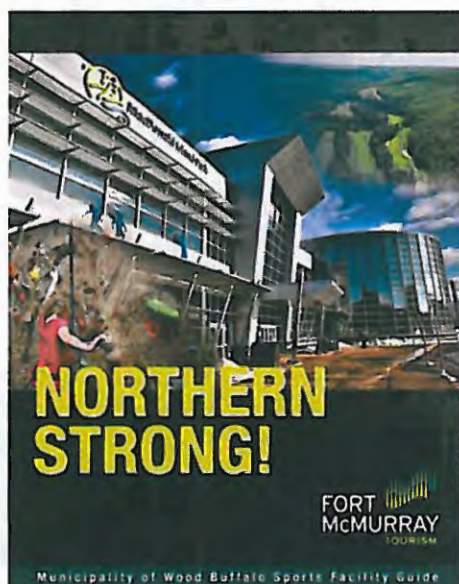


# BUDGET OVERVIEW – Sports Tourism

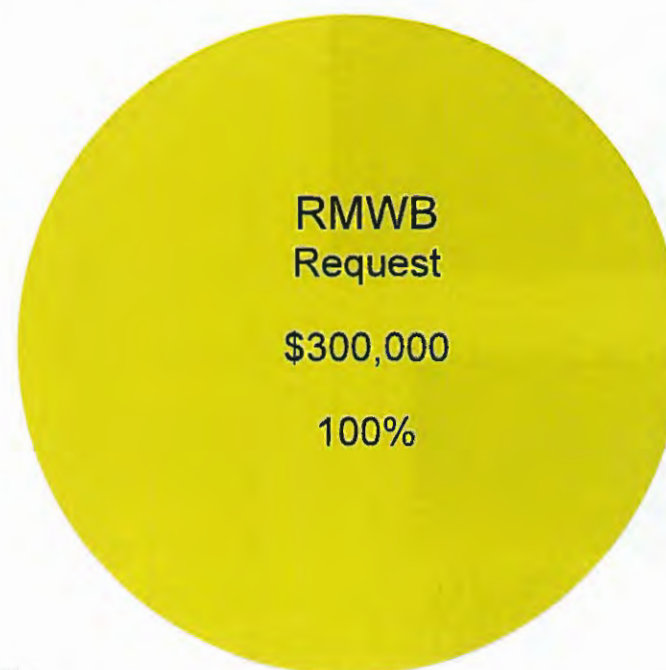
## Sports Tourism

(newly supported by the RMWB)

- Fort McMurray Tourism – industry professionals with national experience
- Impacting 1 locally employed person annually
- Personnel costs: 36%



## Budget Item Request



(\$300,000 total budget)





# MICE Market (Meetings, Incentive, Conferences, Exhibitions)

(as resources allow)

- ✓ Sales & Marketing Plan,
- ✓ Business development & marketing activities/materials.
- ✓ To support venues, local businesses, facilitate larger meetings, conferences/conventions, incentive groups and exhibitions in our region's facilities,
- ✓ Externally oriented resource for the region for RFPs & Bids,
- ✓ Supportive of venue sales activities.





A snowmobile rider is captured in mid-air, performing a stunt on a snowy slope. The snowmobile is tilted, and a large plume of snow is being kicked up behind it. The rider is wearing a helmet and goggles. The background is a dense forest of evergreen trees covered in snow, with a bright sunset or sunrise in the upper left corner, casting a warm glow over the scene.

Thank you for your time!

FORT  
McMURRAY  
TOURISM

A graphic element of the Fort McMurray Tourism logo, consisting of a series of vertical bars of varying heights in shades of blue and green, resembling a stylized mountain range or a bar chart.







# Northern Alberta Athletic Association

## **Presentation to Council**

November 4<sup>th</sup>, 2015

**David Fitzgerald**

NAAA President

**Andrew Taylor**

NAAA Treasurer

**Terry Connors**

NAAA Director of Operations



# Mandate and Programs

- To provide recreational services and facilities to the community in the area of Sport, Cultural, Spiritual, Recreation, Education
- Multi-Purpose Room
  - Thickwood Heights Preschool
  - Rented to other non-profits during summer & select weekends
- Amphitheatre
  - Daystar Chapel
  - UNIFOR, other union meetings
  - Teachers' Association
  - RMWB Meetings
- Parking Lot Rental
  - Driver Education



## Mandate and Programs (Cont.)

- Ice Surface
  - Fort McMurray Minor Hockey Association
  - Fort McMurray Ringette Association
  - Fort McMurray Oil Barons
  - Public & Catholic School Districts (Hockey Academy & Graduation)
  - McMurray Gentlemen's Hockey
  - Concerts
  - Trade & Sportsman Shows
  - Auto Show
  - RV Shows
  - Circus
  - Roller Derby
  - Mixed Martial Arts





## Detailed Budget (2015) - Revenue

• RMWB Grant	\$ 1,100,000
• Ice surface rental	323,937
• Other revenues	14,199
• Pad rental	74,854
• Room rental	103,122
• Parking lot rental	8,922
• <b>Total</b>	<b>\$1,625,034</b>



## Detailed Budget (2015) - Expenses

• Amortization	\$ 63,325
• Bank charges and interest	1,499
• Concert fees	4,849
• Insurance	16,894
• Miscellaneous	13,423
• Office supplies and expenses	5,764
• Professional fees	10,250
• Repairs and maintenance	220,359



## Detailed Budget (2015) – Expenses Cont.

• Salaries and benefits	869,878
• Security	19,502
• Supplies	1,457
• Telephone	2,592
• Travel	11,865
• Utilities	305,875
• Operating Loss from 2014/2015	77,000
• <b>TOTAL</b>	<b>\$1,624,532</b>



## Detailed Budget (2015) - Balance

• Revenue	\$1,625,034
• Expenses	1,624,532
• <b>Balance</b>	<b>\$ 502</b>



## Increased Funding Justification

- Deficit in 2014 was **\$77,000**
- Special Events have declined year over year.
- Events have declined in popularity. (Example parking lot revenue)
- Annual Inflation of 3%.



# Conclusion

- An increased grant compared to 2014/15 is justified to ensure break-even budget for 2015/16 while maintaining high standard of facility performance.
- Investment is comparatively effective, considering seat capacity and age of facility.
- 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 venue with state of the art concession that all citizens benefit from. The facility has significantly enhanced enrollment in community groups and improved local events.



Questions?

# 2016 Proposed Operating Budget

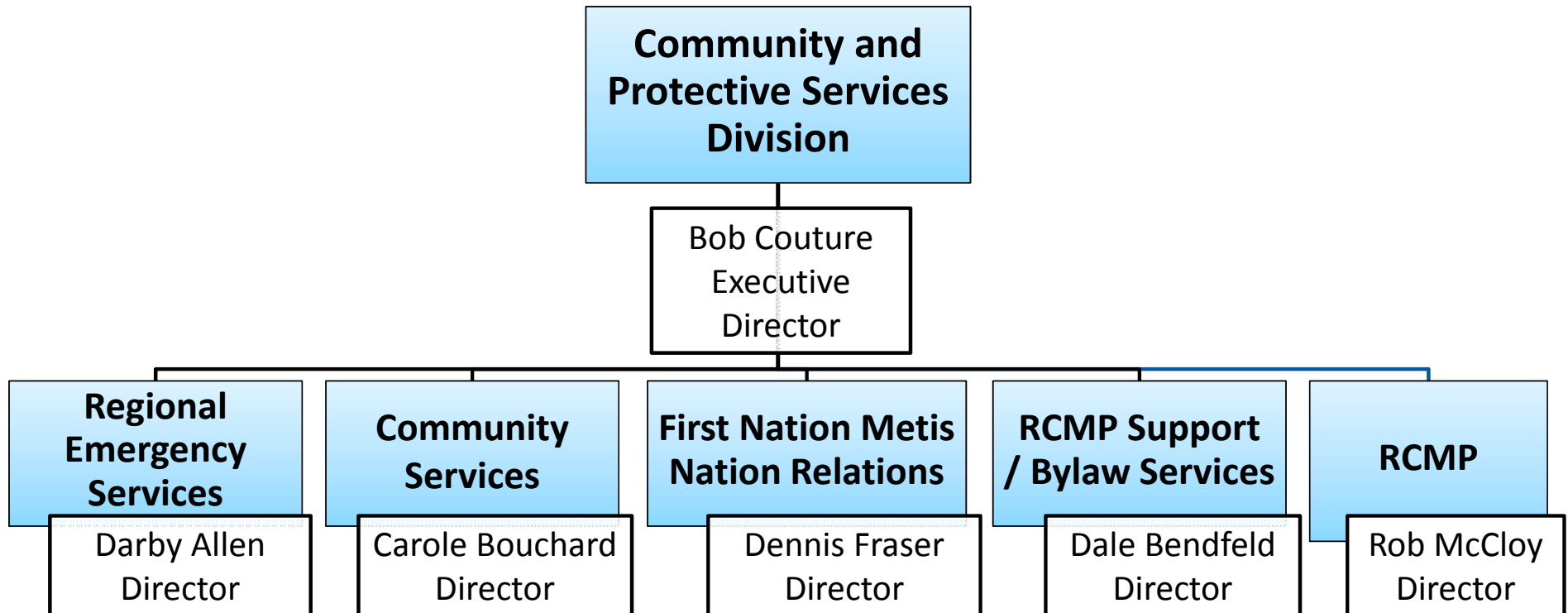
Division: Community and Protective Services Division

Executive Director: Bob Couture  
Executive Director

## **Community and Protective Division Mandate**

The Community and Protective Services Division provides a range of internal and external services to the Municipality and its residents. Internally, service delivery is focused on supporting Municipal Departments and employees by adopting a service dominant focus to understand internal needs. This is achieved by providing the support required by staff so they can further support and deliver the strategic objectives of the Municipality. Externally, service delivery is focused on building sustainable community capacity and delivering urban and rural services to enhance quality of life in the Municipality.

# 2016 Proposed Operating Budget





# 2016 Proposed Operating Budget

Community and Protective Services Division	2015 Amended Operating Budget	2015 Operating Projection*	2016 Proposed Operating Budget	Change 2015 Amended Budget vs 2016 Proposed Budget	
	\$	\$	\$	\$	%
Revenue	23,764,500	31,102,675	24,040,100	275,600	1
Expenses	142,308,828	143,188,753	153,458,400	11,149,572	8
Surplus (Deficit)	(118,544,328)	(112,086,078)	(129,418,300)	10,873,972	9
Transfers to/from Reserve	825,000	870,207	-	(825,000)	(100)
Net Surplus (Deficit)	(117,719,328)	(111,215,870)	(129,418,300)	11,698,972	10

\*September 30, 2015

# 2016 Proposed Operating Budget

Community and Protective Services Division	2016 Proposed Operating Budget	2017 Financial Plan	2018 Financial Plan
	\$	\$	\$
Revenue	24,040,100	24,033,300	24,128,800
Expenses	153,458,400	156,196,100	164,074,300
Surplus (Deficit)	(129,418,300)	(132,162,800)	(139,945,500)
Transfers to/from Reserve	-	-	-
Net Surplus (Deficit)	(129,418,300)	(132,162,800)	(139,945,500)

# 2016 Proposed Operating Budget

Division: Community and Protective Services Division

Executive Director: Bob Couture  
Executive Director

# 2016 Proposed Budget

Division: Community and Protective Services

Department: Community Services

Director: Carole Bouchard

# **2016 Proposed Budget at a Glance**



# 2016 Proposed Budget at a Glance

## Department Mandate:

- Deliver quality programs and services through collaborative partnerships and strategic alliances with community groups, non-profit organizations and residents.
- Build capacity within the community to improve the quality of life and strive to achieve the goal of building a future with opportunities for all.



# Community Services Department

## Branches:

- Community Investment Program (CIP) Branch
- Community Strategies (CS) Branch
- Neighbourhood and Community Development (NCD) Branch
- Rural Community Development (RCD) Branch



# 2016 Proposed Budget at a Glance

## Executive Summary:



- Partnering with residents, the community and social profit section to build a strong and resilient region through healthy and active lifestyle remains our core priority.
- Offering and investing in programs and services that are focused on directly benefiting residents throughout the Region.
- For the 2016 business cycle, Community Services will maintain service levels and continue to find efficiencies as we retain our ability to be responsive to emerging community trends.

# 2016 Proposed Budget at a Glance

## Strategic Initiatives for 2016 and Beyond:

- **Building for a Healthy and Active Lifestyle**



- Encourage the use of the region's recreational and community facilities, including natural amenities (MSP:GL7 HAL – 1)
- Implement the Regional Indoor Recreation Community Facilities Master Plan (MSP:GL7 HAL – 1 – 1)
- Support major sports/cultural events throughout the Region (MSP:GL7 HAL – 4 – 1)
- Encourage and support the social profit sector (MSP:GL7 HAL – 2)
- Increase cultural programming and program awareness throughout the Region (MSP:GL7 HAL – 5)

# 2016 Proposed Budget at a Glance

## Strategic Initiatives for 2016 and Beyond *(continued)*:

- **Building Responsible Government**

- Community Investment Program (CIP) Policy FIN: 220, exhibits accountability, integrity and transparency by ensuring the consistent application of processes and procedures in the distributions of grants to non-profit organizations. It also strengthens responsible financial management procedures.

(MSP:GL1 RG – 4; MSP:GL7 HAL – 2 – 2)



- **Building Balanced Regional Services**

- Increase accessible recreation and leisure opportunities for all user groups in the Region (MSP:GL7 HAL – 3)



# 2016 Proposed Budget at a Glance

## Strategic Initiatives for 2016 and Beyond *(continued)*:

- **Building a Sustainable Region**
  - Protect the natural environment through environmentally responsible communities and neighborhoods (MSP:GL6 SR – 1)
  - Strengthen resident knowledge and participation in environmental initiatives and programs (MSP:GL6 SR – 1 – 4)



# Operating Budget

# Operating Budget

Community Services	2015 Amended Operating Budget	2015 Operating Projection*	2016 Proposed Operating Budget	Change 2015 Amended Operating Budget vs 2016 Proposed Operating Budget		Operating Financial Plan	
						2017	2018
	\$	\$	\$	\$	%	\$	\$
<b>Revenues</b>	7,145,500	14,097,007	6,622,500	(523,000)	(7)	6,634,800	6,659,300
<b>Expenses</b>	48,776,228	53,726,851	55,386,200	6,609,972	14	56,992,400	58,734,600
<b>Surplus (Deficit)</b>	<b>(41,630,728)</b>	<b>(39,629,844)</b>	<b>(48,763,700)</b>	<b>7,132,972</b>		<b>(50,357,600)</b>	<b>(52,075,300)</b>

\*as at September 30, 2015

# Operating Budget

The key cost drivers that account for the variance from the 2015 – 2016 operating budget is primarily due to two factors:

1. Reduction in internal transfer; and
2. Increase in CIP Grants, including new Capital Grant Funding Requests and increase in Operating Funding Requests.

# Operating Budget

- The 2016 Proposed Operating Budget for Community Services Department is \$48.8M net.
- The Department shows an increase of \$6.6M in expenses from the 2015 Amended Operating Budget to the 2016 Proposed Operating Budget:
  - Net increase of \$5.5M in CIP grants including:
    - Rotary Club Golf Course Capital Grant of \$3.9M (new)
    - RRC Operating Grant increase of \$1.6M
  - Net increase of \$1.1M in the following:
    - General Services, Material Goods Supplies, Salaries, Wages and Benefits and Small Equipment Furnishing





# Questions



# **2016 Proposed Budget**

Division: Community and Protective Services

Department: First Nation and Métis Nation Relations

Director: Dennis Fraser



# **2016 Proposed Budget at a Glance**

# 2016 Proposed Budget 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.



# 2016 Proposed Budget at a Glance

## Executive Summary:

- Fosters the equitable and meaningful representation of Aboriginal people in the Region
- Created to dedicate resources to enhancing relations
- Delivers advice, awareness, and specialized knowledge and history on initiatives and projects that contribute to building a strong and resilient Region

# 2016 Proposed Budget at a Glance

## Executive Summary:

- Relationships are undertaken in a spirit of mutual respect and trust
- In line with the Municipal guidelines the Department will continue to practice fiscal responsibility

# 2016 Proposed Budget at a Glance

## Strategic Initiatives for 2016 and Beyond:

- **Building Responsible Government**

- Develop policies and procedures in alignment with the Truth and Reconciliation Commission's recommendations and new provincial First Nation and Métis Consultation policies. (RG-3-2)
- Ensure First Nation and Métis input on policy and procedures surrounding public engagement. (RG-5-1)
- Improve the use of business information systems to streamline reporting procedures for invoicing Aboriginal Affairs and Northern Development Canada (AANDC). (RG-6)

## **Strategic Initiatives for 2016 and Beyond (cont.):**

- **Building Balanced Regional Services**
  - Review and refresh First Nation Municipal Service Agreements. (BRS-1 – 2)
- **Building a Vibrant Economy Together**
  - Ensure First Nation and Métis involvement in economic development matters. (VE-5-2)
- **Building an Effective Land Strategy**
  - Establish partnerships with First Nation and Métis Industry and Government Relations Corporations. (LS-1-2)

## **Strategic Initiatives for 2016 and Beyond (cont.):**

- **Building for a Healthy and Active Lifestyle**
  - Support cultural heritage through programs like the Regional Aboriginal Connection. (HAL-2-1)
  - Ensure First Nation and Métis participation in the Cultural Heritage Study. (HAL-5-2)



# Operating Budget

# Operating Budget

First Nation and Métis Nation Relations	2015 Approved Operating Budget	2015 Operating Projection*	2016 Proposed Operating Budget	Change 2015 Approved Budget vs 2016 Proposed Budget		Operating Financial Plan	
						2017	2018
	\$	\$	\$	\$	%	\$	\$
Revenue	-	91,900	-	-	-	-	-
Expenses	1,463,200	1,723,901	1,295,300	(167,900)	(11)	1,300,800	1,306,200
Surplus (Deficit)	(1,463,200)	(1,631,911)	(1,295,300)	(167,900)		(1,300,800)	(1,306,200)

\*as at September 30, 2015

## Operating Budget (cont.)

- A decrease in expenses of \$167,900 can be attributed to the following reasons:
  - A decrease of \$104,200 due to organizational changes which resulted in the creation of FNMNR with reduced staff in 2015. Personnel moved to different Departments with the respective budgets, however, other operational budgets were not reallocated;
  - A decrease of \$63,600 in Material, Goods, Supplies and Utilities;
  - A net decrease of \$100 in Contracted and General Services.

# Questions

# 2016 Proposed Budget

Division: Community and Protective Services

Department: Municipal Law Enforcement and RCMP Support  
Services

Director: Dale Bendfeld

# **2016 Proposed Budget at a Glance**



## **Department Mandate:**

The RCMP under contract to the Municipality 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, apprehension of criminals, offenders and others who may be lawfully taken in to custody; and execution of all warrants and perform all duties and services in relation thereto that may, under the laws of Canada or the laws in force in the Province or the Municipality, be executed and performed by peace officers.

