



## **Special Council Meeting**

Jubilee Centre Council Chamber  
9909 Franklin Avenue, Fort McMurray

Wednesday, November 30, 2016  
5:00 p.m.

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### **Schedule**

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

#### **Call To Order**

#### **Introductory Remarks**

#### **Motion to Move into Committee of the Whole**

#### **Community Investment Program Presentations**

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

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

**Operating Budget Presentations**

9. 2017 Operating Budget Introduction

**Public Delegations**

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

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

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

**Capital Budget Presentations**

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

**Public Delegations**

- 48. Public Delegations

**Deliberations**

- 49. Budget Deliberations - conclusion and recommendation to Council



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**Adjournment**





## Budget Workshop

Council Chamber  
9909 Franklin Avenue, Fort McMurray

November 28-December 3, 2016  
5:00 pm

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### Schedule of Proceedings

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

#### **Day 1: Monday, November 28<sup>th</sup>**

5:00 pm      Call to Order

#### **Community Investment Program Presentations**

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

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

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

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

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

6:15 pm      Vista Ridge (Kevin Grogan)

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

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

Recess to 5:00 p.m. on Tuesday, November 29<sup>th</sup>

## **Day 2: Tuesday, November 29<sup>th</sup>**

### **Operating Budget Presentations**

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

#### ***5:15 pm      Public Delegations***

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

Break (7:15 – 7:30 p.m.)

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

Recess to 5:00 pm on Wednesday, November 30<sup>th</sup>

## **Day 3: Wednesday, November 30<sup>th</sup>**

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

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

Break (7:00-7:15 pm)

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

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

Recess to 8:30 a.m. on Friday, December 2<sup>nd</sup>

**Day 4: Friday, December 2<sup>nd</sup>**

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

Break (9:45-10:00 am)

10:00 am      Council (D. Leflar)

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

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

**Capital Budget Presentations**

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

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

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

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

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

Break (2:45-3:00 pm)

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

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

Recess to 8:30 a.m. on Saturday, December 3<sup>rd</sup>

## **Day 5: Saturday, December 3<sup>rd</sup>**

**8:30 am**      *Public Delegations*

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



## Northern Alberta Athletic Association

### **PRESENTATION TO COUNCIL**

November 28, 2016

**David Fitzgerald**

NAAA President

**Ross Green**

NAAA Treasurer

**Terry Connors**

NAAA Director of Operations



# MANDATE AND PROGRAMS

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

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

## **Multi-Purpose Room**

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





# **MANDATE AND PROGRAMS (cont'd)**

## **Amphitheatre**

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

## **Parking Lot Rental**

- Driver Education

## **Ice Surface**

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

# MANDATE AND PROGRAMS (cont'd)

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

## **Pottery Studio**

- Fort McMurray Potters Guild



## DETAILED BUDGET (2017) - REVENUE

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



# DETAILED BUDGET (2017) - EXPENSES

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



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

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



## DETAILED BUDGET (2017) - BALANCE

• Revenue	\$ 1,546,740
• Expenses	\$ 1,565,356
<b>BALANCE</b>	<b>(\$ 18,616)</b>



## CONCLUSION

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



**Questions?**





# **Fort McMurray Heritage Society**

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

November 28, 2016

Roseann Davidson - Executive Director  
Tammy Plowman - Programs Manager



# Fort McMurray Heritage Society Mission

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

Fort McMurray Heritage Society Board Policy

**FORT MCMURRAY**  
**HERITAGE VILLAGE**



**FORT MCMURRAY**  
**HERITAGE SHIPYARD**





# Who is the Fort McMurray Heritage Society?

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





# Who is the Fort McMurray Heritage Society?

**We are operated by:**

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







# What Do We Offer?

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





# What Do We Offer?







# What Do We Offer?





# Fort McMurray Heritage Village

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

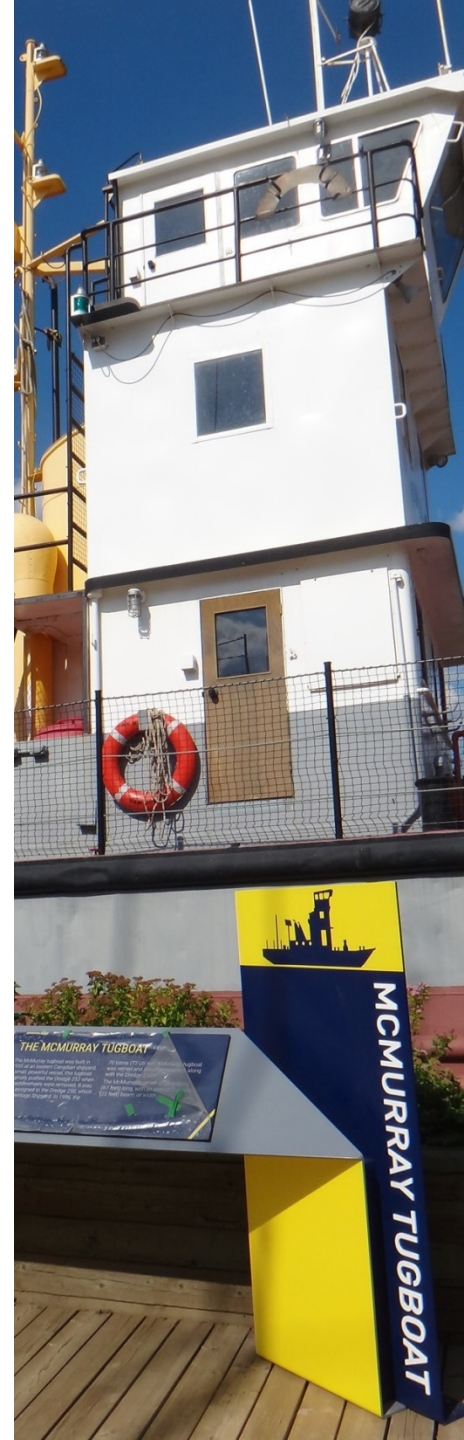






# Fort McMurray Heritage Shipyard

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





# Major Annual Events

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

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





# Projected Plans for 2017

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





# Partnerships

**The FMHS is grateful to have the following partners:**

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



# Fort McMurray Heritage Society Budget

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





# Combined Museums Budget

## General Expenses

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

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## General Revenue

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



# **Projected Overall 2017 Budget for FMHS**

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

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

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



# Any Questions?







# Any Questions?







# **2017 BUDGET PRESENTATION TO COUNCIL**

November 28, 2016

Wood Buffalo Regional Library

Monica Domingues, Chair

Melissa Flett, Acting Director



# MUNICIPAL FUNDING REQUEST

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



# OUR GOALS FOR 2017

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



# 2017 BUDGET SUMMARY

(in thousands)

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



# 2017 OPERATING EXPENSE BUDGET

(in thousands)

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



# 2017 PERSONNEL COSTS BUDGET

(in thousands)

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

Full-Time Equivalents	2017	2016	Variance
	48.5	48.07	0.43





# EXPENSE VARIANCE

(in thousands)

	Budget 2017	Budget 2016	Variance
General Operations	439	432	7

Major items include:

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



# EXPENSE VARIANCE (cont'd)

(in thousands)

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

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



# EXPENSE VARIANCE (cont'd)

(in thousands)

	Budget 2017	Budget 2016	Variance
Library Services	168	152	16

Includes:

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



# 2017 NON-OPERATING EXPENSES BUDGET (in thousands)

	Budget 2017	Budget 2016	Variance
Library Materials	398	398	0

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



# 2016 Year in Review

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



# THANK YOU

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

**“Thank You”**

for your ongoing support!

# PRESENTATION TO COUNCIL

NOVEMBER 28, 2016

**Jean-Marc Guillamot, Chair**  
**Frank Creasey, CEO**



# PRESENTATION OVERVIEW



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



# Destination Management Organization

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

# Tourism – Sector / Sub-Sector Composition

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

# TOURISM – SECTOR Outcomes

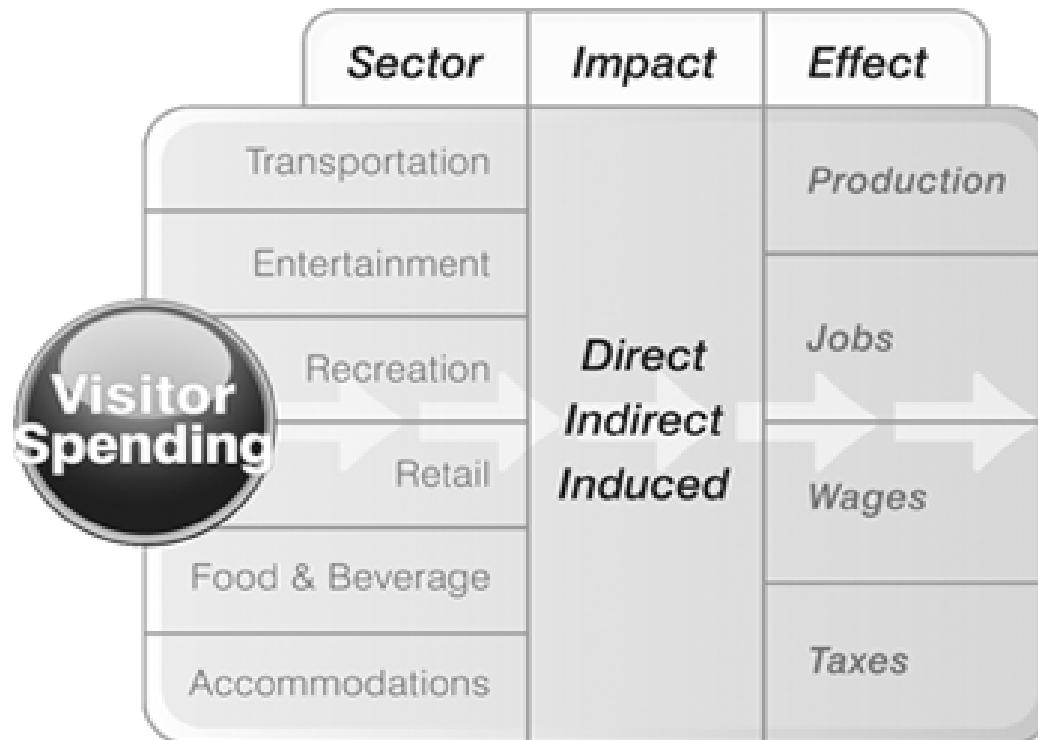
## ➤ **Economic:**

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

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

# TOURISM – SECTOR Outcomes

## ➤ Economic:



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

# TOURISM – SECTOR Outcomes

## ➤ **Social:**

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

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

# VALUE of TOURISM

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



# VALUE of TOURISM

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

# Development & Marketing

## ➤ **Broad market categories:**

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

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

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

# Tourism – why do municipalities do it?

## ➤ Outcomes:

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

# Tourism – why do municipalities do it?

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

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

# Budget Request of the RMWB

# Mandate & Programs

## Mandate:

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

## Programs:

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



# Fort McMurray Tourism – Budget Overview

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

# Personnel Investment

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

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

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

Total Full Time Equivalents annually: 10.5

Expectations: to maintain current level under FMT

# Program & Activity Delivery Investment

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

**\$1,279,611**

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