## **Department Mandate:**

The Municipal Law Enforcement and RCMP Support Services is comprised of the following branches:

### **I. RCMP Support Services**

The RCMP Support Services Branch is responsible to provide administrative support to the RCMP and the Bylaw Services Branch.

## **Department Mandate:**

### **II. Municipal Law Enforcement**

The Municipal Law Enforcement Branch is responsible for ensuring the public's health and safety through education, voluntary compliance and enforcement of all Municipal Bylaws and Provincial Statutes under their authority.

## **Executive Summary:**

The Wood Buffalo Detachment consists of RCMP members, Municipal Law Enforcement Officers, Support Services employees and the integration of Victim Services Unit employees.

The major changes that will impact the 2016 budget are due to the

- Amalgamation of the Victim Services Unit,
- Continued operation of Animal Control Services, and
- Staffing costs associated with the RCMP contract.

## **Executive Summary:**

These changes align with our business plan and mirror the RMWB Strategic Plan; “Building Responsible Government and Building Balanced Regional Services”. (Goal 1 & 2)

Our overall commitment remains the same: ensuring all communities are safe and services are delivered to residents throughout the Region.

# Strategic Initiatives for 2016 and Beyond:

## Goal 1: Building Responsible Government

- Objective RG – 2: Implement business delivery modes that enhance customer service for residents throughout the region
  - Strategic Initiatives
    - Enhance customer service at the front counter
    - Improve availability of online customer service information
    - Streamline and enhance service to victims of crime



# **Strategic Initiatives for 2016 and Beyond:**

## **Goal 1: Building Responsible Government (continued)**

- Objective RG – 7: Strengthen a positive work environment of trust and respect by promoting employee engagement and enhancing professional development
  - Strategic Initiatives
    - Provide healthy employee engagement
    - Enhance professional development opportunities

# **Strategic Initiatives for 2016 and Beyond:**

## **Goal 2: Building Balanced Regional Services**

- Objective BRS-1: Strengthen regional service delivery quality.
  - Strategic Initiatives
    - Contribute to safe roads
    - Contribute to community safety
    - Reduce the impact of drug related issues within the community
    - Reduce property crime

# Operating Budget

# Operating Budget

Municipal Law Enforcement and RCMP Support Services	2015 Amended Operating Budget	2015 Operating Projection*	2016 Proposed Operating Budget	Change 2015 Amended Operating Budget vs 2016 Proposed Operating Budget		Operating Financial Plan	
						2017	2018
	\$	\$	\$	\$	%	\$	\$
<b>Revenues</b>	7,480,200	6,513,600	6,904,400	(575,800)	(8)	6,929,400	6,944,400
<b>Expenses</b>	48,702,609	46,304,192	52,562,600	3,859,991	8	53,709,200	55,200,200
<b>Surplus (Deficit)</b>	<b>(41,222,409)</b>	<b>(39,790,592)</b>	<b>(45,658,200)</b>	<b>4,435,791</b>		<b>(46,779,800)</b>	<b>(48,255,800)</b>

\*as at September 30, 2015

# Operating Budget

(When comparing 2015 Amended Operating Budget to 2016 Proposed Operating Budget),

Shows an increase of \$4.4M overall primarily due to:

- Decrease in revenue (\$575,800)
- Increase in Salaries, Wages and Benefits, due to incremental annualizations (\$1.5M approximately)

# Operating Budget

- Increase in Purchases from Government (\$3.3M approximately)
  - RCMP new members authorized in 2015, no new growth anticipated for 2016
  - Same level of support provided in 2016 but with 0 new FTEs in Support Services



# Questions



# **2016 Proposed Budget**

Division: Community and Protective Services

Department: Regional Emergency Services

Director: Darby Allen, Regional Fire Chief

# **2016 Proposed Budget at a Glance**

# 2016 Proposed Budget at a Glance

## Department Mandate:

Regional Emergency Services (RES) 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 and life safety education.

# 2016 Proposed Budget at a Glance

## Executive Summary:

- Public safety continues to be the number one priority for our Department.
- The RES business plan blends with the Municipality's Strategic Plan, specifically goal number two, "Building Balanced Regional Services".



## 2016 Proposed Budget at a Glance

- This creates the road map for the department to follow into the future. Creating the business plan and budget has given us the opportunity to reflect upon the services we provide, our customers' needs and our strengths and weaknesses; we have reacted to those findings.
- We will maintain high standards of service delivery and have committed to enhance internal and external programs and processes.

# 2016 Proposed Budget at a Glance

Strategic Initiatives for 2016 and Beyond:

RES Business plan

- Goal 1: Building Balanced Regional Services (MSP: BRS)
  - ✓ Objective 1-1: Strengthen regional service delivery quality (MSP:BRS-1)
  - ✓ Strategy 1-1-1: Acquire adequate resources to ensure standards of service delivery (MSP:BRS-1-3)
  - ✓ Strategy 1-1-3: Strengthen relationships with core partners (MSP:BRS-1-6)

## 2016 Proposed Budget at a Glance

- RES Business plan
  - ✓ Strategy 1-1-4: Refine processes to enhance RES safety compliance (MSP:BRS-1-7)
  - ✓ Objective 1-2: Strengthen service delivery monitoring and reporting practices (MSP:BRS-2)
  - ✓ Action plan: Communicate service delivery standards to the public (MSP:BRS-1-5)
  - ✓ Action plan: Replace Anzac and Fort McKay fire halls (MSP:BRS-3-6)

## 2016 Proposed Budget at a Glance

- Goal 2: Building a responsible Government (MSP: RG)
  - ✓ Objective 2-1: Strengthen organizational capacity to plan, self-assess and report (MSP: RG-6)
    - ✓ Strategy 2-1-1: Adopt consistent and continuous planning processes (MSP:RG-6-3)
  - ✓ Objective 2-2. Strengthen a positive work environment of trust and respect (MSP:RG-7)
    - ✓ Strategy 2-2-1: Strengthen interdepartmental collaboration (MSP:RG-7-5)

# Operating Budget

# Operating Budget

	2015 Approved Operating Budget	2015 Operating Projection*	2016 Proposed Operating Budget	Change 2015 Approved Budget vs 2016 Proposed Budget		Operating Financial Plan	
						2017	2018
	\$	\$	\$	\$	%	\$	\$
Revenue	9,963,800	11,270,085	10,513,200	549,400	6	10,469,100	10,525,100
Expenses	42,821,491	40,958,608	44,721,900	900,409	2	43,693,100	48,332,400
Surplus (Deficit)	(32,857,691)	(29,688,523)	(33,208,700)	351,009		(33,224,000)	(37,807,300)

\*as at September 30, 2015



# Operating Budget

- The 2016 Proposed Operating Budget for Regional Emergency Services Department is \$33.2M net.
- A summary of the table shows the Department has an increase of \$351,009 from the 2015 Amended Operating budget, mainly due to increase in Salaries, Wages and Benefits.
- There are no negative anticipated changes to service delivery standards

# Operating Budget

The main points are as follows:

- An increase in revenue of \$549,400
  - ✓ Increase of \$1M in Sales of Goods and Services
  - ✓ A decrease of \$502,000 in Conditional Grants

# Operating Budget

The main points are as follows:

- An increase in expenses of \$900,409
  - ✓ An increase of \$850,400 in Salary, Wages and Benefits due to negotiated wage increase for CUPE and IAFF.
  - ✓ An increase of \$402,900 in Contracted and General Services
  - ✓ A decrease of \$271,200 in Material, Goods, Supplies and Utilities
  - ✓ A decrease of \$81,800 in Small Equipment and Furnishing





# Questions

# 2016 Proposed Operating Budget

Division: Infrastructure and Engineering Division

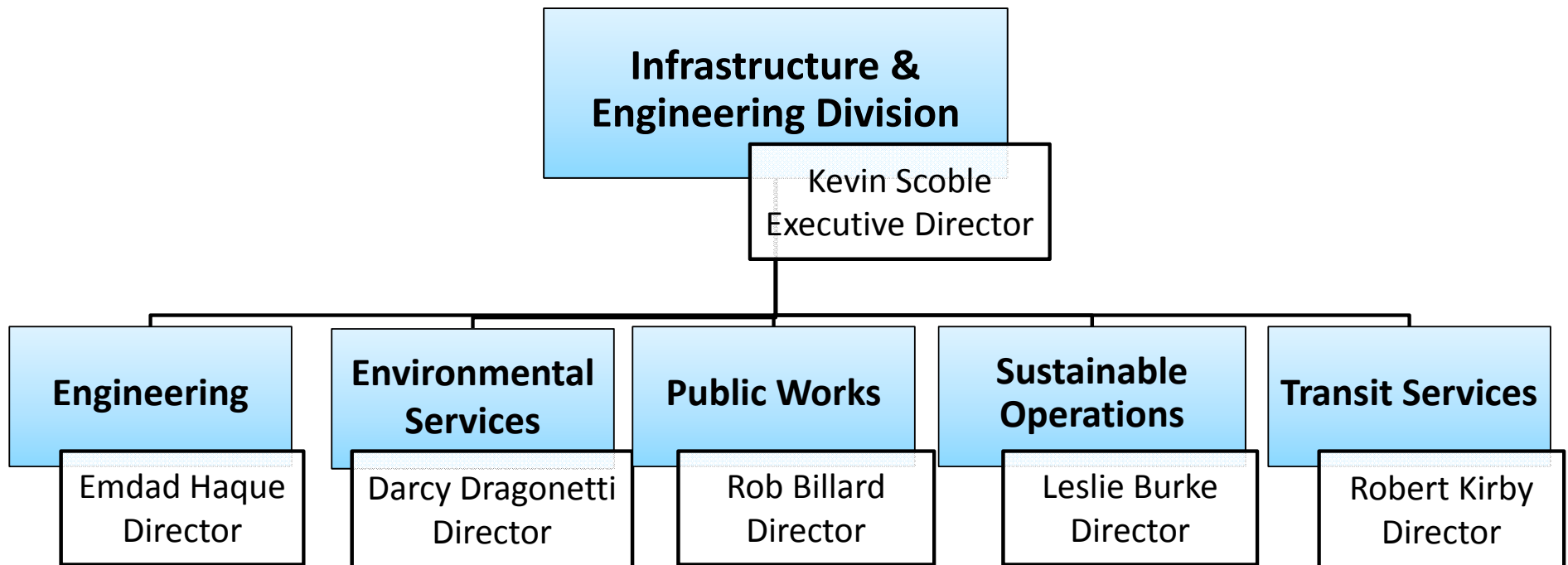
Executive Director: Kevin Scoble

# Infrastructure and Engineering Division Mandate

The Division of Infrastructure & Engineering is a forward looking division that plans and manages the development of public infrastructure and ensures it is built, operated and maintained prudently while applying core principles of best industry practices and sustainability to maximize service life of assets. The Division is committed to achieving its mandate through a balanced approach, managing the growth of the Municipality, as appropriate, while maintaining high quality, responsive and responsible services to its residents.



# 2016 Proposed Operating Budget



# 2016 Proposed Operating Budget

The Infrastructure and Engineering Division is aligned primarily with the following Strategic Plan Goals of building:

- Responsible Government
- Balanced Regional Services
- A Reliable Transportation System
- A Sustainable Region
- Healthy and Active Lifestyle

# 2016 Proposed Operating Budget

	2015 Amended Operating Budget	2015 Operating Projection*	2016 Proposed Operating Budget	Change 2015 Amended Budget vs 2016 Proposed Budget	
	\$	\$	\$	\$	%
Revenue	62,473,700	54,019,588	55,322,900	(7,150,800)	(11.4%)
Expenses	199,496,941	206,966,396	208,865,000	9,368,059	4.7%
Net Surplus (Deficit)	(137,023,241)	(152,946,809)	(153,542,100)	(16,518,859)	12.1%
Transfers to/ from reserve	0	8,470,078	0	0	0.0%
Surplus (Deficit)	(137,023,241)	(144,476,731)	(153,542,100)	(16,518,859)	12.1%

\*as at September 30, 2015

# 2016 Proposed Operating Budget Comparison

	2016 Proposed Operating Budget	2017 Financial Plan	2018 Financial Plan
	\$	\$	\$
Revenue	55,322,900	56,104,300	56,874,100
Expenses	208,865,000	214,762,500	216,322,400
Net Surplus (Deficit)	(153,542,100)	(158,658,200)	(159,448,300)
Transfers to/from reserve	0	0	0
Surplus (Deficit)	(153,542,100)	(158,658,200)	(159,448,300)

# 2016 Proposed Operating Budget

Division: Infrastructure and Engineering

Executive Director: Kevin Scoble





# 2016 Proposed Budget

Division: Infrastructure and Engineering

Department: Engineering

Director: Emdad Haque



# **2016 Proposed Budget at a Glance**

# 2016 Proposed Budget at a Glance

## Engineering Mandate:

- Provide engineering and technical support to its internal and external customers.

## Engineering is comprised of the following branches:

- Building Infrastructure Management
- Development Services
- Program Management Development & Growth
- Program Management Preservation & Life Cycle
- Transportation & Infrastructure Planning

# 2016 Proposed Budget at a Glance

## Executive Summary:

- 2016 Budget \$18.8M
- Plan and manage the development of municipal infrastructure assets.
- Improvement of existing infrastructure
- Assessment of all municipal owned vertical assets and manages the corporately owned/leased facilities

# 2016 Proposed Budget at a Glance

## Strategic Initiatives for 2016 and Beyond:

- Building Responsible Government
  - Improve reporting procedures
  - Enhance knowledge of organizational process and culture
  - Quality assurance & control program for vertical assets
  - Provide sustainable standards for Engineering
  - Increase public engagement in major capital projects
- Building a Reliable Transportation System
  - Improve roadway network

# 2016 Proposed Budget at a Glance

## Strategic Initiatives for 2016 and Beyond: (Continued)

- Building a Sustainable Region
  - Implement, improve & maintain core infrastructure services
  - Support Land Admin. - contaminated land assessment
- Building a Healthy & Active Lifestyle
  - Deliver community recreational facilities
- Building a Balanced Regional Service (BRS)
  - Implement, maintain & improve core service infrastructure
  - Implement flood mitigation plan for lower town-site



# Operating Budget

# Operating Budget

	2015 Amended Operating Budget	2015 Operating Projection*	2016 Proposed Operating Budget	Change 2015 Amended Operating Budget vs 2016 Proposed Operating Budget		Operating Financial Plan	
						2017	2018
Engineering	\$	\$	\$	\$	%	\$	\$
Revenues	6,000	2,926,388	6,000	-	-	6,100	6,200
Expenses	18,861,720	20,674,432	18,773,600	(88,120)	(0)	19,032,900	19,203,200
Surplus (Deficit)	(18,855,720)	(17,748,044)	(18,767,600)	(88,120)		(19,026,800)	(19,197,000)

\*as at September 30, 2015

\*2015 Operating Projection includes an offsetting carry forward amount of \$2.9M in both revenues and expenses.

# Operating Budget

- Net decrease of \$88,120 from the 2015 Amended Operating Budget to the 2016 Proposed Operating Budget.
- Decrease in Contracted and General Services
  - Engineering Consulting Services
  - General Service Contracted
  - Job Specific Training and Tuition Fees
- Increase in Salaries, Wages and Benefits
  - Creation of a new Program Manager position
  - Upgrading four Project Technicians to Project Managers

# Questions

# **2016 Proposed Budget**

Division: Infrastructure & Engineering

Department: Transit Services

Director: Robert Kirby



# **2016 Proposed Budget at a Glance**



# 2016 Proposed Budget at a Glance

## Transit Services Mandate:

- 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.

# 2016 Proposed Budget at a Glance

- Executive Summary
- Upcoming Transit Master Plan
- New Buses Purchased
- Expansion of Services to Airport and Rural Communities
- 2016 Budget request is \$32.8M



# 2016 Proposed Budget at a Glance

Strategic Initiatives for 2016 and Beyond:

- **Key Delivery Services**
- Transit Master Plan
  - Expanding the current fleet of buses - newer, more efficient buses
  - Utilizing a mode of transportation which has been used by the First Nations people and earlier settlers for centuries; the river and waterways.
- **2016 Operating New Services:**
- New buses to replace an aging fleet & expansion of services

# 2016 Proposed Budget at a Glance

- Ridership – September 2015



**Tok Transit**



**RMWB**

\*Increased by 22% over September 2014.

# Operating Budget

# Operating Budget

Transit Services	2015 Amended Operating Budget	2015 Operating Projection*	2016 Proposed Operating Budget	Change 2015 Amended Operating Budget vs 2016 Proposed Operating Budget		Operating Financial Plan	
						2017	2018
	\$	\$	\$	\$	%	\$	\$
<b>Revenues</b>	-	1,028,106	2,938,300	2,938,300	100	2,938,300	2,938,300
<b>Expenses</b>	29,602,000	32,978,635	35,724,200	6,122,200	21	36,490,100	36,490,100
<b>Surplus (Deficit)</b>	<b>(29,602,000)</b>	<b>(31,950,529)</b>	<b>(32,785,900)</b>	<b>3,183,900</b>		<b>(33,551,800)</b>	<b>(33,551,800)</b>

\*as at September 30, 2015

\*2015 Operating Projection includes an offsetting carry forward amount of \$0 in both revenues and expenses.



# Operating Budget

- The 2016 Proposed Operating Budget for Transit Services is \$32.8M net.
- Increased revenues of \$2.9M
  - Fare & Advertising Revenue
- Increased expenses of \$6.1M
  - Increased Fleet Expenses (Fuel, Parts, Staff, Repairs, etc)
  - Rental of Temporary Garage

# Questions

# **2016 Proposed Budget**

Division: Public Infrastructure and Engineering

Department: Public Works

Director: Robert Billard



# **2016 Proposed Budget at a Glance**

# 2016 Proposed Budget at a Glance

## Mandate:

Public Works is responsible for

- Fort Chipewyan Hamlet Operational Services
- Fleet Services
- Parks
- Road Maintenance

Exemplary service in a proactive, operationally efficient, and cost effective manner.