**\$750,000**

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

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

# Sector Investment Requested

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

**Source: Fort McMurray Tourism Business cases – September 2016**

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

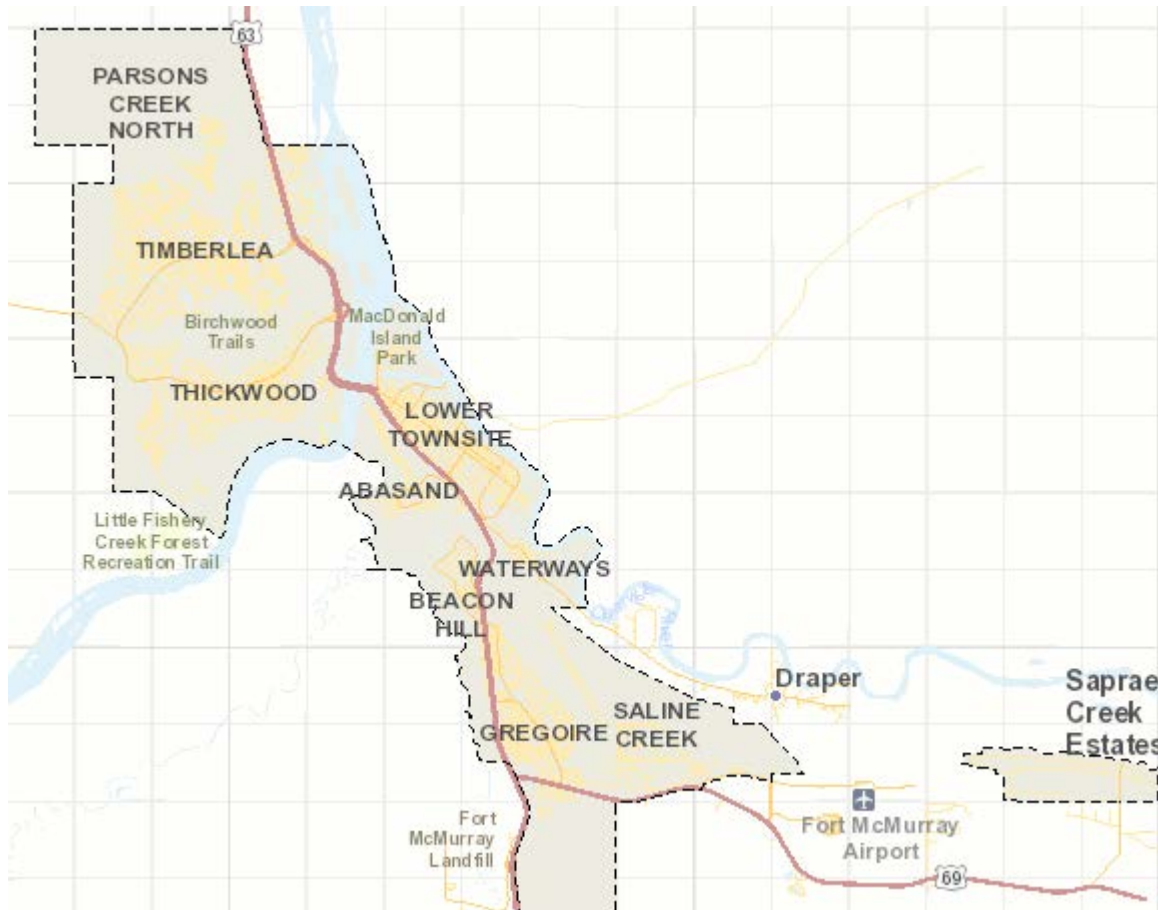
## **Fort McMurray Tourism's Request of the Regional Municipality**

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

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

# Area Resourced to Cover

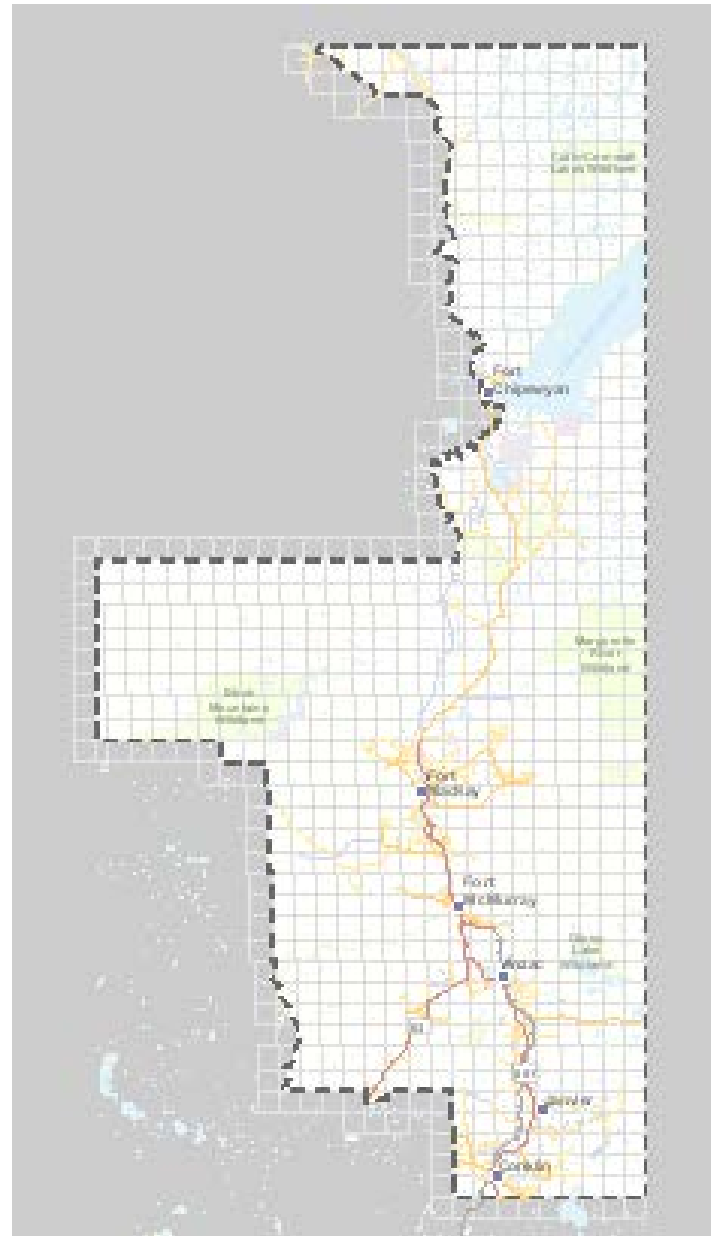
Fort McMurray as a gateway to the Wood Buffalo region



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

# Area of Ideal Coverage

## Full Wood Buffalo region



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

# For Consideration

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



# For Consideration

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

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

# For Consideration

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

# For Consideration

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



Thank you for your time!





# PRESENTATION TO COUNCIL

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

November 28, 2016

Paul Spring  
President and Board Chair

Andrea Montgomery Spring  
Director of Stakeholder and Community Relations



# MANDATE



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



# Fort McKay Band Office







# Imperial Oil Kearl Lake Plant



# Conklin Corner





# HWY 63 at Hangingstone River





# Hwy 63 at House River



# BUDGET



## Revenue

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

## Expenses

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

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

# PERSONNEL COSTS



## Transport Canada mandated positions

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

## Administration

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

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

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

# OPERATING COSTS



## Variable Costs (per average annual flight hours)

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

## Fixed Costs

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



# STAFF



## Current

- 16 Staff
- 11.9 Full-time Equivalents

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

# NEGATIVE IMPACTS



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

# POSITIVE HAPPENINGS



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

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



# Patient evacuation transfer at Fire Bag Airport





# MORE POSITIVES



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

# QUESTIONS?







# PRESENTATION TO COUNCIL

## Vista Ridge

November 28,  
2016



# VISTA RIDGE OPERATIONS FIRE IMPACTED



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

# PRIORITIES AT VISTA RIDGE



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

# SNOWMAKING BOOSTER PUMPHOUSE

- The booster pumphouse was a total loss.



- Rebuilt with provision to install pumps.





# TUBE PARK WAS A TOTAL LOSS

- Tube Park was the hardest-hit area.



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



# FIRE DAMAGE (cont'd)

- Tube park carpet lift and lights destroyed.



- Snowmaking pedestals and lights.