# 2016 Proposed Budget at a Glance

## Executive Summary:

The Public Works department is made up of the following branches:

- Road Maintenance (including Traffic Services)
- Parks
- Fleet
- Fort Chipewyan Hamlet

# **2016 Proposed Budget at a Glance**

## **Strategic Initiatives for 2016 and Beyond:**

### **Roads:**

- Weekly residential road plowing
- Eliminate courtesy towing
- New data management system

### **Parks:**

- Fire Smart Master Plan for the Birchwood Trail System
- Tree inventory program



# Strategic Initiatives for 2016 and Beyond Cont'd

## Parks:

- Update Parks and Urban Forestry Master Plan
- Urban Forest Canopy Program
- Improve outdoor rinks management and maintenance
- Class A soil green initiative
- Operations and maintenance of aquaponics greenhouse
- Wrap utility boxes with art to curb graffiti

## **Strategic Initiatives for 2016 and Beyond Cont'd:**

### **Fleet:**

- Automated Vehicle Locators
- Computerised maintenance management system

### **Fort Chipewyan Hamlet Operations:**

- Bypass route for winter travel
- Pedestrian sidewalk to Doghead reserve
- Training Program for Airport Superintendent

# Operating Budget

# Operating Budget

	2015 Amended Operating Budget	2015 Operating Projection*	2016 Proposed Operating Budget	Change 2015 Amended Operating Budget vs 2016 Proposed Operating Budget		Operating Financial Plan	
						2017	2018
<b>Public Works</b>	\$	\$	\$	\$	%	\$	\$
Revenue	2,249,800	4,736,300	1,713,300	(536,500)	(24)	1,713,300	1,713,300
Expenses	74,131,691	77,828,412	78,195,700	4,064,009	5	79,982,600	80,873,800
Surplus (Deficit)	<b>(71,881,891)</b>	<b>(73,092,112)</b>	<b>(76,482,400)</b>	<b>4,600,509</b>		<b>(78,269,300)</b>	<b>(79,160,500)</b>

\*as at September 30, 2015

\*2015 Operating Projection includes an offsetting carry forward amount of \$1,717,300 in both revenue and expenses

# Operating Budget

- Increase of \$4.6M from 2015
  - Increase in Salaries, Wages & Benefits - \$7.1M
  - Decrease in General Contracted Services - \$5.8M
  - Increase in Materials, Goods, Supplies and Utilities - \$2.8M

# Questions





# **2016 Proposed Budget**

Division: Infrastructure & Engineering

Department: Sustainable Operations

Director: Leslie Burke

# 2016 Proposed Budget 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:
  - Realizing cost savings
  - Enhancing customer service
  - Improving operational efficiency, and
  - 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.

## Executive Summary:

- Sustainable Operations collaborates with infrastructure departments to optimize operations and support the delivery of mandated levels of service.
- Protect the region's infrastructure investments and create value for the community.
- Provides framework for responsible decision making in respect to the economy, our local community and the environment.

## Strategic Initiatives for 2016 and Beyond:

1. Support infrastructure departments on operational excellence, cost benefits and service delivery.
2. Maintain excellent environmental regulatory compliance.
3. Champion innovation and leadership of sustainable practices.
4. Leverage total business understanding within the department to maximize our service quality.
5. Support and deliver sustainability initiatives such as zero waste, water conservation and aerobic landfill gas management.
6. Implement a business model to provide sustainable water, wastewater and other related utilities.

## New services and programs planned for 2016:

1. Build on operational groups needs assessment to optimize improvements.
2. Key Performance Indicator (KPI) tracking system.
3. Assist departments to establish cost tracking process.
4. Public education programs for schools and residents.
5. Partnerships with local educational institutions to train students in water and wastewater applications.

# Operating Budget





# Operating Budget

	2015 Approved Operating Budget	2015 Operating Projection*	2016 Proposed Operating Budget	Change 2015 Approved Budget vs 2016 Proposed Budget		Operating Financial Plan	
						2017	2018
	\$	\$	\$	\$	%	\$	\$
<b>Revenue</b>	-	-	-	-	-	-	-
<b>Expenses</b>	3,514,370	3,065,850	3,527,800	13,430	0	3,536,200	3,544,900
<b>Surplus (Deficit)</b>	<b>(3,514,370)</b>	<b>(3,065,850)</b>	<b>(3,527,800)</b>	<b>13,430</b>		<b>(3,536,200)</b>	<b>(3,544,900)</b>

\*as at September 30, 2015

\*2015 Operating Projection includes an offsetting carry forward amount of \$0 in both revenue and expenses

# Questions

# **2016 Proposed Budget**

Division: Infrastructure & Engineering

Department: Environmental Services

Director: Darcy Dragonetti



# 2016 Proposed Budget at a Glance

## Department Mandate:

To be a leader in providing diligent, reliable and efficiently operated environmental services for the Region.

This is accomplished through the conscientious work of staff in the Department's branches to deliver continuous, high-quality services throughout the Municipality.



# 2016 Proposed Budget at a Glance

## Executive Summary:

In 2016 and beyond, Environmental Services will continue to be a leader in environmental stewardship by making balanced decisions with respect to the environment, local community and economy.

The Department works towards continual enhancement of operations through the development and incorporation of leading and emerging technologies.



# 2016 Proposed Budget at a Glance

## Executive Summary:

The net 2016 Proposed Operating Budget is \$21.5M. A net increase of \$9.1M against the 2015 Approved Budget.

# 2016 Proposed Budget at a Glance

## Strategic Initiatives for 2016 and Beyond:

- Provide safe, reliable and efficient environmental services to our customers
- Operate and maintain assets throughout the large geographical area of the Municipality
- Employ skilled technical professionals, operators and trades staff to meet our service provision requirements
- Develop a robust and adaptive recruitment and retention strategy

## 2016 Proposed Budget at a Glance

New operating programs and services anticipated for Environmental Services in 2016 and beyond are as follows:

- Operate newly constructed and recently commissioned wastewater treatment plant in Anzac
- Operate a mobile wastewater treatment facility in Conklin proposed in 2017

## 2016 Proposed Budget at a Glance



- One FTE will be redeployed to perform this work

## 2016 Proposed Budget at a Glance

New operating programs and services con'd

- Perform leachate removal from the Regional Landfill with Municipal staff resulting in an annual savings of approximately \$0.6M per year in operating costs
- Transfer municipal solid waste and recyclables from the recently commissioned transfer stations in Janvier and Conklin to the Regional Landfill with Municipal staff resulting in an annual savings of approximately \$0.3M per year in operating costs

## 2016 Proposed Budget at a Glance



- Two FTEs will be redeployed to provide these services

## 2016 Proposed Budget at a Glance

New operating programs and services con'd

- Begin to offer rebates to residents for water conservation improvements under the Water Conservation Program
- Escalate production of recycled aggregates from construction waste material



# 2016 Proposed Budget at a Glance



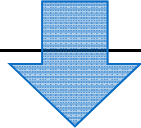
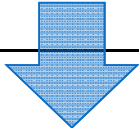
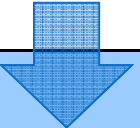
## 2016 Proposed Budget at a Glance

New operating programs and services con'd

- Operate a landfarm for the treatment and disposal of slightly contaminated soils with petroleum by-products
- Expand the Apprentice Program in Trades Services
- Two FTEs will be redeployed to expand the Program



# Operating Budget

Environmental Services				Change 2015 Amended Operating Budget vs 2016 Proposed Operating Budget		Operating Financial Plan	
	2015 Amended Operating Budget	2015 Operating Projection*	2016 Proposed Operating Budget			2017	2018
	\$	\$	\$	\$	%	\$	\$
Revenues	60,217,900	53,798,871	50,665,300	(9,552,600)	(16)	51,446,600	52,216,300
Expenses	72,613,340	71,885,417	72,174,300	(439,040)	(1)	75,250,000	75,738,400
Surplus (Deficit)	(12,395,440)	(18,086,546)	(21,509,000)	9,113,560		(23,803,400)	(23,522,100)

\*as at September 30, 2015

\*2015 Operating Projection includes an offsetting carry forward amount of \$3,839,980 in both revenues and expenses.

# Operating Budget

Net decrease in revenues of \$9.6M.

This is due to economic downturn largely in the following areas:

- \$3.0M or 43% decrease in Bulk Water Sales
- \$4.2M or 26% decrease in Commercial Sewage Services
- \$2.0M or 20% decrease in Regional Landfill Scales
- \$0.4M Other Revenues

# Operating Budget

Net decrease in expenses of \$0.4M incorporates operational cost savings and new services and programs

Featured items are as follows:

## Cost Savings

- Completion of the Meter Replacement Program - \$1.5M
- Reduction of Fort MacKay Landfill Closure Budget - \$2.4M



# Operating Budget

## New Programs and Services

- Managing Leachate - \$0.6M
- Hauling from Rural Transfer Stations - \$0.3M
- Water Conservation Program + \$2.6M
- Anzac Effluent Hauling + \$1.1M
- LF Gas Management Program + \$0.7M
- Recycled Aggregate Production + \$0.4M



# Questions



# 2016 Proposed Budget

Division: Planning & Regional Development

Executive Director: Brian Moore, Executive Director

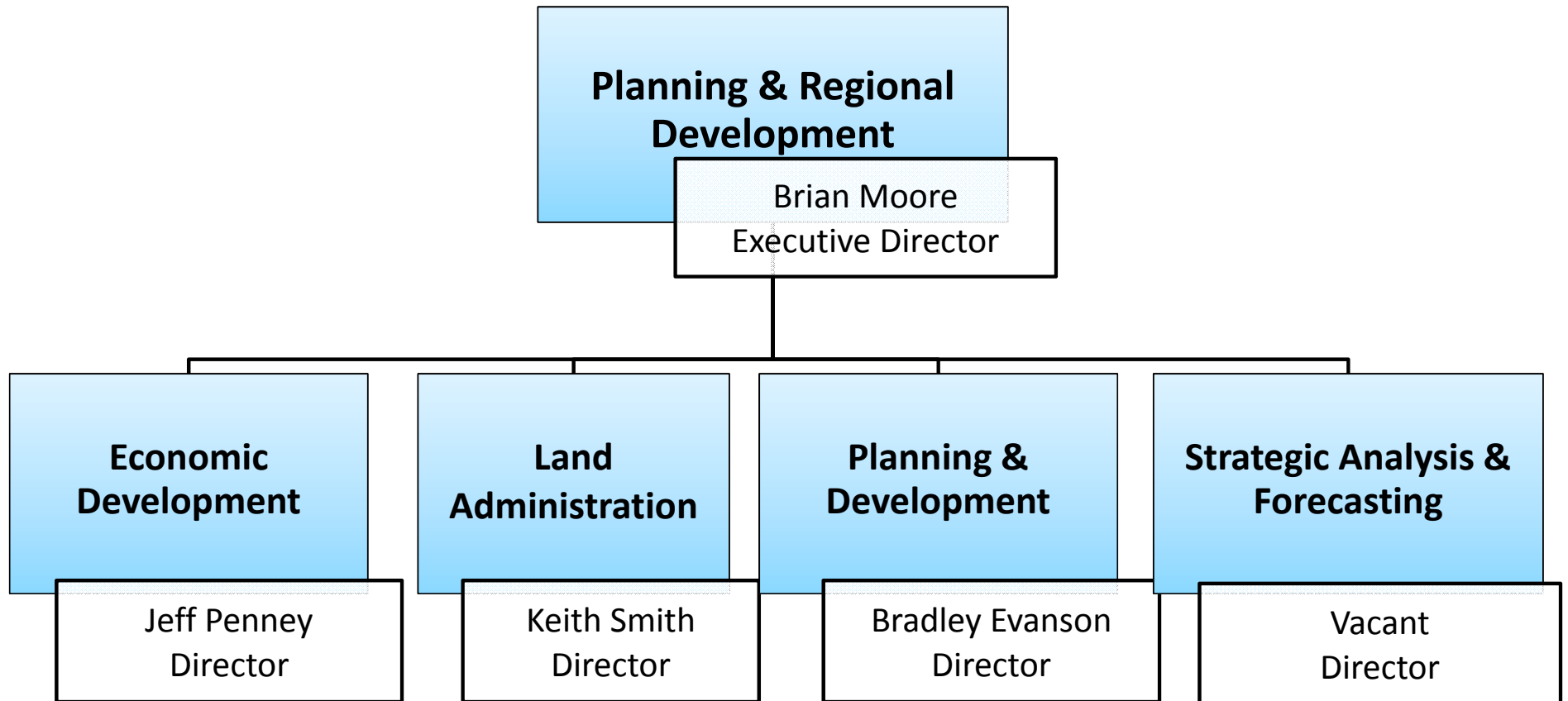


# 2016 Proposed Budget at a Glance

## Mandate:

The Planning and Regional Development division facilitates collaborative efforts to realize sustainable growth, planning, and land use.

# 2016 Proposed Budget



# 2016 Proposed Operating Budget

## Strategic Plan Goals

- Balanced services for all residents in the region
- A continued robust economy
- An effective land strategy

# 2016 Proposed Operating Budget Comparison

	2015 Amended Operating Budget	2015 Operating Projection*	2016 Proposed Operating Budget	Change 2015 Amended Operating Budget vs 2016 Proposed Operating Budget	
	\$	\$	\$	\$	%
Revenues	10,611,200	5,789,211	6,222,000	(4,389,200)	(41)
Expenses	26,585,540	24,213,254	27,117,100	531,560	2
Net Surplus (Deficit)	(15,974,340)	(18,424,043)	(20,895,100)	4,920,760	
Transfer to/from reserve		284,919			
<b>Surplus (Deficit)</b>	<b>(15,974,340)</b>	<b>(18,139,124)</b>	<b>(20,895,100)</b>	<b>4,920,760</b>	

*\*as at September 30, 2015*



# 2016 Proposed Operating Budget Comparison

	<b>2016 Proposed Operating Budget</b>	<b>2017 Financial Plan</b>	<b>2018 Financial Plan</b>
	\$	\$	\$
Revenues	6,222,000	6,360,000	6,500,300
Expenses	27,117,100	26,663,100	26,849,700
<b>Surplus (Deficit)</b>	<b>(20,895,100)</b>	<b>(20,303,100)</b>	<b>(20,349,400)</b>

# Questions



# **2016 Proposed Budget**

Division: Planning and Regional Development

Department: Economic Development

Director: Jeff Penney



# **2016 Proposed Budget at a Glance**

# 2016 Proposed Budget at a Glance

## Mandate:

- Economic Development supports the creation of a sustainable and diverse business environment through:
  - Business Attraction and Retention
  - Development Support
  - Economic Information Services
- Economic Development has 2 Branches:
  - Regional Initiatives
  - Development Integration and Research

# 2016 Proposed Budget at a Glance

## Executive Summary:

- Economic Development facilitates the development and implementation of community and regional economic development initiatives
- The 2016 proposed Operating Budget for Economic Development is \$2.3M.
- This equates to a net budget decrease of 23% from the 2015 Amended Operating Budget.



# 2016 Proposed Budget at a Glance

## Strategic Initiatives for 2016 and Beyond:

- Business Accelerator;
- Urban Market;
- Commercial Industrial Land Use Study / Retail Market Analysis;
- Economic Information and Dissemination;
- Ongoing Business Support Services; and
- Partnership Facilitation.

# Operating Budget

# Operating Budget

	2015 Approved Operating Budget	2015 Operating Projection*	2016 Proposed Operating Budget	Change 2015 Approved Budget vs 2016 Proposed Budget		Operating Financial Plan	
						2017	2018
	\$	\$	\$	\$	%	\$	\$
Revenue		7,275	108,000	108,000	-	110,200	112,300
Expenses	3,051,734	1,980,912	2,451,400	(600,334)	(20)	2,465,600	2,476,700
Surplus (Deficit)	(3,051,734)	(1,973,637)	(2,343,400)	(708,334)		(2,355,400)	(2,364,400)

\*as at September 30, 2015

\*2015 Operating Projection includes an offsetting carry forward amount of \$0 in both revenue and expenses

# Operating Budget

- Economic Development has a decrease of \$708,334 from the 2015 Amended Operating Budget to the 2016 Proposed Operating Budget, mainly due to:
  - An increase of \$108,000 in revenues related to Business Accelerator and Urban Market fees
  - A decrease in expenses of \$600,334, due to:
    - A decrease of \$1M in Contracted and General Services
    - An increase of \$439,800 in Salaries, Wages and Benefits

# Questions



# **2016 Proposed Budget**

Division: Planning & Regional Development

Department: Land Administration

Director: Keith Smith



# **2016 Proposed Budget at a Glance**

# 2016 Proposed Budget at a Glance

## Department Mandate:

- Manages all municipal land and facility real estate interests.
- Responsible for acquisition and disposal of land, as well as leasing of land and facilities.
- Provides orderly resolution of land issues.

# 2016 Proposed Budget at a Glance

## Executive Summary: Land Administration Key Functions

- Land Acquisition
- Land Disposition
- Lease Agreement
- License of Occupation
- Utility and Pipeline Crossing Agreement
- Access Agreement
- Temporary Workspace Agreement
- Encroachment Agreement
- Road Closure
- Reserve Designation Removal

# 2016 Proposed Budget at a Glance

## Executive Summary:

- 2016 proposed Operating Budget is \$8.0M
- Continue to support Capital and Strategic projects
- Maintain facility leases
- Work to ensure prime commercial space is leased
- Key role in the implementation of the Master Agreement
- Work with community groups on a land disposition strategy

# 2016 Proposed Budget at a Glance

## Strategic Initiatives for 2016 and Beyond:

- Building Balanced Regional Services
  - Acquisition of land for Capital Projects
- Building a Vibrant Economy Together
  - Land Purchase for Jubilee Plaza
  - Due Diligence on Development Potential of 65 Acres of Land in Anzac
- Building an Effective Land Strategy
  - Marketing Strategy for Saline Creek as per the terms of the Master Agreement
  - Land Disposition Strategy for the Rural Hamlets

# Operating Budget

# Operating Budget

	2015 Approved Operating Budget	2015 Operating Projection*	2016 Proposed Operating Budget	Change 2015 Approved Budget vs 2016 Proposed Budget		Operating Financial Plan	
						2017	2018
	\$	\$	\$	\$	%	\$	\$
Revenue	621,000	923,417	650,000	29,000	5	676,600	704,100
Expenses	9,532,836	8,558,113	8,043,300	(839,536)	(9)	8,975,600	9,116,100
Surplus (Deficit)	(8,911,836)	(7,634,696)	(8,043,300)	(868,536)		(8,299,000)	(8,412,000)

\*as at September 30, 2015

\*2015 Operating Projection includes an offsetting carry forward amount of \$0.0 in both revenue and expenses



# Operating Budget

Decrease of \$868,536 from the 2015 Amended Operating Budget to the 2016 Proposed Operating Budget, mainly due to;

- Increased revenues (\$29,000) - Road Use Agreements
- Decreased expenses (\$839,536):
  - Salaries Wages and Benefits – FTE's realigned
  - Contracted and General Services - discontinuation of Consulting Contract

# Questions

# **2016 Proposed Budget**

Division: Planning & Regional Development

Department: Planning & Development

Director: Bradley Evanson



# **2016 Proposed Budget at a Glance**

# **2016 Proposed Budget at a Glance**

## **Department Mandate:**

Planning and Development facilitates, manages, and implements land use and development activities within the Regional Municipality.