# CAPITAL 2009-2016 RMWB



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

# PROJECTS STARTED OR PLANNED



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



# WILDPLAY WOOD BUFFALO PARK

- New sign and planters at park entry.

- Playscape for younger guests.



# ADDITIONAL ACTIVITIES COMPLETED

- Frisbee golf - easy family fun at no charge.



- Pump Track on skate park.



# 12-HOLE MINI PUTT COURSE

- A 12-hole mini putt course.

- The course and props are RMWB-themed.





# NATURE-BASED PLAYSCAPE FEATURES

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



- Courses encourage climbing and balance.



# “FLIP FACTORY” IN RINK TENT

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



- Centre featuring multiple bouncing and play options.



# BIKE SKILLS PARK



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





# 2016 PROJECTS AS APPROVED



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

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

# 2017 PROJECTS REVISED

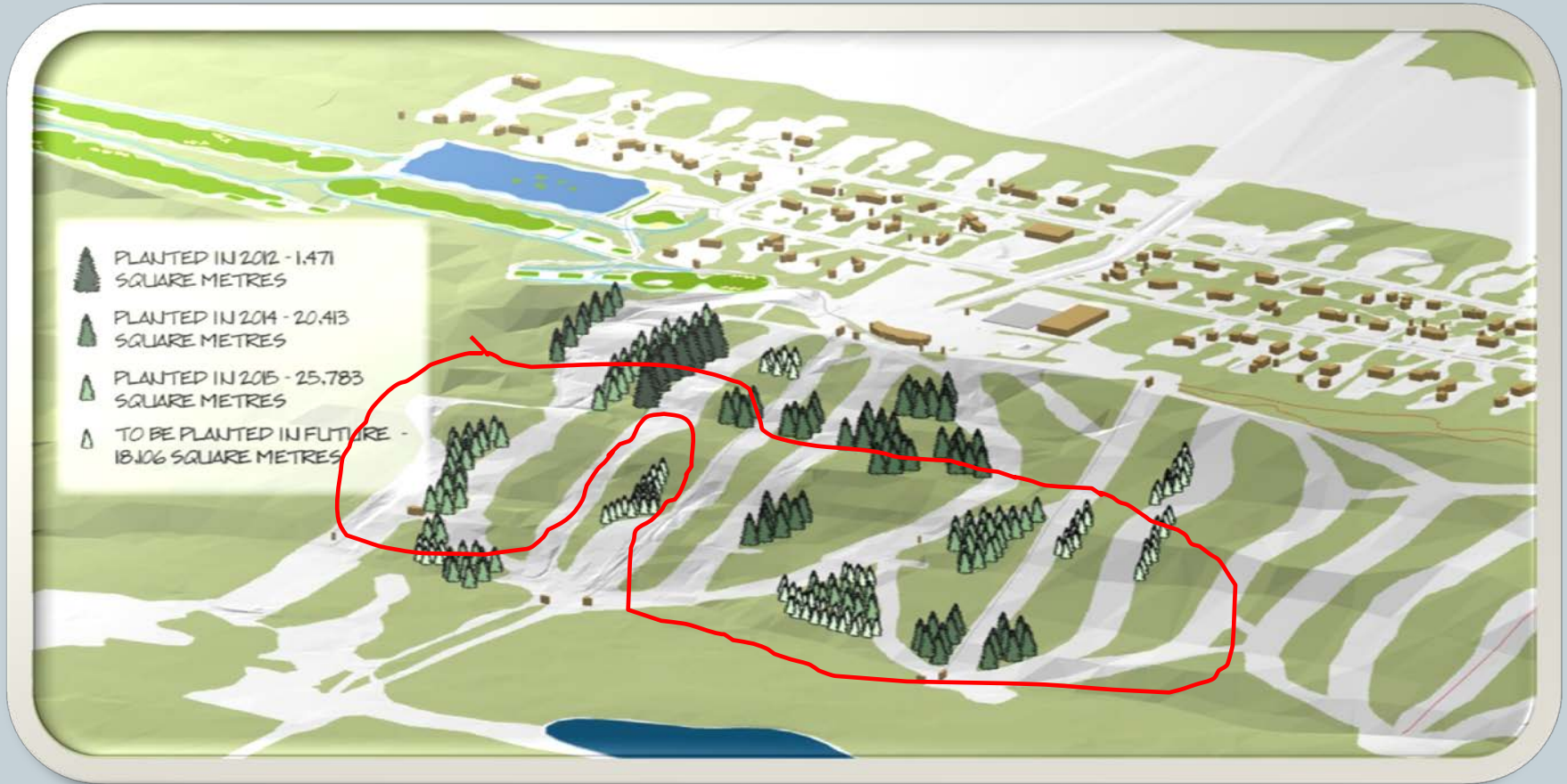


2017 total requested is the same as the 2016 amount placed on hold. Scope has changed due to the current circumstances.

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



# FOREST SUCCESSION & STABILIZATION PLAN



# LOWER SLOPES PRESENT STABILITY CONCERNS





# NEW SLOPE STABILIZATION PROGRAM

- Above the Luge Trail planted and fenced.



- Area post-fire fences melted and trees burnt.



# GOLF COURSE SCOPE & DESIGN CHANGES

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



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



# GOLF COURSE FEATURES AND SCHEDULE



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

# 2018-2019 ANTICIPATED CAPITAL PROJECTS



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

# OPERATING BUDGET 2016-2017



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



# VISTA RIDGE IN THE FUTURE



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

# PRESENTATION TO COUNCIL

November 28, 2016

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



*Building healthy  
communities*

# YMCA OF NORTHERN ALBERTA

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



# 2016 RECOVERY RESPONSE

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



# WESTWOOD FAMILY YMCA

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





# MUNICIPAL FINANCIAL SUPPORT

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

2012 - \$150,000

2013 - \$150,000

2014 - \$170,000

2015 - \$200,000

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

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



# 2017 WOOD BUFFALO REGION

## DRAFT OPERATING BUDGET

### Revenue

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



# 2017 WOOD BUFFALO REGION

## DRAFT OPERATING BUDGET (cont'd)

### Expenses

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

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



# WESTWOOD FAMILY YMCA

## PROPOSED 2017 OPERATING BUDGET

### Revenue

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

### Expenses

Personnel Costs	\$1,340,000
Operating Costs	<u>\$ 600,000</u>
Total Expenses	\$1,940,000

<b>Operating Contribution – direct expenses</b>	\$ 140,000
Association Services Overhead	<u>(\$ 174,000)</u>

<b>Net Operating Contribution</b>	<u>(\$ 34,000)</u>
<b>Association Capital reinvestment</b>	<u>(\$ 100,000)</u>
	<b>(\$ 134,000)</b>