- ☐ **Community Development Planning**
- ☐ **Comprehensive Planning**
- ☐ **Safety Codes**

# 2016 Proposed Budget at a Glance

## Executive Summary:

- ❑ Development activity is clearly linked to population growth. Thus, the uncertainty in prices and production in the oil industry directly affect development activity levels.
- ❑ The slowdown is presenting opportunities to establish and refine policies, practices, and procedures, to ensure we are providing the best and most transparent service to the Regional Municipality.

## 2016 Proposed Budget at a Glance

Strategic Initiatives for 2016 and Beyond:

- ☐ Fringe Study Update
- ☐ Municipal Development Plan Update
- ☐ Lower Townsite Redevelopment Plan
- ☐ Accela (E-Permitting) Functionality Improvements
- ☐ Customer Interface Improvements (P&D website, to be coordinated with Information Services as appropriate)
- ☐ Development Compliance Team



# Operating Budget

# Operating Budget

	2015 Approved Operating Budget	2015 Operating Projection*	2016 Proposed Operating Budget	Change 2015 Approved Budget vs 2016 Proposed Budget		Operating Financial Plan	
						2017	2018
	\$	\$	\$	\$	%	\$	\$
Revenue	9,990,200	5,143,437	5,464,000	(4,526,200)	(45)	5,573,200	5,683,900
Expenses	12,304,670	11,938,457	13,727,100	1,422,430	12	12,961,100	12,984,200
Surplus (Deficit)	(2,314,470)	(6,795,020)	(8,263,100)	5,948,630		(7,387,900)	(7,300,300)

\*as at September 30, 2015

\*2015 Operating Projection includes an offsetting carry forward amount of \$284,919 in both revenue and expenses

# Operating Budget

- ❑ Key drivers contributing to the change from the approved 2015 budget to the proposed 2016 budget include:
  - 2016 Revenues are projected to decrease by 45% due to reduced development activities.
  - 2016 Expenses are projected to increase by 12% due to:
    - Increase in Salaries, Wages, and Benefits
    - All Safety Codes vacancies filled
    - Reallocation of 3 FTE's to Community Development Planning from other Branches of Planning and Development, and 2 FTE's to Community Development Planning from other Departments

# Operating Budget

## □ Impacts on operating program/service levels:

- The decrease in development activities will result in:
  - Branches being more responsive to development applications
  - Decrease in review timelines
  - Increase in frequency of inspections by both Safety Codes and Development Officers
  - Branches being able to focus resources on the establishment and refinement of operational procedures and protocols which will allow for more consistent performance by staff, and less confusion from the public

# Operating Budget

- ❑ Bringing Safety Codes services in-house will allow for:
  - A more thorough application of resources, as opposed to an “a la carte” approach typically taken by an outside contractor
  - Will foster better lines of communications with the Development Officers, and present further opportunities for the Development Officers to accompany the Safety Codes inspectors to further provide better oversight to development projects within the Municipality.

# Questions



# **2016 Proposed Budget**

Division: Planning & Regional Development

Department: Strategic Analysis and Forecasting

Director: Brian Moore, Executive Director, P&RD





# **2016 Proposed Budget at a Glance**

# 2016 Proposed Budget at a Glance

## Department Mandate:

- Maintains and expands working relationships.
- Economic climate is monitored and projections of future growth are developed.

# 2016 Proposed Budget at a Glance

## Executive Summary:

- 2016 Proposed Operating Budget is \$1.6M
- Build a collective regional vision
- Develop and assess regional growth forecasts
- Support for effective and efficient project/service delivery
- Urban Development Sub Region (UDSR)
- Taxation, development and service-delivery matters

# 2016 Proposed Budget at a Glance

Strategic Initiatives for 2016 and Beyond:

- Working committees
- Regional growth forecasts
- Transportation Coordinating Committee
- Regional planning

# Operating Budget

# Operating Budget

Strategic Analysis and Forecasting	2015 Approved Operating Budget	2015 Operating Projection*	2016 Proposed Operating Budget	Change 2015 Approved Budget vs 2016 Proposed Budget		Operating Financial Plan	
						2017	2018
	\$	\$	\$	\$	%	\$	\$
Revenue							
Expenses	1,059,000	1,122,052	1,635,100	576,100	54	1,647,500	1,656,400
Surplus (Deficit)	(1,059,000)	(1,122,052)	(1,635,100)	576,100		(1,647,500)	(1,656,400)

\*as at September 30, 2015

\*2015 Operating Projection includes an offsetting carry forward amount of \$0 in both revenue and expenses

# Operating Budget

- Increase of \$576,100 from the 2015 Amended Operating Budget to the 2016 Proposed Operating Budget.
  - Salaries, Wages and Benefits
  - Contracted and General Services

# Questions





# **2016 Proposed Operating Budget**

Division: Corporate Services Division

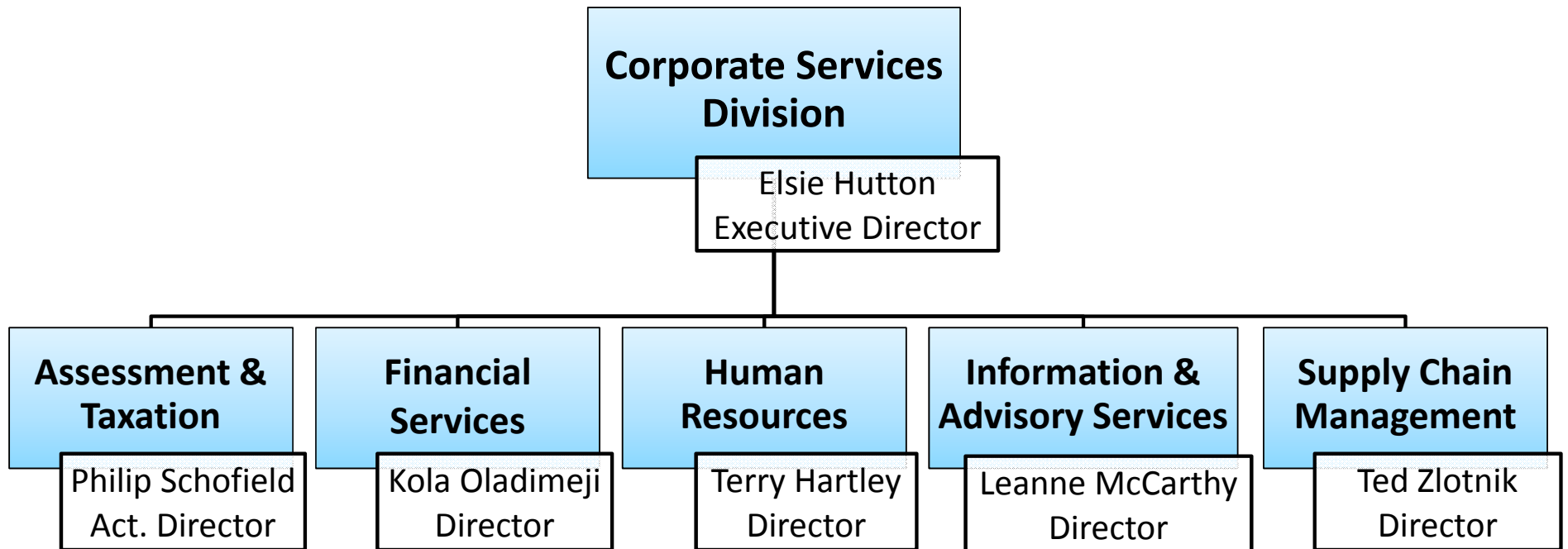
Executive Director: Elsie Hutton  
Chief Financial Officer



## **Corporate Services Division Mandate**

The Division provides service and support to both internal and external customers enabling the Municipality to maximize its effectiveness and potential. The Corporate Services Division is committed to ensuring fiscal stewardship and customer support services in a collaborative, transparent and innovative manner.

# 2016 Proposed Operating Budget



# 2016 Proposed Operating Budget

## Building Responsible Government

- Ensure consistency and continuity of RMWB policies and procedures
- Strengthen responsible financial management procedures
- Strengthen a positive work environment of trust and respect

## 2016 Proposed Operating Budget Comparison

	2015 Amended Operating Budget	2015 Operating Projection*	2016 Proposed Operating Budget	Change 2015 Amended Budget vs 2016 Proposed Budget	
	\$	\$	\$	\$	%
Revenue	1,730,200	1,798,100	1,466,500	(263,700)	(15)
Expenses	72,511,575	67,709,567	70,121,900	(2,389,675)	(3)
Net Surplus (Deficit)	(70,781,375)	(65,911,467)	(68,655,400)	(2,125,975)	(3)
Transfers to/from reserve	(250,000)	1,527,718	983,500	(1,233,500)	
<b>Surplus (Deficit)</b>	<b>(71,031,375)</b>	<b>(64,383,749)</b>	<b>(67,671,900)</b>	<b>(3,359,475)</b>	

\*as at September 30, 2015

## 2016 Proposed Operating Budget Comparison

	<b>2016 Proposed Operating Budget</b>	<b>2017 Financial Plan</b>	<b>2018 Financial Plan</b>
	\$	\$	\$
Revenue	1,466,500	1,495,800	1,525,400
Expenses	70,121,900	71,293,800	71,914,300
Net Surplus (Deficit)	(68,655,400)	(69,798,000)	(70,388,900)
Transfers to/from reserve	983,500	985,300	987,200
<b>Surplus (Deficit)</b>	<b>(67,671,900)</b>	<b>(68,812,700)</b>	<b>(69,401,700)</b>

# 2016 Proposed Operating Budget

Division: Corporate Services Division

Executive Director: Elsie Hutton  
Chief Financial Officer







# **2016 Proposed Budget**

Division: Corporate Services

Department: Assessment & Taxation

Director: Philip Schofield (Acting)



# **2016 Proposed Budget at a Glance**

# 2016 Proposed Budget at a Glance

## Department Mandate:

- Classify and value of all property classes within the Municipality
- Ensure the fair and equitable distribution of taxes in accordance with provincially legislated standards
- Conduct business in an open, honest, and transparent manner
- Defend all assessment appeals

# Property Assessment and Taxation

- Property taxes are the Municipality's largest source of revenue, representing 85% of total revenue  
(Note: Budgeted under Corporate Finance)
- In 2015 revenue from property taxes was \$692 million
- Taxation division processes 37,000 tax bills annually

# 2016 Proposed Budget at a Glance

## Executive Summary:

- Building capacity
- Reducing reliance on contract staff
- Improving competencies by cross training

# 2016 Proposed Budget at a Glance

## Strategic Initiatives for 2016 and Beyond:

- Reduce contracted services
- Bring skills in house via mandatory training

# Operating Budget



# Operating Budget

	2015 Amended Operating Budget	2015 Operating Projection*	2016 Proposed Operating Budget	Change 2015 Amended Budget vs 2016 Proposed Budget		Operating Financial Plan	
						2017	2018
	\$	\$	\$	\$	%	\$	\$
Revenue	534,400	352,500	331,000	(203,400)	(38)	337,700	344,300
Expenses	5,276,300	4,676,490	5,097,700	(178,600)	(3)	5,186,900	5,214,800
Surplus (Deficit)	(4,741,900)	(4,323,990)	(4,766,700)	24,800		(4,849,200)	(4,870,500)

\*as at September 30, 2015

\*2015 Operating Projection includes an offsetting carry forward amount of \$13,500 in both revenue and expenses.

# Operating Budget

- There is an increase of \$24,800 from the 2015 Amended Operating Budget to the 2016 Proposed Operating Budget.
- One key contributor is the decrease in revenues due to the economic slowdown.

# Questions

# 2016 Proposed Budget

Division: Corporate Services

Department: Financial Services

Director: Kola Oladimeji



# 2016 Proposed Budget at a Glance



## 2016 Proposed Budget 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.”

# 2016 Proposed Budget at a Glance

## Strategic Plan: Goal #1: Building Responsible Government

- 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 a positive work environment of trust and respect

# 2016 Proposed Budget at a Glance

## Executive Summary:

- Financial Services Department's primary responsibility is to provide accurate and timely financial information to Management and Council for decision making.
- The Financial Services Department is comprised of 3 branches:
  - Accounting Services
  - Financial Planning
  - Insurance Services



# 2016 Proposed Budget at a Glance

## Executive Summary (Cont.):

- 2016 proposed budget of \$11.9M, 7% budget reduction in comparison with 2015 approved budget.

# 2016 Proposed Budget at a Glance

## Strategic Initiatives for 2016 and Beyond:

- Enhancing of services provided to Citizens using online payment platform
- Leading and facilitating Five-Year Plan, the budget and projection process and monitoring variances
- Satisfactory 2015 External Audit report on Consolidated Financial Statements
- Meeting all statutory reporting timelines
- Collaborating with all departments to ensure fiscal responsibility for the Municipality

# Operating Budget

# Operating Budget

Financial Services	2015 Amended Operating Budget	2015 Operating Projection*	2016 Proposed Operating Budget	Change 2015 Amended Operating Budget vs 2016 Proposed Operating Budget		Operating Financial Plan	
						2017	2018
	\$	\$	\$	\$	%	\$	\$
<b>Revenues</b>	898,600	1,230,800	920,500	21,900	2	938,800	957,400
<b>Expenses</b>	13,734,787	15,302,350	12,870,300	(864,487)	(6)	13,151,800	13,286,800
<b>Surplus (Deficit)</b>	<b>(12,836,187)</b>	<b>(14,071,550)</b>	<b>(11,949,800)</b>	<b>(886,387)</b>		<b>(12,213,000)</b>	<b>(12,329,400)</b>

\*as at September 30, 2015

\*2015 Operating Projection includes an offsetting carry forward amount of \$0 in both revenues and expenses.

# Operating Budget

- \$400K decrease in Salaries, Wages and Benefits due to re-allocation of 2 FTEs
- \$125K decrease on Consultant fees

# Questions





# 2016 Proposed Budget

Division: Corporate Services

Department: Human Resources

Director: Terry Hartley





REGIONAL MUNICIPALITY  
OF **WOOD BUFFALO**

# 2016 Proposed Budget at a Glance

## **Department Mandate:**

Provide professional HR services to our customers in support of the strategic direction and operational needs of the organization.



# **Council Goal: Building Responsible Government**

## **Aligned Human Resources Objectives:**

1. Recruit & Engage Talented Employees
2. Foster a Safe, Respectful, Supportive Work Environment
3. Provide Business Solutions that are Responsible, Sustainable, Efficient and Creative
4. Partner with Executive Team/Council to Advance Strategic Initiatives

# Strategic Initiatives for 2016 & Beyond

- Policies & Procedures relating to Human Resources
- Core Competencies
- Exempt Performance Management
- New Compensation Model
- Leadership Development

## Strategic Initiatives for 2016 & Beyond (cont...)

- Disability Management & Return to Work Program
- Employee Recognition Program
- Employee Engagement Survey
- Benefits Plan Competitive Bid
- Support for Council/Executive Strategic Initiatives



REGIONAL MUNICIPALITY  
OF **WOOD BUFFALO**

# Operating Budget

# Operating Budget

Human Resources	2015 Amended Operating Budget	2015 Operating Projection*	2016 Proposed Operating Budget**	Change 2015 Amended Operating Budget vs 2016 Proposed Operating Budget		Operating Financial Plan	
						2017	2018
	\$	\$	\$	\$	%	\$	\$
<b>Revenues</b>	197,200	923,900	1,106,000	908,800	461	1,110,100	1,114,400
<b>Expenses</b>	14,543,600	13,201,427	14,777,700	234,100	2	14,854,700	14,937,800
<b>Surplus (Deficit)</b>	<b>(14,346,400)</b>	<b>(12,277,527)</b>	<b>(13,671,700)</b>	<b>(674,700)</b>		<b>(13,744,600)</b>	<b>(13,823,400)</b>

\*as at September 30, 2015

\*2015 Operating Projection includes an offsetting carry forward amount of \$135,629 in both revenues and expenses.

\*\*2016 Proposed Operating Budget includes an offsetting Operating Reserve amount of \$900,000 in both revenues and expenses.



# Operating Budget

- Decrease of about \$675,000 or 5% from the 2015 Amended Operating Budget to the 2016 Proposed Operating Budget
  - Decrease in recruitment costs,
  - Decrease in relocation costs, and
  - Decrease in training and supplies.

# Questions



# 2016 Proposed Budget

Division: Corporate Services

Department: Information and Advisory Services

Director: Leanne McCarthy



# **2016 Proposed Budget at a Glance**

# 2016 Proposed Budget at a Glance

## Department Mandate:

- Provides tools, technology, information & analytics to assist in:
  - managing knowledge,
  - meeting regulatory requirements, and
  - building internal competencies and improving corporate accountability.
- Responsible for:
  - information technology hardware,
  - business application software, and
  - information security and availability.

## Branches:

- Information and Records Management,
- Geographic Information Systems (GIS) and Governance,
- Business Process Improvements,
- Operations ([Helpdesk](#), PC support, AV technicians),
- Applications services (managing software e.g. SAP, 911 system, Accela, taxation system), and
- Infrastructure(networks, servers and databases).

# 2016 Proposed Budget at a Glance

## Executive Summary:

- \$30.3M budget,
- 6% decrease from prior year,
  - Changes in hardware replacement schedule
  - Utilization of internal resources compared to external services
- Improved focus on resident facing services.



# 2016 Proposed Budget at a Glance

Strategic Initiatives for 2016 and beyond:

## Resident facing;

- Improved 911 system,
- Improved online permit system,
- Improved feedback tool,
- Online payment options for residents.

## Council facing;

- Strategic plan reporting (Envisio),

# 2016 Proposed Budget at a Glance

Strategic Initiatives for 2016 and beyond: cont'd

## Department Level Improvements

- EIMS (online records management),
- Computer-Aided Dispatch Improvements (Regional Emergency),
- Transit Technology Roadmap (Transit),
- Updated operational procedures (7 departments), and
- HANA for Business Intelligence.

# Operating Budget

# Operating Budget

	2015 Approved Operating Budget	2015 Operating Projection*	2016 Proposed Operating Budget	Change 2015 Approved Budget vs 2016 Proposed Budget		Operating Financial Plan	
						2017	2018
	\$	\$	\$	\$	%	\$	\$
Revenue	-	2,198,200	-	-	-	-	-
Expenses	32,139,095	29,601,100	30,335,400	(1,803,695)	(6)	30,930,500	31,297,400
Surplus (Deficit)	(32,139,095)	(27,402,900)	(30,335,400)	(1,803,695)		(30,930,500)	(31,297,400)

\*as at September 30, 2015

\*2015 Operating Projection includes an offsetting carry forward amount of \$2.2M in both revenue and expenses

# Operating Budget

- \$1.8M or 6% decrease in budget from 2015.

# Questions



# **2016 Proposed Budget**

Division: Corporate Services

Department: Supply Chain Management

Director: Ted Zlotnik





# **2016 Proposed Budget at a Glance**

# 2016 Proposed Budget at a Glance

## Executive Summary:

- Support for the purchase of goods and services in a cost effective manner
- Ensure that vendors are treated fairly and without bias
- Objectivity and fairness in bid evaluations
- Open and transparent process

# 2016 Proposed Budget at a Glance

## Department Mandate:

- Promote career progression within Supply Chain Management (SCM)
- Improved inventory control and reporting with bar-coding and management reporting for general, fleet, and transit inventories
- Continued focus on the measurements and reporting aspect of SCM to bring visibility to areas that need improvement
- Continue to maintain excellent relationships with other business organizations

# 2016 Proposed Budget at a Glance

## Strategic Initiatives for 2016 and Beyond:

- Improve measurement and reporting capability for the Municipality
- Continue to groom our own talent strategy, promote from within, versus an external consultant hire strategy (**NOTE:** Reduced Consulting Expenses from approximately \$1.2 M in 2012 to \$50K for 2016)
- Continue to develop and update Standard Operating Procedures (SOPs) to enhance control and refine procurement processes

# Operating Budget

# Operating Budget

	2015 Amended Operating Budget	2015 Operating Projection*	2016 Proposed Operating Budget	Change 2015 Amended Budget vs 2016 Proposed Budget		Operating Financial Plan	
						2017	2018
	\$	\$	\$	\$	%	\$	\$
Revenue	100,000	215,818	100,000	0	0	102,000	104,000
Expenses	6,516,513	5,986,100	6,535,600	19,087	0	6,663,900	6,670,500
Surplus (Deficit)	(6,416,513)	(5,770,282)	(6,435,600)	19,087		(6,561,900)	(6,566,500)

\*as at September 30, 2015

\*2015 Operating Projection includes an offsetting carry forward amount of \$115,818 in both revenue and expenses

## Operating Budget

- There is an increase of \$19,087 from the 2015 Amended Operating Budget to the 2016 Proposed Operating Budget.
- One key contributor to this increase in costs is the budgeted annualized salaries for the two Fleet Inventory department staff members who were transferred to SCM at the end of Q3 2015.

# Questions





# **2016 Proposed Operating Budget**

Mayor and Councillors



# **2016 Proposed Budget at a Glance**

## **2016 Proposed Budget at a Glance**

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.

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

The budget for Council encompasses salary, benefits and expenses.

## 2016 Proposed Budget at a Glance

Council will continue to focus on **Building a Strong and Resilient Community**, guided by goals and strategies identified in Council's 2015-2017 Strategic Plan.

# 2016 Proposed Budget at a Glance

## Executive Summary:

- Requesting that the 2016 Proposed Operating Budget of \$1,636,000 be considered for approval.

# Operating Budget

## Operating Budget

- There are no new operating programs or services anticipated for the Mayor and Council for 2016.
- The 2016 Proposed Operating Budget shows a decrease of \$38,900 from the 2015 Amended Operating Budget.



# Operating Budget

	2015 Amended Operating Budget	2015 Operating Projection*	2016 Proposed Operating Budget	Change 2015 Amended Budget vs 2016 Proposed Budget		Operating Financial Plan	
						2017	2018
	\$	\$	\$	\$	%	\$	\$
Revenue	-	-	-	-	-	-	-
Expenses	1,674,900	1,527,900	1,636,000	(38,900)	(2)	1,627,100	1,719,800
Surplus (Deficit)	(1,674,900)	(1,527,900)	(1,636,000)	(38,900)		(1,627,100)	(1,719,800)

\*as at September 30, 2015

\*2015 Operating Projection includes an offsetting carry forward amount of \$0 in both revenue and expenses

# Questions?



# **2016 Proposed Operating Budget**

Office of the Chief Administrative Officer



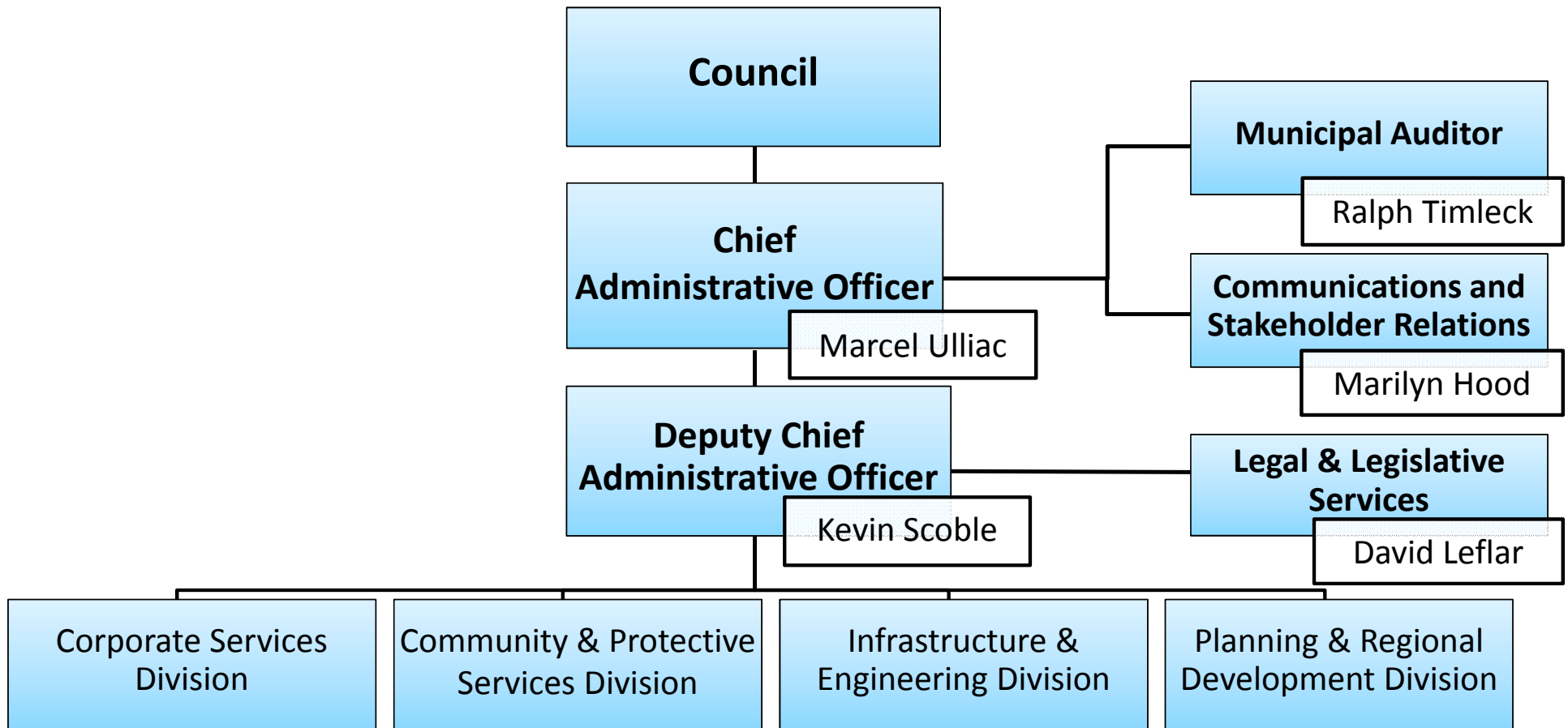
## **Mandate of the Chief Administrative Officer**

- The Chief Administrative Officer (CAO) is the administrative head of the municipality hired by Council. He is responsible for ensuring that the policies and programs of the municipality are implemented and advises and informs Council on the operation and affairs of the municipality. The CAO performs the duties and functions and exercises the powers assigned to him by the Municipal Government Act and other enactments or assigned by Council (CAO By-law).

## **Mandate of the Chief Administrative Officer, cont'd**

- The Office of the Chief Administrative Officer is supported by the Office of the Deputy CAO and is comprised of the following departments:
  - Communications and Stakeholders Relations
  - Municipal Auditor
  - Legislative and Legal Services

# Office of the Chief Administrative Office



## 2016 Proposed Operating Budget

- The Chief Administrative Office is aligned with all of the Strategic Plan Goals:
  - Responsible Government,
  - Balanced Regional Services,
  - Vibrant Economy,
  - Effective Land Strategy,
  - Reliable Transportation System,
  - Sustainable Region, and
  - Healthy and Active Lifestyle.



# 2016 Proposed Operating Budget

Offices of the Chief Administrative Officer & Deputy Chief Administrative Officer	2015 Amended Operating Budget	2015 Operating Projection*	2016 Proposed Operating Budget	Change 2015 Amended Budget vs 2016 Proposed Budget	
	\$	\$	\$	\$	%
Revenue	332,400	53,000	43,000	(289,400)	(87)
Expenses	20,093,400	17,456,756	19,807,300	(286,100)	(1)
Surplus (Deficit)	(19,761,000)	(17,403,756)	(19,764,300)	3,300	0
Transfers to/from Reserve		961,855	-	-	
Net Surplus (Deficit)	(19,761,000)	(16,441,900)	(19,764,300)	3,300	0

*\*September 30, 2015*

# 2016 Proposed Operating Budget

Offices of the Chief Administrative Officer & Deputy Chief Administrative Officer	2016 Proposed Operating Budget	2017 Financial Plan	2018 Financial Plan
	\$	\$	\$
<b>Revenue</b>	43,000	194,400	45,300
<b>Expenses</b>	19,807,300	20,462,500	20,236,600
<b>Surplus (Deficit)</b>	(19,764,300)	(20,268,100)	(20,191,300)
<b>Transfers to/from Reserve</b>	-	-	-
<b>Net Surplus (Deficit)</b>	(19,764,300)	(20,268,100)	(20,191,300)

# Questions?

# 2016 Proposed Budget

Division: Office of the Chief Administrative Officer

Department: Office of the Municipal Auditor

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



# **2016 Proposed Budget at a Glance**

# 2016 Proposed Budget 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.

# 2016 Proposed Budget at a Glance

## Executive Summary:

- The Office of the Municipal Auditor has two branches as follows:
  - Compliance and Control Branch (Internal Audit),
  - Enterprise Risk Management (Risk Assessment),

# 2016 Proposed Budget at a Glance

Executive Summary continued:

- The Municipality has initiated a path forward that will improve upon the governance framework by improving the overall accountability, integrity and effectiveness,
- This framework is guided by the audit performed by KPMG with specific recommendations made to develop and implement policies and procedures, and



# 2016 Proposed Budget at a Glance

Executive Summary continued:

- The Office of the Municipal Auditor will support the governance enhancement strategy.

# 2016 Proposed Budget at a Glance

Strategic Initiatives for 2016 and beyond:

- The Municipal Auditor contributes to all Strategic Initiatives and has committed to providing assurance on the implementation of Council policies across the Municipality,
- The primary strategic contribution of the Office is assurance and guidance on Pillar 1: Responsible Government.

## 2016 Proposed Budget at a Glance

- The Compliance and Control branch provides the internal audit function, which enhances and protects organizational value by providing risk-based and objective assurance, advice and insight, and
- The Enterprise Risk Management branch supports the Corporate Governance framework of the Municipality by identifying and managing risks.

# Operating Budget

# Operating Budget

	2015 Amended Operating Budget	2015 Operating Projection*	2016 Proposed Operating Budget	Change 2015 Amended Budget vs 2016 Proposed Budget		Operating Financial Plan	
						2017	2018
	\$	\$	\$	\$	%	\$	\$
Revenue	-	361,856	-	-	-	-	-
Expenses	2,203,600	2,392,106	2,004,700	(198,900)	(9)	2,018,000	2,031,500
Surplus (Deficit)	(2,203,600)	(2,030,250)	(2,004,700)	(198,900)		(2,018,000)	(2,031,500)

\*as at September 30, 2015

\*2015 Operating Projection includes an offsetting carry forward amount of \$361,856 in both revenue and expenses

# Operating Budget

- The Office of the Municipal Auditor has a decrease of \$198,900 (or 9%) from the 2015 Amended Operating Budget to the 2016 Proposed Operating Budget, mainly due to:
  - Decrease of \$167,500 in training costs,
  - Net decrease of \$8,600 in miscellaneous expenses, and
  - Decrease of \$5,000 in Materials, Goods, Supplies and Utilities.

# Questions

# 2016 Proposed Budget

Division: Office of the Chief Administrative Officer

Department: Communications and Stakeholder Relations

Director: Marilyn Hood





# **2016 Proposed Budget at a Glance**

# 2016 Proposed Budget at a Glance

## Department Mandate:

- Strategic communications / corporation / program,
- Issues management,
- Website,
- Advertising,
- Traditional media and social media relations,
- Public Engagement,

# 2016 Proposed Budget at a Glance

Department Mandate (continued):

Three branches:

- Strategic Communications,
- Public Affairs,
- Creative Solutions,

# 2016 Proposed Budget at a Glance

## Department Mandate (continued):

- Strategic Communications is responsible for external communications,
- This branch oversees media relations, corporate social media and strategic communication planning and execution,
- Strategic Communications works to enhance the Municipality's brand and reputation; reputation and issues management are at our core,

# 2016 Proposed Budget at a Glance

## Department Mandate (continued):

- Public Affairs works collaboratively with other externally facing departments and provides public engagement services in the urban service area,
- This branch facilitates meaningful interactions and dialogue between the Municipality and its residents,

# 2016 Proposed Budget at a Glance

## Department Mandate (continued):

- Creative Solutions conceives designs and produces print and electronic communications material that includes:
  - Posters and brochures,
  - newspapers, magazines and social media advertising, and
  - signage, billboards and the Municipality's official website.

# 2016 Proposed Budget at a Glance

## Department Mandate (continued):

- The Department as a whole supports Strategic Plan 1: “Building a Responsible Government”
- The Department also supports all other program areas in the achievement of all strategic plan goals,

# 2016 Proposed Budget at a Glance

## Executive Summary:

- New department in fall 2014, merging Communications, Industry Relations, and Public Affairs,
- In May 2015, Industry Relations moved to the Planning and Regional Development Division,



# 2016 Proposed Budget at a Glance

## Executive Summary (continued):

- Interim Director until May 2015,
- Continued integration of the three remaining branches,
- Issues management, and
- Program support.

# 2016 Proposed Budget at a Glance

## Selected highlights of 2015:

- Corporate Media Training Program roll-out,
- Social Media Policy and Procedure drafted,
- 2015 Census Communications and Marketing Program,
- New Snow and Ice Control Program development,
- Website redesign,
- Successful bid for 2017 Federation of Canadian Municipalities' Annual General Meeting and Board Meeting,

## 2016 Proposed Budget at a Glance

Selected highlights of 2015 continued:

- Canada Day Parade/Santa Claus Parade,
- Diversity Summit,
- New Public Engagement Policy drafted,
- New Ground Breaking/Ribbon Cutting Ceremony Policy drafted, and
- Billboard Memorandum of Understanding with Province.

# 2016 Proposed Budget at a Glance

Strategic Initiatives for 2016:

“Building a Responsible Government”

Overarching theme: Enhance service delivery;

1. Realign department functions as outcome of function review and internal review,
2. Continue to improve timeliness, relevance, accessibility and value of information shared with all stakeholders, and
3. Continue to improve the organization’s ability to anticipate and respond to issues.

# 2016 Proposed Budget at a Glance

Selected highlights for 2016:

- Enhanced service delivery model,
- Implementation of updated / new policies and procedures,
- Greater use of analytics and metrics (outcomes), and
- Development of new intranet site.

# Operating Budget

# Operating Budget

	2015 Amended Operating Budget	2015 Operating Projection*	2016 Proposed Operating Budget	Change 2015 Amended Budget vs 2016 Proposed Budget		Operating Financial Plan	
						2017	2018
	\$	\$	\$	\$	%	\$	\$
Revenue	305,900	117,200	9,000	(296,900)	(97)	9,200	9,400
Expenses	9,098,600	6,726,900	7,098,900	(1,999,700)	(22)	7,177,500	7,238,200
Surplus (Deficit)	(8,792,700)	(6,609,700)	(7,089,900)	(1,702,800)		(7,168,300)	(7,228,800)

\*as at September 30, 2015

\*2015 Operating Projection includes an offsetting carry forward amount of \$100,000 in both revenue and expenses

## Operating Budget

- The 2016 Proposed Operating Budget for Communications and Stakeholder Relations is approximately \$7.1M net,
- Communications and Stakeholder Relations has a decrease of \$1.7M from the 2015 Amended Operating Budget to the 2016 Proposed Operating Budget,



## Operating Budget

- A decrease in revenues of \$296,900,
- A decrease in expenses of \$2.0M,
  - A decrease of \$1.5M in Contracted and General Services
  - A decrease of \$390,400 in Salaries Wages and Benefits due to a net reduction of three (3) Full Time Employees (FTE) and the funding of three vacant positions.

## Operating Budget

- A projected net increase of \$78,400 from the 2016 Proposed Operating Budget to the 2017 Operating Financial Plan, and
- A projected net increase of \$60,500 from the 2017 Operating Financial Plan to the 2018 Operating Financial Plan.

# Questions?

# **2016 Proposed Budget**

Division: Chief Administrative Officer

Department: Legal and Legislative Services

Director: David Leflar



# **2016 Proposed Budget at a Glance**

# 2016 Proposed Budget at a Glance

## Department Mandate:

The Legal and Legislative Services Department serves internal clients within the Municipal organization.

- FOIP Branch
- Legal Services Branch
- Legislative Services Branch
- Policy & Governance Branch

# 2016 Proposed Budget at a Glance

## Executive Summary:

- We are requesting a \$1.7M increase in the 2016 operating budget.

# 2016 Proposed Budget at a Glance

## Strategic Initiatives for 2016 and Beyond:

- Goal 1: Building a Responsible Government
  - Objective 1.1: Implement business delivery modes that enhance customer services for residents throughout the region (MSP: RG-2)
    - Strategy 1.1.1: Improve awareness of and access to services through enhanced website and mobile applications (MSP: RG-2-2)
    - Strategy 1.1.2: Strengthen system for storage of legal opinions and precedents (Department mandate)



# 2016 Proposed Budget at a Glance

## Strategic Initiatives for 2016 and Beyond:

- Goal 1: Building a Responsible Government (cont'd)
  - Objective 1.2: Ensure consistency and continuity of RMWB policies and procedures (MSP: RG-3)
    - Strategy 1.2.1: Review the existing policies and procedures (MSP:RG-3-1)
    - Strategy 1.2.2: Create new policies/procedures where needed (as identified by the audit) (MSP: RG-3-2)

# Operating Budget

## Operating Budget

- Requesting an increase of \$2M in Legal Fees for 2016 to cover cost of anticipated increase assessment appeals.