# EAGLE RIDGE COMMUNITY CENTRE

## Background:

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



# EAGLE RIDGE COMMUNITY CENTRE (cont'd)

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

# EAGLE RIDGE

## PROPOSED 2017 OPERATING BUDGET

### Revenue

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

### Expenses

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

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



# WOOD BUFFALO REGION REQUEST

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

## **Total 2017 Funding Request**

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

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

**regional recreation**  
**CORPORATION**  
*of wood buffalo*

# Presentation to Council

November 2016

**Presenters:**

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

# Mandate and Programs

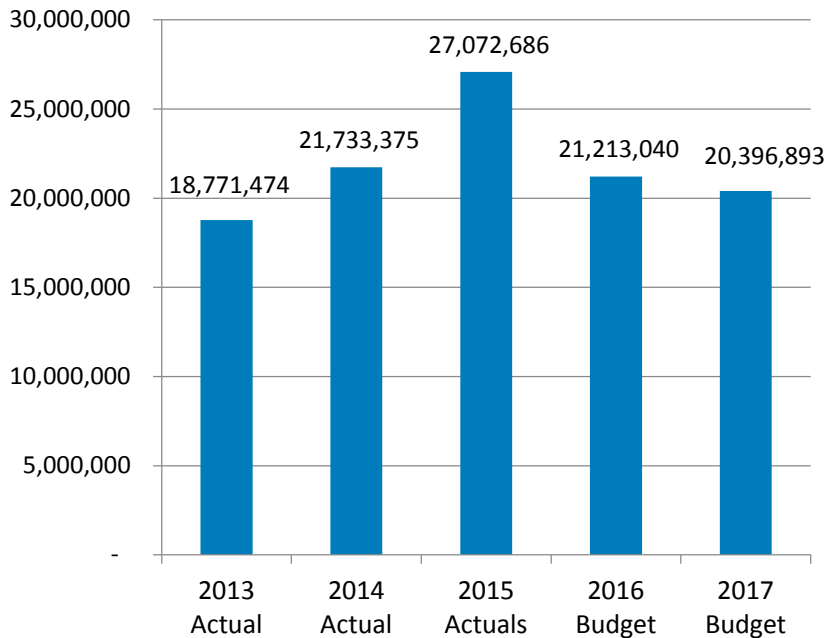
- The current mandate of the Regional Recreation Corporation of Wood Buffalo is to:
  - advance, promote and encourage recreational, cultural and social activities and events for the benefit of residents of the RMWB;
  - operate existing and future recreational facilities and cultural facilities to serve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