# Operating Budget

	2015 Amended Operating Budget	2015 Operating Projection*	2016 Proposed Operating Budget	Change 2015 Amended Budget vs 2016 Proposed Budget		Operating Financial Plan	
						2017	2018
	\$	\$	\$	\$	%	\$	\$
Revenue	26,500	535,800	34,000	7,500	28	185,200	35,900
Expenses	7,258,100	7,083,450	9,044,400	1,788,300	25	9,596,500	9,288,600
Surplus (Deficit)	(7,231,600)	(6,547,650)	(9,010,400)	1,778,800		(9,411,300)	(9,252,700)

\*as at September 30, 2015

\*2015 Operating Projection includes an offsetting carry forward amount of \$500,000 in both revenue and expenses

# Questions

# 2016 Proposed Capital Budget

Division: Infrastructure and Engineering

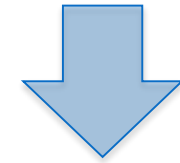
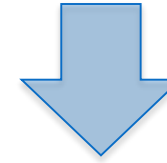
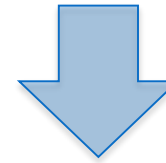
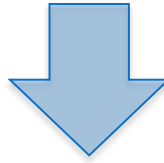
Department: Environmental Services

Director: Darcy Dragonetti

# 2016 Proposed Capital Budget



# 2016 Capital Budget Summary – Resourced (Funded)



Major Category	2015 & Prior Actual			2016	2017 - 2021	Total Budget
	Budget	Total Cost to Date*	Total Available	Proposed Budget (Incl. Public Art)	Plan	(Incl. Public Art)
	\$	\$	\$	\$	\$	\$
Public Facilities	160,971,268	124,667,974	36,303,294	172,241,500	232,877,000	566,089,768
Recreation & Culture						
Transportation						
<b>Total</b>	<b>160,971,268</b>	<b>124,667,974</b>	<b>36,303,294</b>	<b>172,241,500</b>	<b>232,877,000</b>	<b>566,089,768</b>

\*cost to date as at September 30, 2015



# 2016 Capital Project Summary

## Key Multi-Year Projects (2015 & Prior):

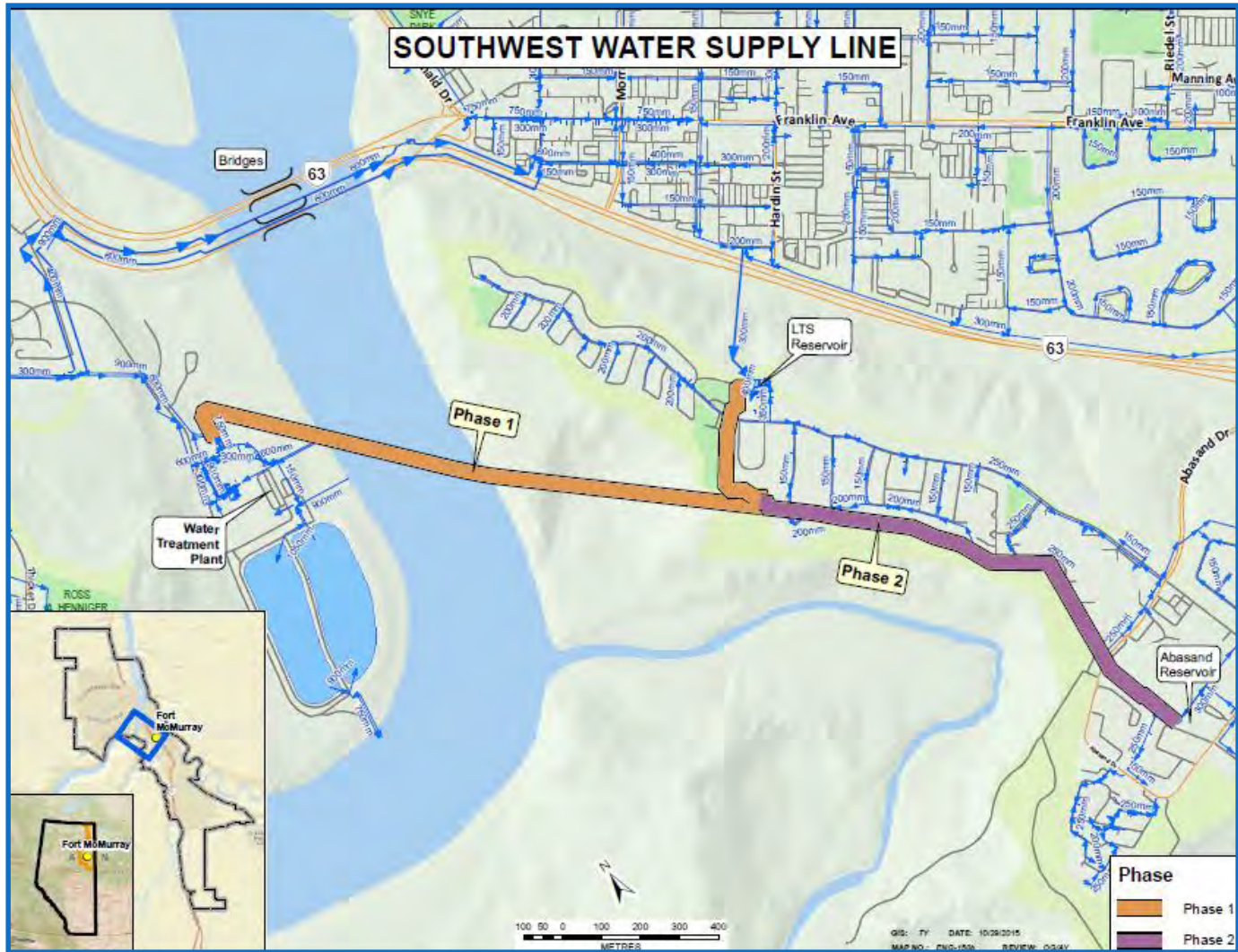
- Rural Water and Sewer Servicing
- Southwest Water Supply Line
- Confederation Way Sanitary Sewer Bypass Phase 1

Description	2015 & Prior Actual			2016 Proposed Budget (Incl. Public Art)	2017 - 2021 Plan	Total Budget (Incl. Public Art)
	Budget	Total Cost to Date*	Total Available			
	\$	\$	\$			
Rural Water & Sewer Servicing	15,250,000	5,164,866	10,085,132	45,425,000	159,325,000	220,000,000
Southwest Water Supply Line	27,000,000	26,918,754	81,246	8,000,000		35,000,000
Confederation Way Sanitary Sewer Bypass 1	17,000,000	16,008,207	991,793	11,000,000		28,000,000
<b>Total</b>	<b>59,250,000</b>	<b>48,091,827</b>	<b>11,158,171</b>	<b>64,425,000</b>	<b>159,325,000</b>	<b>283,000,000</b>

\*cost to date as at September 30, 2015

# 2016 Capital Project Summary

## Southwest Water Supply Line - Phase 1



# Confederation Way Sanitary Sewer Bypass Project showing pipe alignment from Barber/Bussieres Dr to WWTP





# 2016 Capital Project Summary

## Key New Projects:

- Confederation Way Sanitary Sewer Bypass Phase 2
- Fort McMurray WWTP Process Improvements
- Mills Avenue Stormwater Management

Description	2015 & Prior Actual			2016 Proposed Budget (Incl. Public Art)	2017 - 2021 Plan	Total Budget (Incl. Public Art)
	Budget	Total Cost to Date*	Total Available			
	\$	\$	\$			
Confederation Way Sanitary Sewer Bypass 2				29,016,000	14,400,000	43,416,000
Fort McMurray WWTP Process Improvements				18,000,000	18,000,000	36,000,000
Mills Avenue Stormwater Management				7,065,000	6,000,000	13,065,000
<b>Total</b>				<b>54,081,000</b>	<b>38,400,000</b>	<b>92,481,000</b>

# 2016 Capital Project Summary

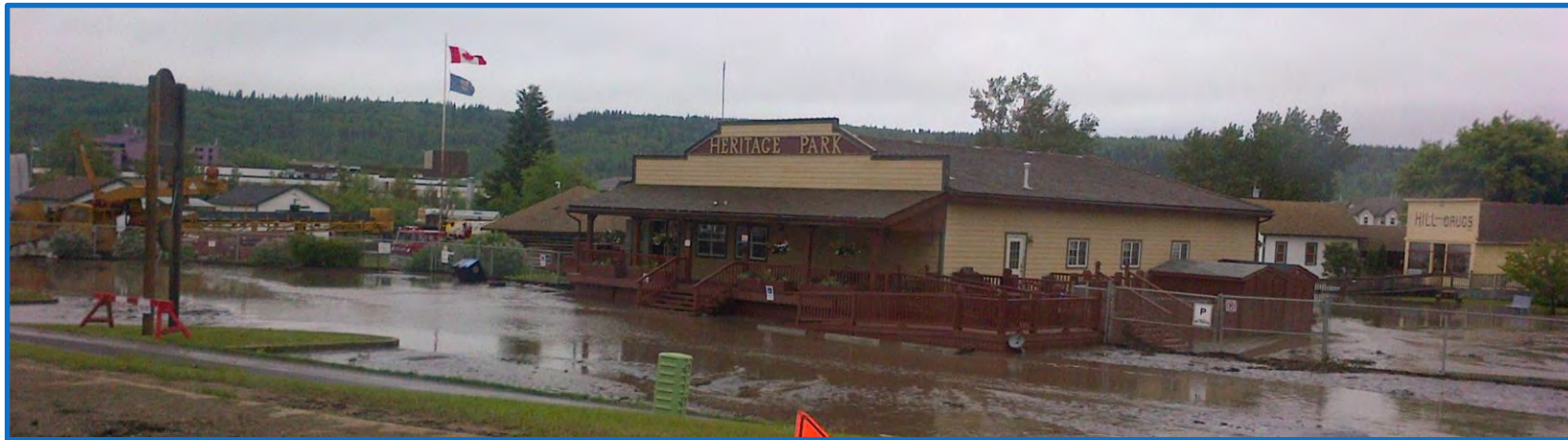
## Fort McMurray WWTP Process Improvements





# 2016 Capital Project Summary

## Mills Avenue Stormwater Management



# 2016 Capital Budget Highlights

Strategic Initiatives for 2016 and Beyond:

## **2** Building Balanced Regional Services

- Strengthening Regional service delivery quality and
- Developing, improving and maintaining core service infrastructure

# 2016 Capital Budget Highlights

## Strategic Initiatives for 2016 and Beyond:

### Water Treatment and Delivery

- Expanding Fort Chipewyan Water Treatment Plant
- Supplying Parsons Creek Reservoir from the Water Treatment Plant
- Upgrading the Abasand Pump House and Reservoir

### Wastewater Treatment

- Building and commissioning the Anzac wastewater treatment plant and effluent pipeline
- Upgrading Janvier Sewage Lagoon



# 2016 Capital Budget Highlights

## Fort Chipewyan Water Treatment Plant Expansion





# 2016 Capital Budget Highlights

Supply Parsons  
Creek Reservoir  
from Water  
Treatment Plant





# 2016 Capital Budget Highlights



Anzac Wastewater Treatment Plant and effluent pipeline construction



# 2016 Capital Budget Highlights

## Janvier Sewage Lagoon Upgrade



# 2016 Capital Budget Highlights

## Strategic Initiatives for 2016 and Beyond:

### Water Distribution

- Replacing the Beacon Hill Pipeline
- Constructing the Southwest Water Supply Line (Phase 1)

### Wastewater Collection

- Rebuilding MacKenzie, Waterways, Gregoire and Grayling Terrace liftstations
- Diverting MacKenzie Blvd Lift Station and upgrading sewer pipelines



# 2016 Capital Budget Highlights

## Liftstation Upgrades, South-side



# 2016 Capital Budget Highlights

## Strategic Initiatives for 2016 and Beyond:

### **6** Building a Sustainable Region

- Implementing a business model to provide sustainable water, wastewater and other related utilities
- Protecting the environment
- Reducing and enabling the reduction of the carbon footprint in the Region and
- Reducing landfill waste

# 2016 Capital Budget Highlights

## Strategic Initiatives for 2016 and Beyond:

### Landfill Gas Management

- Building and operating an enhanced landfill gas management system on the old landfill site

### Composting

- Expanding and operating an industrial-scale compost facility at the Regional Landfill



# 2016 Capital Budget Highlights

## Landfill Gas Management System





# 2016 Capital Budget Highlights



Regional Landfill  
Compost Facility  
Expansion

# 2016 Capital Budget Highlights

## Strategic Initiatives for 2016 and Beyond:

### Landfilling

- Constructing Cell 4 at the Regional Landfill
- Designing Cell 5 at the Regional Landfill

### Stormwater Management

- Constructing Mills Ave stormwater system
- Designing MacKenzie Blvd stormwater system



# Capital Budget

Cell 4 Construction  
and Cell 5 Design  
at the Regional  
Landfill





# Capital Budget

Constructing Mills Ave  
Stormwater System  
and

Designing MacKenzie  
Blvd Stormwater  
System



# Capital Budget Project Unresourced

Fort McMurray WTP  
Upgrades – Design



# Capital Budget

Environmental Services is requesting funding to enable:

- the completion of 8 projects that have been started in 2015 or in prior years and are presently ongoing
- to initiate 13 new multi-year and single year projects and
- to consider 1 project that is currently unresourced to be approved in 2016

All of which are strongly aligned with the vision outlined in the Strategic plan:

- providing high quality essential services
- protecting the environment and
- maintaining and improving our core infrastructure.



# Questions





# 2016 Proposed Capital Budget

Division: Engineering and Infrastructure

Department: Engineering

Director: Emdad Haque

# 2016 Capital Budget Summary – Resourced (Funded)

Major Category	2015 & Prior Actual			2016 Proposed Budget (Incl. Public Art)	2017 - 2021 Plan	Total Budget (Incl. Public Art)
	Budget	Total Cost to Date*	Total Available			
	\$	\$	\$		\$	\$
Public Facilities	26,901,419	11,545,211	15,356,208	6,489,046	206,783,753	240,174,218
Recreation & Culture	14,621,000	6,714,532	7,906,468	15,000,000	12,117,000	41,738,000
Transportation	165,773,167	145,843,239	19,929,928	120,121,600	57,806,800	343,701,567
<b>Total</b>	<b>207,295,586</b>	<b>164,102,982</b>	<b>43,192,604</b>	<b>141,610,646</b>	<b>276,707,553</b>	<b>625,613,785</b>

*\*cost to date as at September 30, 2015*

# 2016 Capital Project Summary

## Multi-Year Projects (2015 & Prior):

Project Name	2015 & Prior \$	2016 Request \$
Active Transportation Trail 2014-2016 Construction	2,500,000	6,500,000
Building Life Cycle 2014-2016	3,439,000	1,679,400
Clearwater Park System (Riverside Park System) – Construction**(Cancelled)	130,000	-
Clearwater Park System (Riverside Park System)-Remediation	8,620,000	500,000
Flood Mitigation - Construction	3,642,419	300,000
Flood Mitigation - Predesign/Design*	7,000,000	-
Jubilee Center Reno/Construction 2014 - 2016	12,820,000	2,400,000
Prairie Loop Boulevard	54,773,167	21,121,600
Rural Infrastructure Rehabilitation 2015-2017 - Construction	16,000,000	19,000,000
Urban Infrastructure Rehabilitation 2014-2016 - Construction	95,000,000	80,000,000
Waterways & Horse Pasture Park – Construction	3,371,000	8,000,000

# 2016 Capital Project Summary

## New Projects:

Project Name	2016 Request \$
Building Security Infrastructure Upgrades	1,874,646
Automated River Monitoring	235,000

# 2016 Capital Budget Highlights

## Strategic Initiatives for 2016 and Beyond:

- Pillar 1 – Building a Responsible Government (RG)
  - Develop a Quality Assurance & Quality Control Program for Vertical Assets.
  - Provide Sustainable Standards for the Engineering Department; develop procedures for Project Management, improve internal key stakeholders management, and develop a municipal sustainable building;
    - Building Life Cycle Projects 2014 – 2016
    - Jubilee Center Reno/Construction 2014 - 2016
    - Building Security Infrastructure Upgrades
    - Automated River Monitoring

# 2016 Capital Budget Highlights

## Strategic Initiatives for 2016 and Beyond:

- 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.
  - Improve water supply for rural services;
    - Clearwater Park System Remediation
    - Flood Mitigation
    - Waterways & Horse Pasture Park - Construction
    - Rural Infrastructure Rehabilitation 2015-2017 - Construction

# 2016 Capital Budget Highlights

## Strategic Initiatives for 2016 and Beyond:

- 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;
    - Rural Infrastructure Rehabilitation 2015-2017 - Construction
    - Urban Infrastructure Rehabilitation
    - Active Transportation Trail
    - Highway 63 Intersection Improvement



# 2016 Capital Budget Highlights

## Strategic Initiatives for 2016 and Beyond:

- Pillar 6 – Building a Sustainable Region (SR)
  - Implement, improve and maintain core infrastructure services.
  - Noise Assessment.
  - Support Land Administration for contaminated land assessments;
    - Clearwater Park System (Riverside Park System) - Remediation
    - Prairie Loop Boulevard
    - Urban Infrastructure Rehabilitation 2014-2016 – Construction
    - Rural Infrastructure Rehabilitation

# 2016 Capital Budget Highlights

## Strategic Initiatives for 2016 and Beyond:

- Pillar 7 – Building a Healthy & Active Lifestyle (HAL)
  - Communities have the infrastructure needed to support wellness and leisure opportunities.
  - Help deliver community recreational facilities to support health and wellness;
    - Active Transportation Trail 2014 -2016 Construction project

# 2016 Capital Project Features

- Active Transportation Trail 2014 – 2016 – Construction





# 2016 Capital Project Features

- Active Transportation Trail 2014 – 2016 – Construction



# 2016 Capital Project Features

- Building Life Cycle 2014 - 2016
- Building Security Infrastructure Upgrades – Construction
- Clearwater Riverside Park - Remediation
- Flood Mitigation - Construction

Silin Forest & Thickwood Blvd



# 2016 Capital Project Features

- Flood Mitigation – Construction Reach 1 - 6





# 2016 Capital Project Features

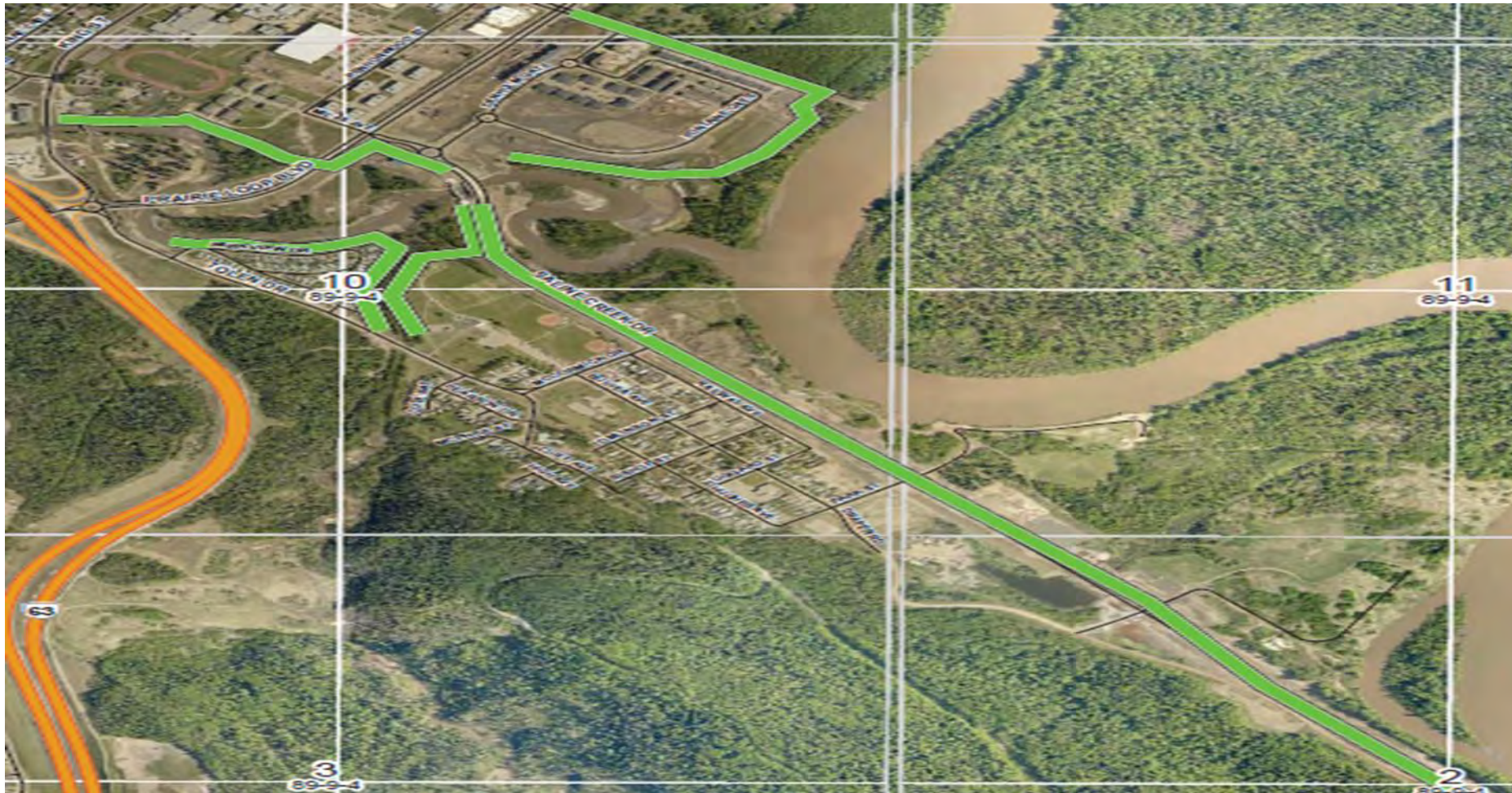
- Flood Mitigation – Construction Reach 1





# 2016 Capital Project Features

- Flood Mitigation – Construction Reach 7 - 11





# 2016 Capital Project Features

- Prairie Loop Boulevard



# 2016 Capital Project Features

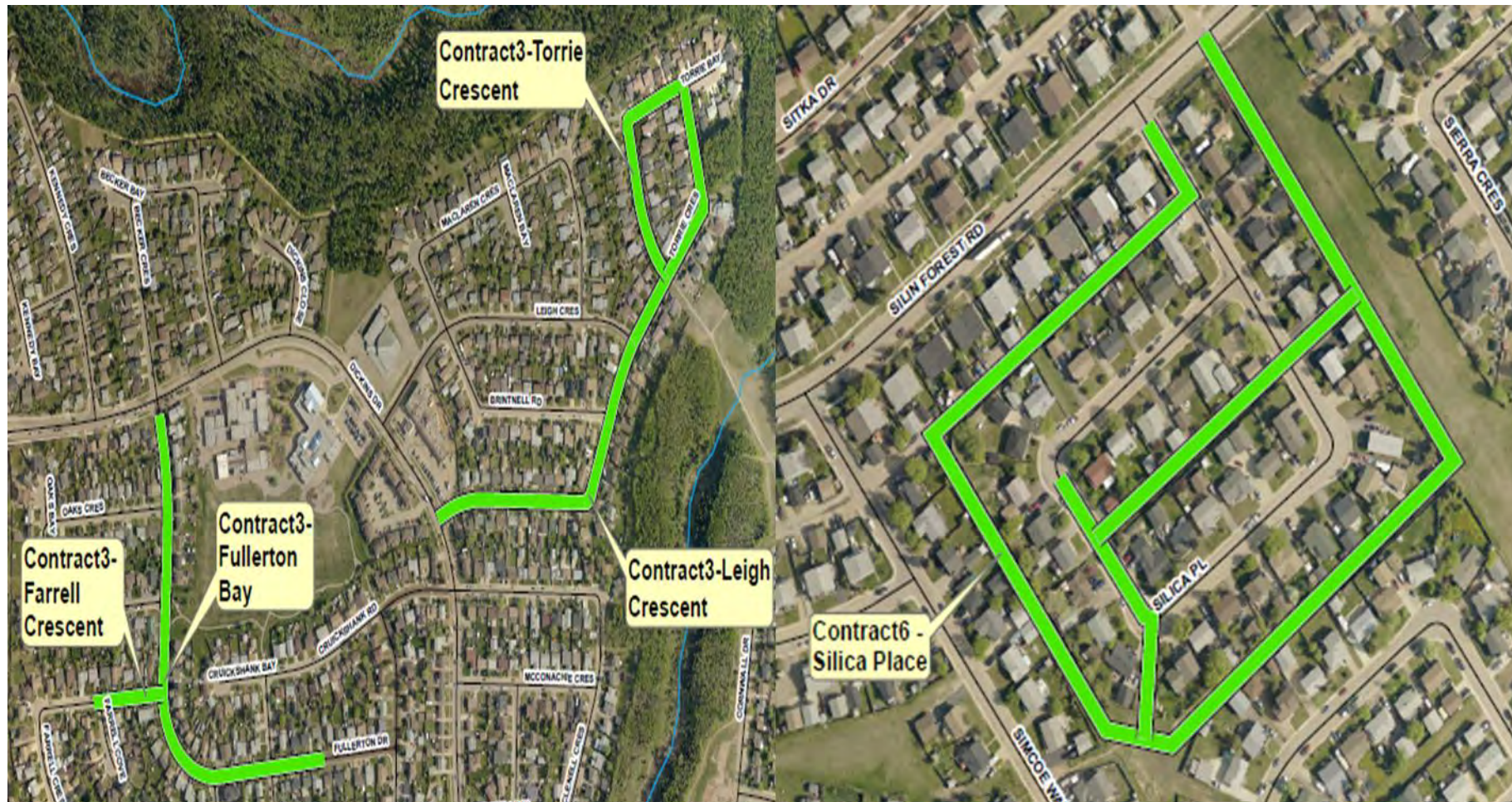
- Rural Infrastructure Rehabilitation 2015 – 2017 – Construction
- Urban Infrastructure Rehabilitation 2014 – 2016 - Construction

Silin Forest & Thickwood Blvd



# 2016 Capital Project Features

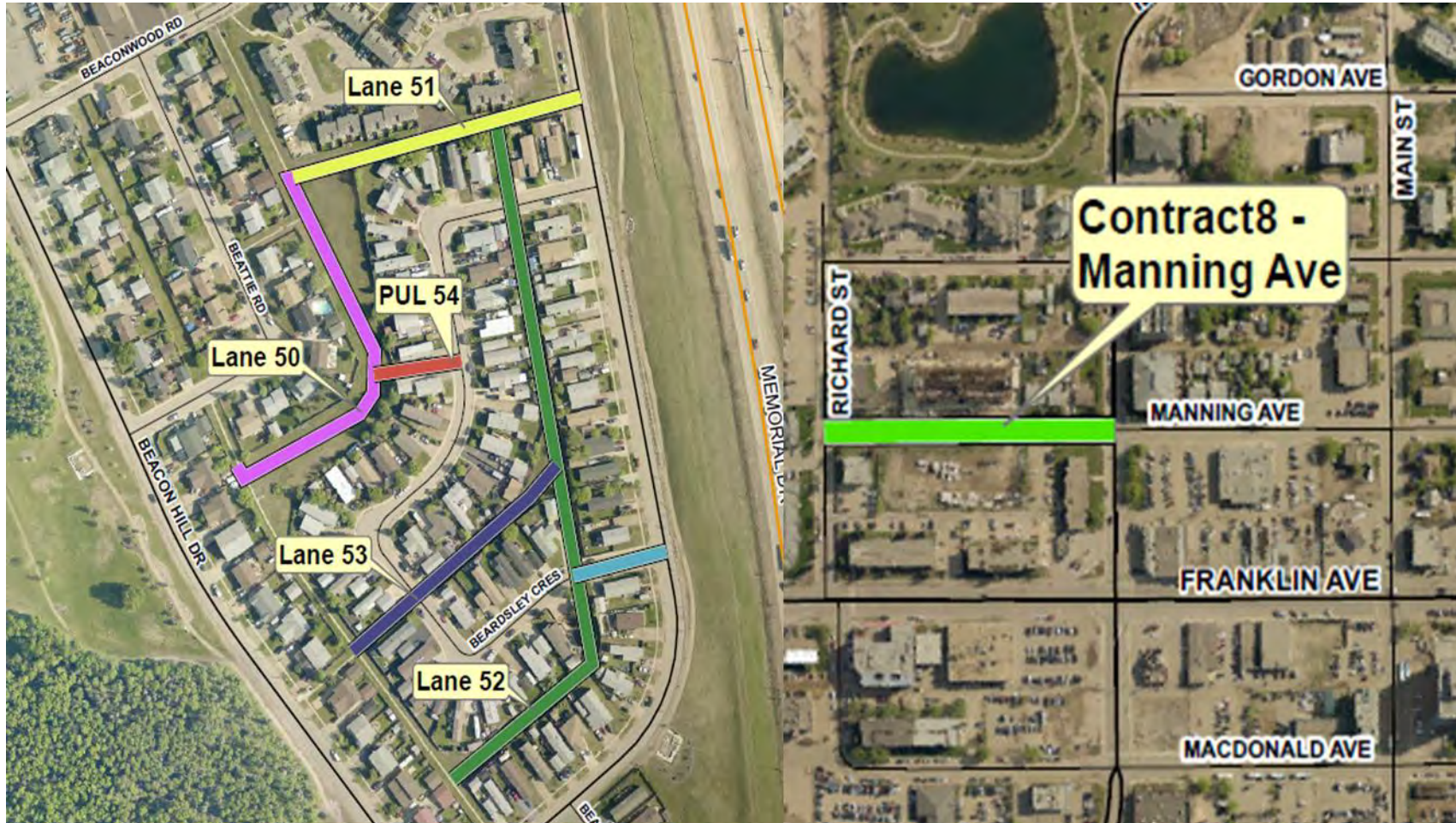
- Urban Infrastructure Rehabilitation 2014 – 2016 - Construction





# 2016 Capital Project Features

- Urban Infrastructure Rehabilitation 2014 – 2016 - Construction





# 2016 Capital Project Features

- Urban Infrastructure Rehabilitation 2014 – 2016 - Construction





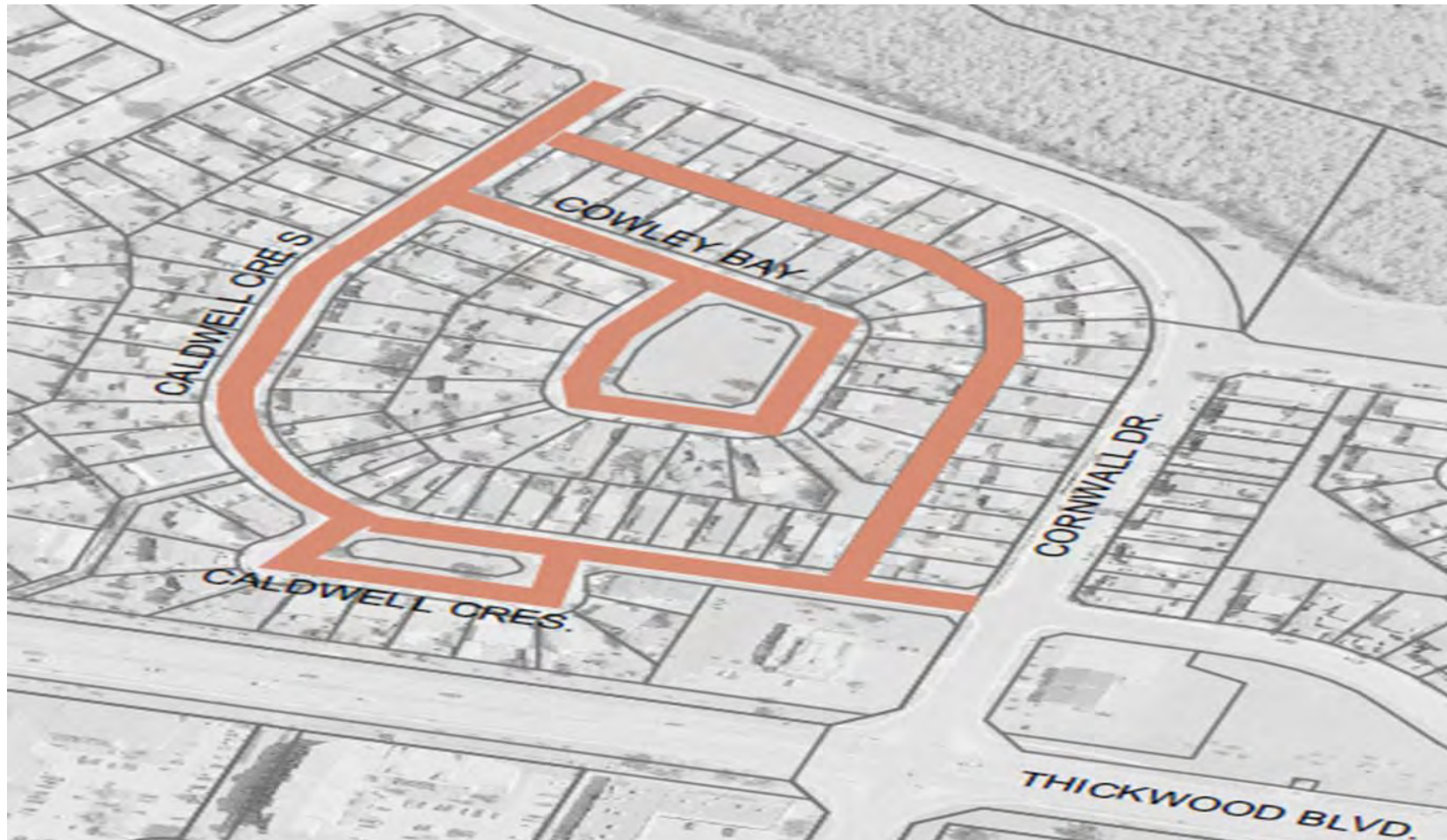
# 2016 Capital Project Features

- Urban Infrastructure Rehabilitation 2014 – 2016 - Construction



# 2016 Capital Project Features

- Urban Infrastructure Rehabilitation 2014 – 2016 - Construction





# 2016 Capital Project Features

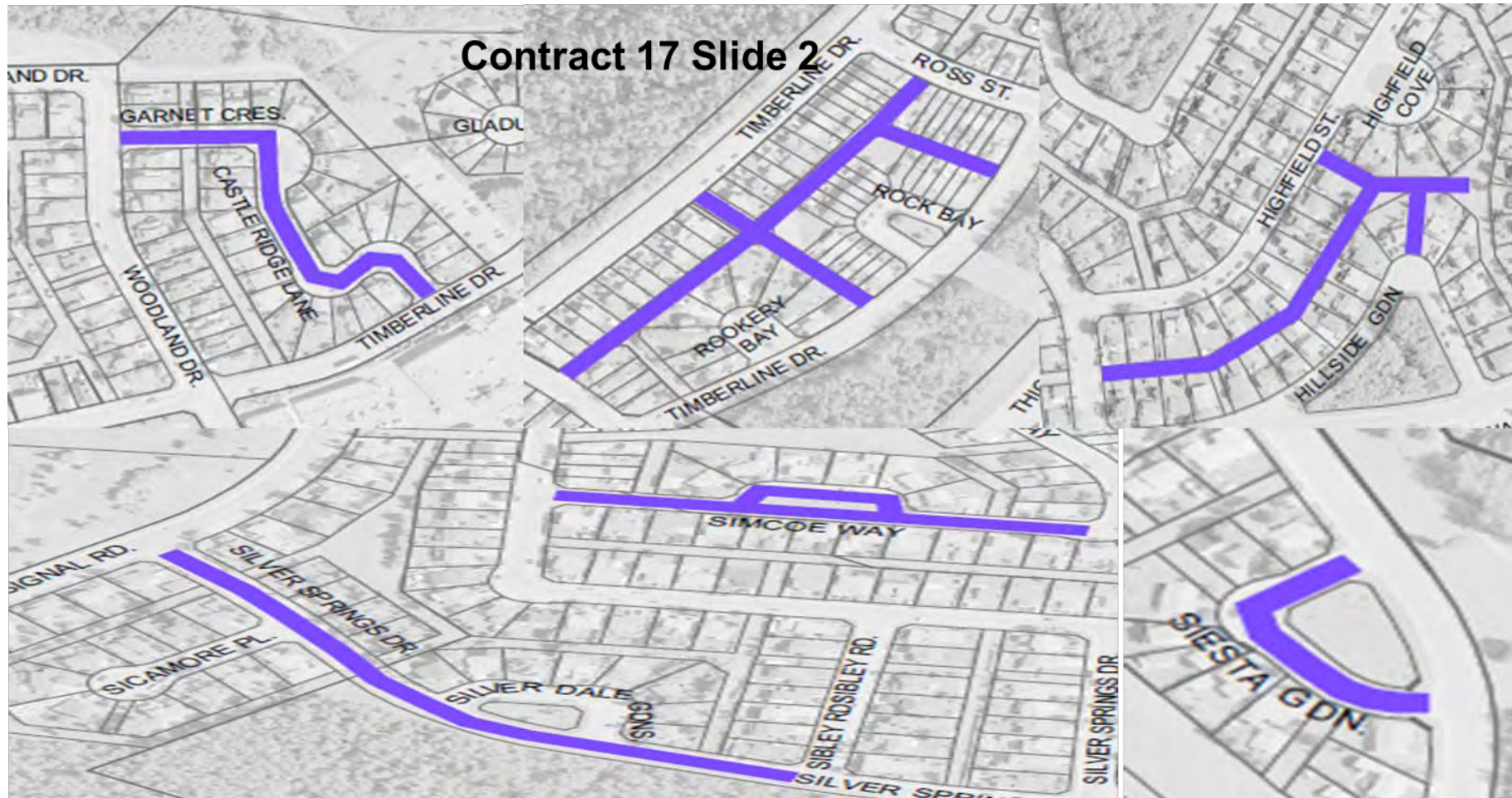
- Urban Infrastructure Rehabilitation 2014 – 2016 - Construction