# Operating Request



# Revenue

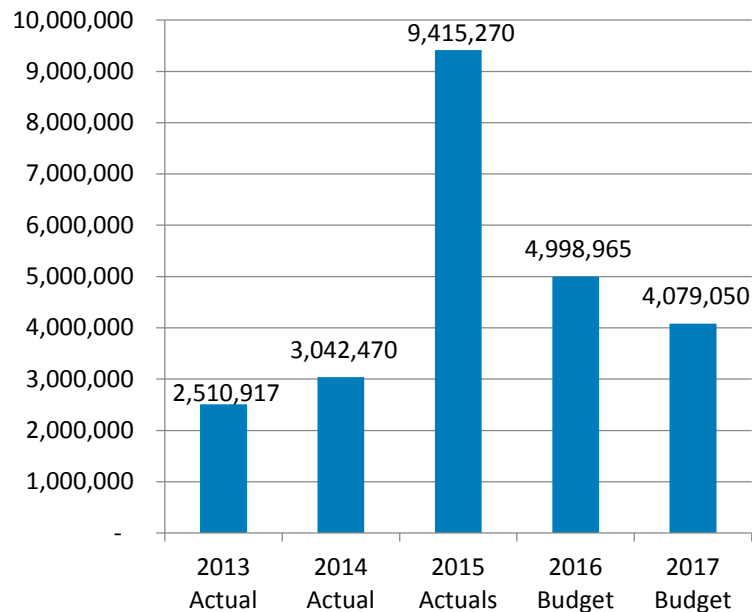
## Total Revenue



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

# Direct Costs

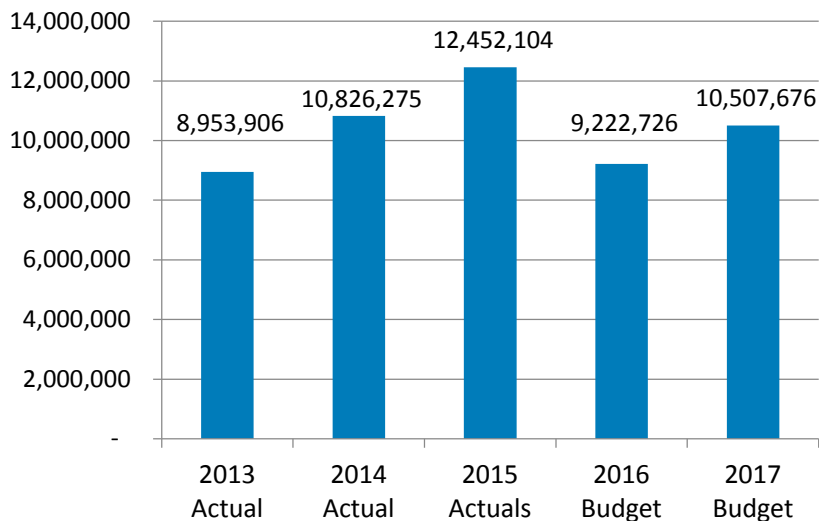
## Direct Costs



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

# Operating Expenses - Other

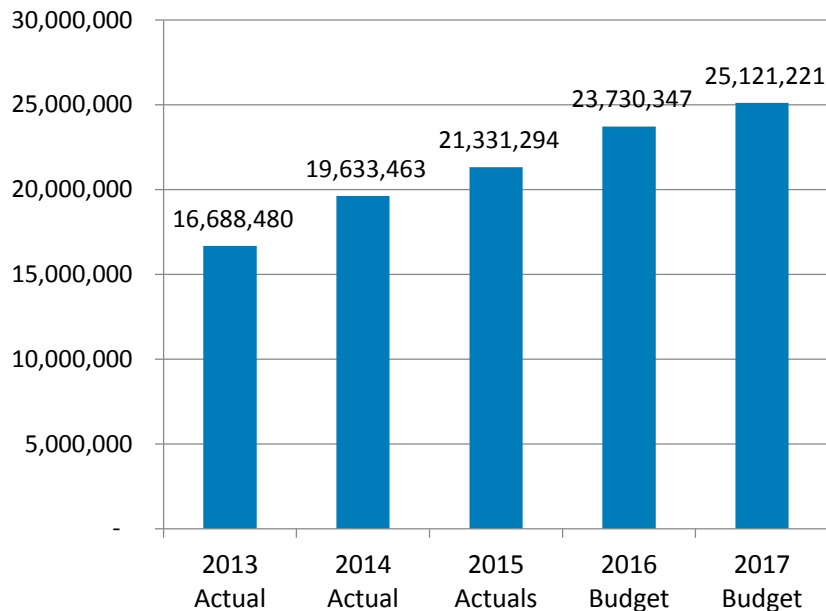
## Operating Expenses - Other



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

# Wages and Benefits

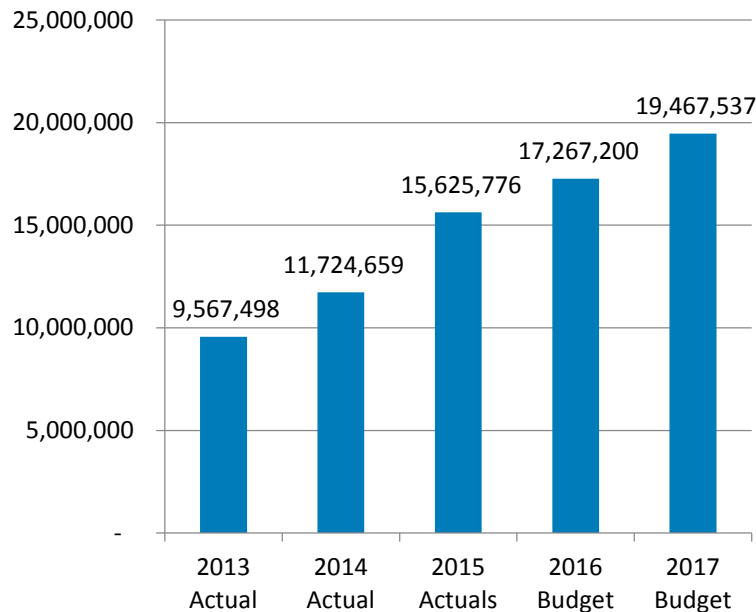
## Wages and Benefits



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

# Subsidy Request

## RMWB Subsidy

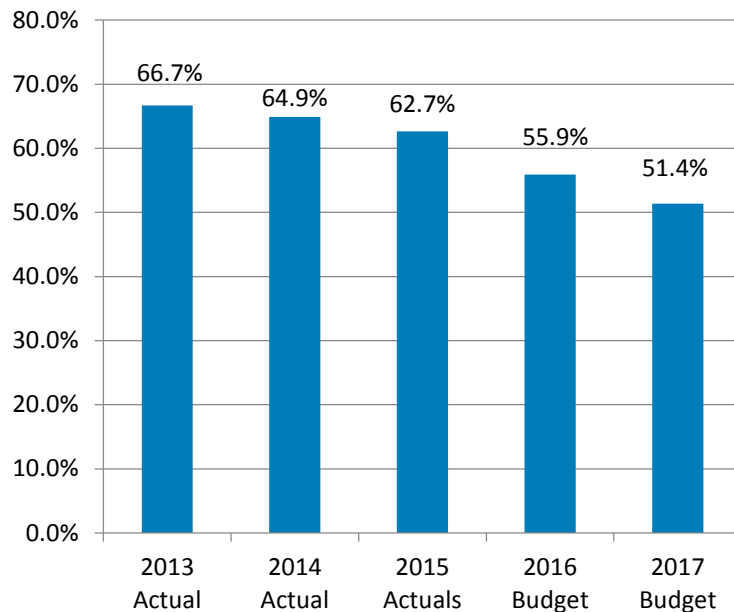


- Subsidy request has increased 13% relative to 2016
- Request per facility:
  - MacDonald Island Park \$14,928,376 (+1%)
  - Anzac \$1,201,309 (-13%)
  - Fort Chipewyan \$3,337,850 (+214%)

# Cost Recovery

- Cost recovery impacted significantly by Fort Chipewyan Aquatic Centre

## Cost Recovery %





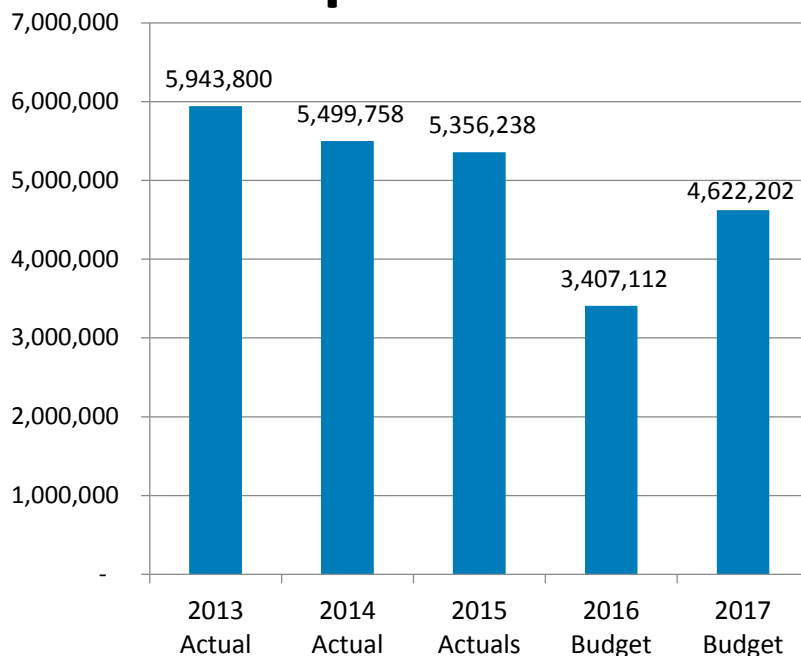
# Approval of 2017 Operating Budget

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

# Capital Request

# Capital Budget

## Capital Grant



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

# Approval of 2017 Capital Budget

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

The logo for the Regional Recreation Corporation of Wood Buffalo is positioned on the left side of the slide. It features a vertical green line to the left of the text. The text is arranged in three lines: "regional recreation" in a medium blue sans-serif font, "CORPORATION" in a larger, bold, medium blue sans-serif font, and "of wood buffalo" in a green italicized sans-serif font.