# 2016 Capital Project Features

- Urban Infrastructure Rehabilitation 2014 – 2016 - Construction



# 2016 Capital Project Features

- Waterways & Horse Pasture Park – Construction

East Boat Launch Paved Access



West Boat Launch





# 2016 Capital Project Features

- Automated River Monitoring Equipment



# 2016 Capital Project Unresourced

Administration is recommending the following project to be considered for funding:

- Urban Infrastructure Rehabilitation 2016 - 2018 - Design

Silin Forest & Thickwood Blvd

# Questions

# 2016 Proposed Capital Budget

Division: Public Infrastructure and Engineering

Department: Public Works

Director: Robert Billard

# 2016 Capital Budget Summary – Resourced (Funded)

Major Category	2015 & Prior Actual			2016 Proposed Budget	2017 - 2021 Plan	Total Budget
	Budget	Total Cost to date*	Total Available			
	\$	\$	\$		\$	\$
Public Facilities				13,173,000		13,173,000
Recreation & Culture						
Transportation	1,700,000	441,410	1,258,590	10,241,600	3,160,000	15,101,600
<b>Total</b>	<b>1,700,000</b>	<b>441,410</b>	<b>1,258,590</b>	<b>23,414,600</b>	<b>3,160,000</b>	<b>28,274,600</b>

\*cost to date as at September 30, 2015

# 2016 Capital Project Summary

Multi-Year Projects (2015 & Prior)	
Number of Projects	49
Total Value	\$200M
Cost to Date	\$181M



# 2016 Capital Project Summary

Multi-Year Projects (2016 & Beyond)	
Number of Projects	3
Total Value	\$5.8M

# 2016 Capital Project Summary

2016 New Projects	
Number of New Projects	11
Total Value	\$17.6M

# 2016 Capital Project Summary

## Strategic Initiatives for 2016 and Beyond:

New Projects Resourced - 14 Projects per below mentioned Strategic Plan Category

- **Reliable Transportation System**
  - 4 Projects \$6.6M
- **Responsible Government**
  - 2 Projects \$3.6M

# 2016 Capital Project Summary

Strategic Initiatives for 2016 and Beyond Continued:

- **Sustainable Region**
  - 6 Projects \$9.9M
- **Balanced Regional Services**
  - 2 Projects \$3.2M

# 2016 Capital Project Summary

- **2016 New Capital Projects Unresourced:**

There are 22 projects identified on the unresourced for 2016 Capital Budget & have total value of \$24.2M

# 2016 Capital Project Features



Christina River Bridge



# 2016 Capital Project Features



King Street Bridge



# 2016 Capital Project Features



Richardson River Bridge



# Questions

# 2016 Proposed Capital Budget

Division: Community & Protective Services

Department: Community Services

Director: Carole Bouchard

# 2016 Capital Budget Summary – Resourced (Funded)

Major Category	2015 & Prior Actual			2016 Proposed Budget	2017 - 2021 Plan	Total Budget
	Budget	Total Cost to date*	Total Available			
	\$	\$	\$		\$	\$
Public Facilities						
Recreation & Culture	86,077,310	53,482,486	32,594,824	28,741,902	23,500,000	138,319,212
Transportation						
<b>Total</b>	<b>86,077,310</b>	<b>53,482,486</b>	<b>32,594,824</b>	<b>28,741,902</b>	<b>23,500,000</b>	<b>138,319,212</b>

\*cost to date as at September 30, 2015

# 2016 Capital Project Summary

## Multi-Year Projects (2015 & Prior):

- Conklin Multiplex – Construction \$10,000,000
- Fort Chipewyan Swimming Pool – Construction \$10,473,100
- Northside Multi-Use Facility – Phase 1 (Twin Arenas) \$ 2,957,690
- Vista Ridge 2014 – 2016 Capital Grant \$ 1,150,000

# 2016 Capital Project Summary

## New Projects:

- |  |             |
|--|-------------|
| • MacDonald Island Park Sustaining Capital Grant | \$3,407,112 |
| • Fort Chipewyan Swimming Pool FF&E              | \$ 700,000  |
| • SAP Clubhouse Improvements – Equipment         | \$ 54,000   |

# 2016 Capital Budget Highlights

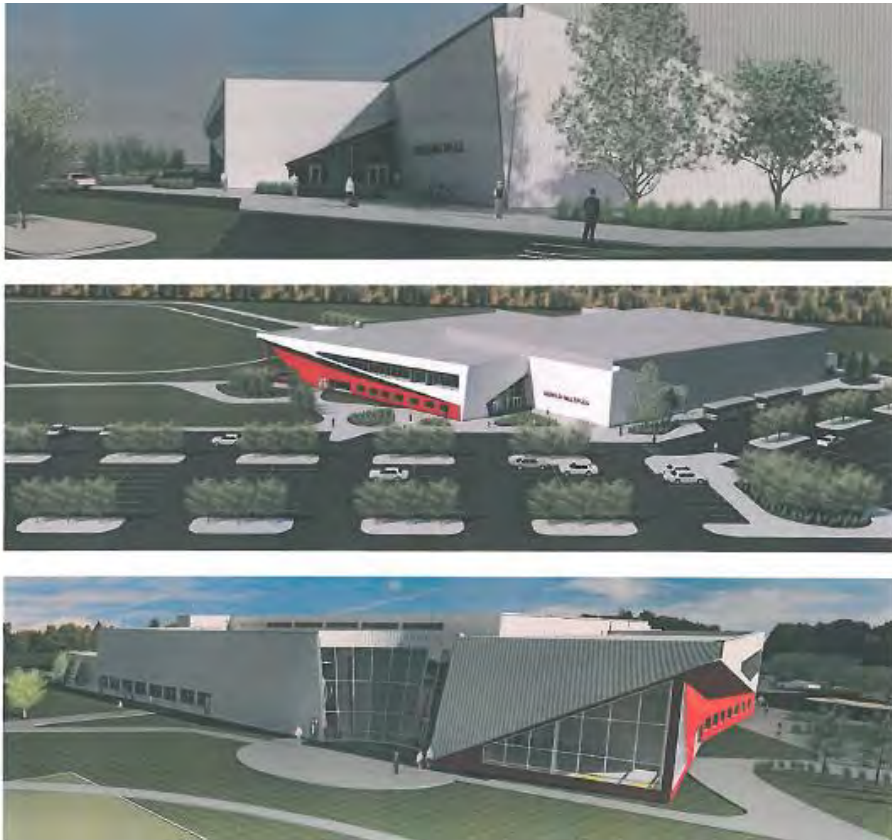
Strategic Initiatives for 2016 and Beyond:

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

- Pillar 2 – Building Balanced Regional Services
  - Core services includes 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 the use of the Region's recreational and community facilities
    - Increase accessible recreation and leisure opportunities

# 2016 Capital Project Features

## Conklin Multiplex



## Fort Chipewyan Swimming Pool



# 2016 Capital Project Features

Northside Multi-use Facility (Twin Arenas)



Vista Ridge





# 2016 Capital Project Features

## SAP Clubhouse



# 2016 Capital Projects Unresourced

Administration is recommending the following projects to be considered for funding:

- |  |             |
|--|-------------|
| • MacDonald Island Park Parking              | \$4,550,000 |
| • Doug Barnes Cabin Expansion - Construction | \$2,613,000 |

# Questions

# 2016 Proposed Capital Budget

Division: Community and Protective Services

Department: Regional Emergency Services

Director: Darby Allen, Regional Fire Chief

# 2016 Capital Budget Summary – Resourced (Funded)

Major Category	2015 & Prior Actual			2016 Proposed Budget	2017 - 2021 Plan	Total Budget (incl. Public Art)
	Budget	Total Cost to date*	Total Available			
	\$	\$	\$		\$	\$
Public Facilities	1,000,000	112,616	887,384	29,186,604	21,099,000	51,285,604
Recreation & Culture	-	-	-	-	-	-
Transportation	-	-	-	-	-	-
<b>Total</b>	<b>1,000,000</b>	<b>112,616</b>	<b>887,384</b>	<b>29,186,604</b>	<b>21,099,000</b>	<b>51,285,604</b>

\*cost to date as at September 30, 2015

# 2016 Capital Project Summary

## Multi-Year Projects (2015 & Prior):

- Anzac Fire Hall construction - 2016 request - \$7,000,000
- Fort MacKay Fire Hall construction - 2016 request - \$8,760,000

# 2016 Capital Project Summary

## New Projects:

- Parsons Creek Fire Hall (#6) construction - 2016 request - \$7,407,000
- Saprae Creek Fire Hall - Expansion - 2016 request - \$3,965,328
- 911 Dispatch-IT-Disaster recovery - 2016 request - \$585,276
- Pumper Truck # 6 Fire Hall - 2016 request - \$200,000
- Training Branch Pumper Truck - 2016 request - \$814,000
- Conklin Tanker Replacement - 2016 request - \$300,000
- Light Vehicle Replacement x 2 - 2016 request - \$100,000
- Life-Pak 15 Replacement x 2- 2016 request - \$55,000

# 2016 Capital Budget Highlights

Strategic Initiatives for 2016 and Beyond:

Regional Emergency Services (RES) Business Plan

- Goal 1: Building Balanced Regional Services (MSP: BRS)
  - ✓ Objective 1-1: Strengthen regional service delivery quality (MSP:BRS-1)
  - ✓ Strategy 1-1-1: Acquire adequate resources to ensure standards of service delivery (MSP:BRS-1-3)



# 2016 Capital Budget Highlights

- RES Business Plan
  - ✓ Strategy 1-1-4: Refine processes to enhance RES safety compliance (MSP:BRS-1-7)
  - ✓ Action plan: Replace Anzac and Fort McKay fire halls (MSP:BRS-3-6)
- Goal 2: Building a responsible Government (MSP: RG)
  - ✓ Objective 2-1: Strengthen organizational capacity to plan, self-assess and report (MSP: RG-6)

# Questions



# 2016 Proposed Capital Budget

Division: Infrastructure & Engineering

Department: Transit Services

Director: Robert Kirby

# 2016 Capital Budget Summary – Resourced (Funded)

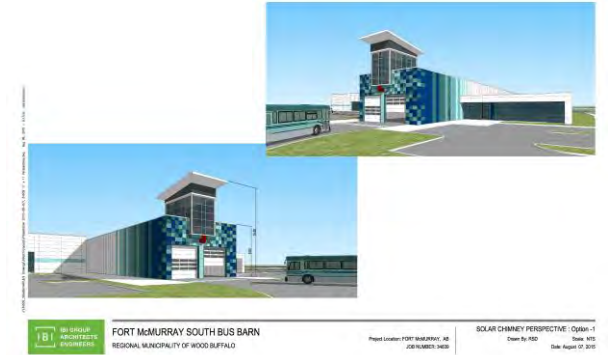
Major Category	2015 & Prior Actual			2016 Proposed Budget	2017 - 2021 Plan	Total Budget
	Budget	Total Cost to date*	Total Available			
	\$	\$	\$		\$	\$
Public Facilities						
Recreation & Culture						
Transportation	16,318,001	15,835,100	482,901	37,606,999	17,429,200	71,354,200
<b>Total</b>	<b>16,318,001</b>	<b>15,835,100</b>	<b>482,901</b>	<b>37,606,999</b>	<b>17,429,200</b>	<b>71,354,200</b>

\*cost to date as at September 30, 2015

# 2016 Capital Project Summary

## Multi-Year Projects (2015 & Prior):

- Purchase of 25 New Clean Diesel Buses (\$12.5M)  
Provincial Green Trip Funding – (\$8.3M)
- Purchase of four 22'-25' Airport Shuttle Buses (\$1.2M)
- Transit Bus Mid-life refurbish (\$576K)
- Transit Facility Construction Project (\$28,495,999M)



# 2016 Capital Budget Highlights

## Strategic Initiatives for 2016 and Beyond:

- Transit Master Plan
- Intelligent Transportation System – Officially launched
- New Scheduling/Planning Software – Improved connectivity
- Strategic placement of future shelters (heated/non-heated)



# 2016 Capital Project Features





# Questions

# 2016 Proposed Capital Budget

Division: Community and Protective Services

Department: Municipal Law Enforcement and RCMP Support  
Services

Director: Dale Bendfeld

# 2016 Capital Budget Summary – Resourced (Funded)

Major Category	2015 & Prior Actual			2016 Proposed Budget	2017 - 2021 Plan	Total Budget
	Budget	Total Cost to date*	Total Available			
	\$	\$	\$			
Public Facilities	299,050	94,050	205,000	6,718,450		7,017,500
Recreation & Culture						
Transportation						
<b>Total</b>	<b>299,050</b>	<b>94,050</b>	<b>205,000</b>	<b>6,718,450</b>		<b>7,017,500</b>

\*cost to date as at September 30, 2015

# 2016 Capital Project Summary

## Multi-Year Projects (2015 & Prior):

- Fort McMurray Animal Control Centre \$3,500,000M
- Fort Chipewyan Animal Control Centre \$3,517,500M

# 2016 Capital Budget Highlights

## Strategic Initiatives for 2016 and Beyond:

### **Goal 2: Building Balanced Regional Services**

- Objective BRS-1: Strengthen regional service delivery quality.
  - Strategic Initiatives
    - Contribute to community safety through improved animal control services throughout the RMWB.

# Questions



# 2016 Proposed Capital Budget

Division: Corporate Services

Department: Information and Advisory Services

Director: Leanne McCarthy



# 2016 Capital Budget Summary – Resourced (Funded)

Major Category	2015 & Prior Actual			2016 Proposed Budget	2017 - 2021 Plan	Total Budget
	Budget	Total Cost to date*	Total Available			
	\$	\$	\$		\$	\$
Public Facilities	3,497,069	2,346,112	1,150,957	1,240,800	132,000	4,869,869
Recreation & Culture						
Transportation						
<b>Total</b>	<b>3,497,069</b>	<b>2,346,112</b>	<b>1,150,957</b>	<b>1,240,800</b>	<b>132,000</b>	<b>4,869,869</b>

\*cost to date as at September 30, 2015

# 2016 Capital Project Summary

## Multi-Year Projects (2015 & Prior):

- Enterprise Information Management (EIM)
  - 2015 & Prior \$3,497,069
  - Total costs to date \$2,346,112
  - 2016 Request \$ 120,000
  - 2017 Request \$ 132,000
  - Total \$3,749,069

# 2016 Capital Project Summary

## New Projects:

- Information Security Program - \$1,120,800

# Questions



# 2016 Proposed Capital Budget

Division: Planning & Regional Development

Department: Land Administration

Director: Keith Smith

# 2016 Capital Budget Summary – Resourced (Funded)

Major Category	2015 & Prior Actual			2016 Proposed Budget	2017 - 2021 Plan	Total Budget
	Budget	Total Cost to date*	Total Available			
	\$	\$	\$			
Public Facilities				10,936,500		10,936,500
Recreation & Culture						
Transportation						
<b>Total</b>				<b>10,936,500</b>		<b>10,936,500</b>

\*cost to date as at September 30, 2015

\*\* Funding will be provided via previous years Capital Budgets

# 2016 Capital Project Summary

## New Projects:

- Flood Mitigation
- Draper Community Hall
- Fort Chipewyan Sewer Line Extension
- Jubilee Plaza
- South Utility Corridor – Phase 1

\*Budget may be adjusted for land acquisition as projects are funded and unfunded



# 2016 Capital Budget Highlights

## Strategic Initiatives for 2016 and Beyond:

- Building Balanced Regional Services
  - Acquisition of land for water, sewer and flood mitigation projects; strengthening service delivery to all residents and businesses within the Region
- Building for a Healthy and Active Lifestyle
  - Acquisition of land for community halls and Jubilee Plaza; to deliver opportunities for community members to enjoy a high quality of life

# Questions



# 2016 Proposed Capital Budget

Division: Office of the Chief Administrative Officer

Department: Communications and Stakeholder Relations

Director: Marilyn Hood

# 2016 Capital Budget Summary – Resourced (Funded)

Major Category	2015 & Prior Actual			2016 Proposed Budget	2017 - 2021 Plan	Total Budget
	Budget	Total Cost to date*	Total Available			
	\$	\$	\$		\$	\$
Public Facilities				49,928		49,928
Recreation & Culture						
Transportation						
<b>Total</b>				<b>49,928</b>		<b>49,928</b>

\*cost to date as at September 30, 2015

# 2016 Capital Project Summary

## New Projects:

- Public Engagement Signage - \$49,928
  - two digital signs to be used for promoting public engagement sessions
  - digital signs are an effective tool to promote engagement sessions
  - can be placed in high traffic areas for maximum exposure or located strategically to reach a specific audience

# 2016 Capital Budget Highlights

Strategic Initiatives for 2016 and Beyond:

- Digital signage to promote public engagement will:
  - contribute to Building Responsible Government by enhancing public engagement in all area of municipal activities;
  - support Building Balanced Regional Services by promoting residents' input to ensure delivery of high quality and well-planned services.



# 2016 Capital Project Features





# Questions

# 2016 Proposed Capital Budget

Division: Corporate Services

Department: Supply Chain Management

Director: Ted Zlotnik

# 2016 Capital Budget Summary – Resourced (Funded)

Major Category	2015 & Prior Actual			2016 Proposed Budget	2017 - 2021 Plan	Total Budget
	Budget	Total Cost to date*	Total Available			
	\$	\$	\$			
Public Facilities				126,950		126,950
Recreation & Culture						
Transportation						
<b>Total</b>				<b>126,950</b>		<b>126,950</b>

*\*cost to date as at September 30, 2015*

# 2016 Capital Project Summary

## New Projects:

- Purchase of Small Parts Storage System (SPSS) to be installed for Fleet Inventory Management to assist in maximizing space requirements currently at capacity:
  - The SPSS will be linked to SAP to ensure “real time” tracking of inventory to increase inventory accuracy.
  - The SPSS will also provide mechanics with a “self-serve” option as it is both a storage and retrieval system.

# 2016 Capital Budget Highlights

## Strategic Initiatives for 2016 and Beyond:

- Expand inventory storage space in Fleet Services area to ensure required inventory requirements are met.
- Increase productivity and decrease downtime of mechanics and equipment by ensuring high demand parts are stocked and available when required.
- Measure inventory turns to ensure inventory levels are adequate, but not excessive.

# 2016 Capital Project Features



# Questions