regional recreation  
**CORPORATION**  
*of wood buffalo*

# 2017 Proposed Operating Budget

Maintaining the Foundation for  
Today and the Future

November 29, 2016

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



## **2017 Budget Development Work Plan**

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

## 2016 Budget Update

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

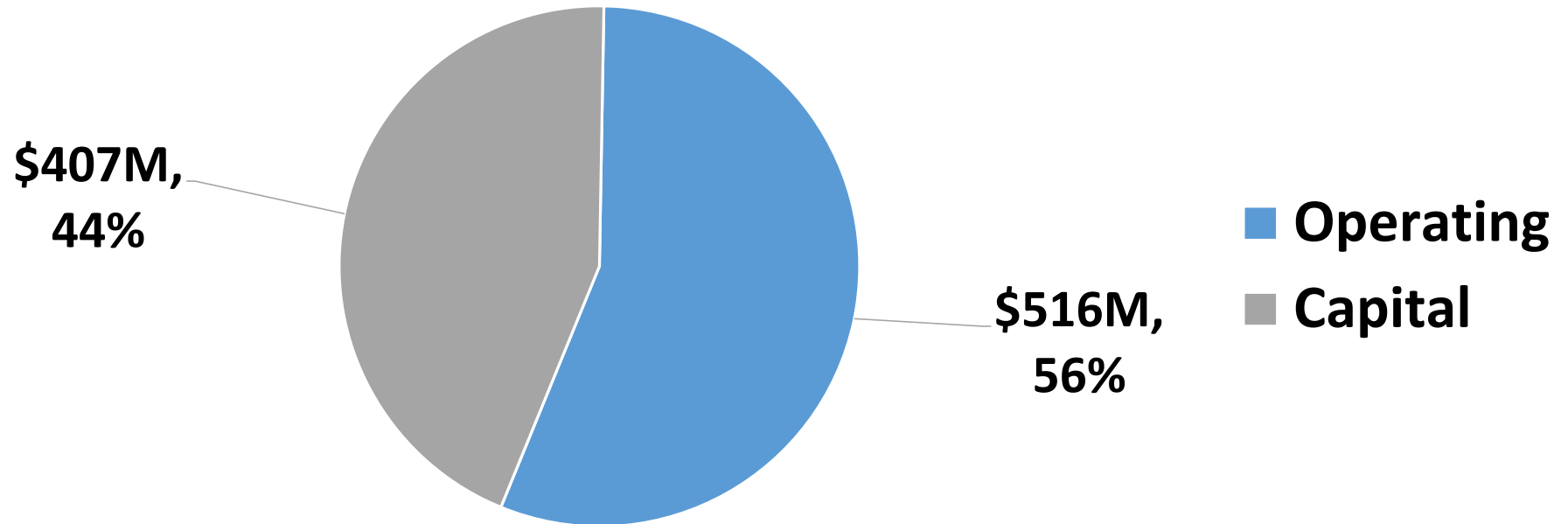
## **2017 Proposed Budget**

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

# **2017 PROPOSED BUDGET AND 2018 - 2019 FINANCIAL PLANS**

# 2017 Proposed Operating and Capital Budget

Total 2017 - \$923M



\*Includes Public Art Commitment

## 2017 Proposed Operating Budget Analysis

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



## 2017 Proposed Operating Budget Analysis

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

# Property Taxation Revenue

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

# **Municipal Tax Calculation**

**Assessment x Municipal Tax Rate = Municipal Tax Levy**

# Property Taxation Revenue Projection

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

# Machinery & Equipment Revenue Projection

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

## 2016 Assessment Appeal Update

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

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



## **Assessment Appeal Allowance**

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

## 2017 Proposed Operating Budget Comparison

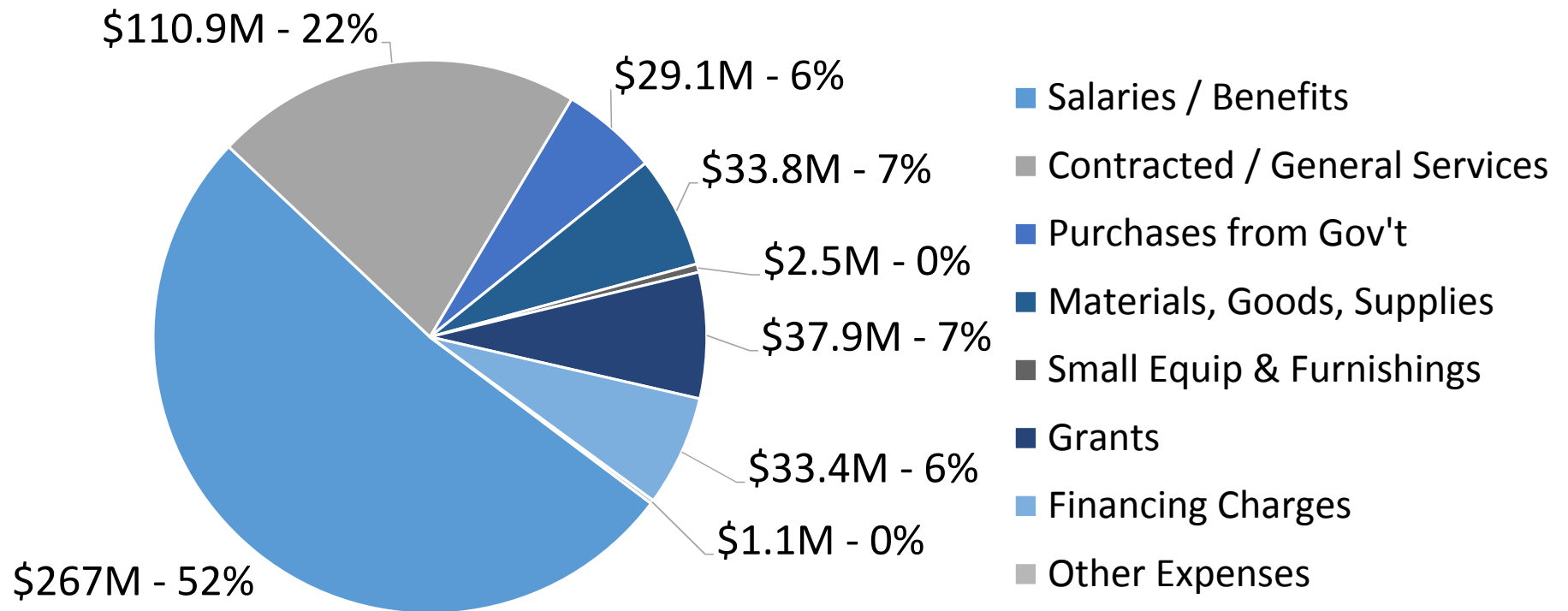
Expenses	2016 (\$'M)	2017 (\$'M)	Change (\$'M)
Salaries / Benefits	259.2	267.0	7.8
Contracted / General Services	108.0	110.9	2.9
Purchases from other Governments	28.1	29.1	1.0
Materials, Goods, Supplies	38.9	33.8	(5.1)
Small Equipment & Furnishings	3.2	2.5	(0.7)
Grants	41.7	37.9	(3.8)
Financial Service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

## 2017 Proposed Operating Budget Comparison

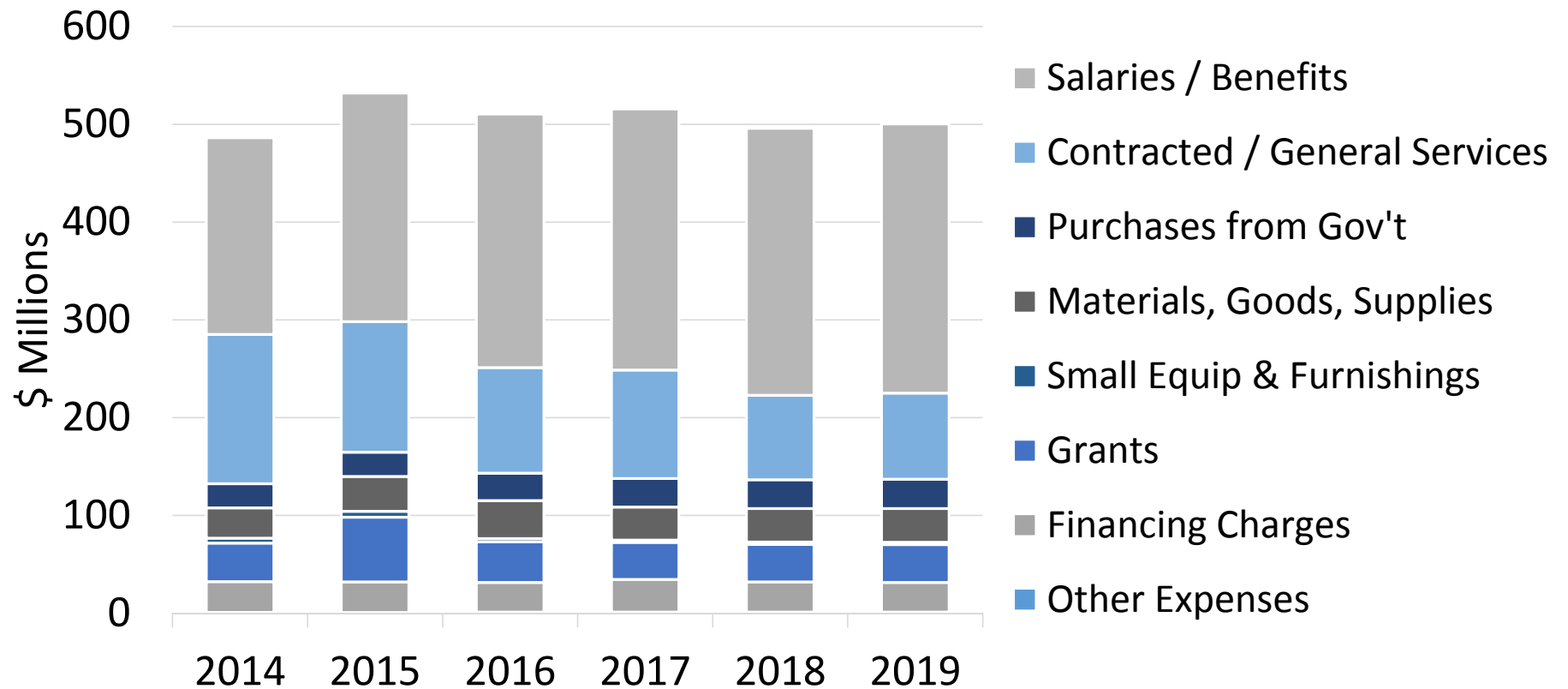
Expenses	2016 (\$'M)	2017 (\$'M)	Change (\$'M)
Total Operating Expenses	510.5	515.7	5.2
Transfer to Capital / 2016 Deficit Reduction	366.3	335.6	(30.7)
<b>Total Operating Budget</b>	<b>876.8</b>	<b>851.3</b>	<b>(25.5)</b>

# 2017 Proposed Operating Budget

Expenses Summary = Total \$515.7 M



# Operating Budget & Financial Plan Trend



# **2017 PROPOSED BUDGET PERSONNEL**



## 2016 Personnel Update

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

\*FTE-Full Time Equivalent

## **2017 Personnel Budget (FTE) Principles**

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

## Other Efficiency Initiatives

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

## **Budget Deliberations – Next Steps**

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

# 2017 Proposed Operating Budget

Maintaining the Foundation for  
Today and the Future

November 29, 2016

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

# **2017 Proposed Budget**

Division: Planning & Regional Development

Department: Planning & Development

Director: Jamie Doyle

# **Department Operations at a Glance**



# Department Operations at a Glance

## Department Mandate:

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

# Department Operations at a Glance

## What We Do:

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

Our key services are:

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

# Department Operations at a Glance

## What is the plan for 2017

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

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

# Department Operations at a Glance

## What is the plan for 2017 cont'd:

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

# Department Operations at a Glance

## Resources Required:

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

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

No additional Full Time Employee requests for 2017.

# Operating Budget

# Operating Budget

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

\*as at September 30, 2016



# Personnel Budget

# Personnel Budget

## 2017 Personnel Cost

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

## 2017 Number of FTEs

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

\*as of September 30,  
2016

# Questions

# 2017 Proposed Budget

Division: Planning & Regional Development

Department: Land Administration

Director: Keith Smith

# **Department Operations at a Glance**

# Department Operations at a Glance

## Department Mandate:

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

# Department Operations at a Glance

What we do:

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



# Department Operations at a Glance

What is the Plan for 2017:

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

# Department Operations at a Glance

## What is the Plan for 2017 (cont'd)

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

# Department Operations at a Glance

## Resources Required

- Operating Budget of \$8.2M

# Operating Budget

# Operating Budget

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

\*as at September 30, 2016

# Personnel Budget

# Personnel Budget

## 2017 Personnel Cost

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

## 2017 Number of FTEs

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

\*as of September 30,  
2016



# Questions

# 2017 Proposed Budget

Division: Planning & Regional Development

Department: Economic Development

Director: Keith Smith (Acting)

# **Department Operations at a Glance**

# Department Operations at a Glance

## Department Mandate:

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

# Department Operations at a Glance

What we do:

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

# Department Operations at a Glance

## What is the Plan for 2017

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

# Department Operations at a Glance

## Resources Required

- Operating Budget of \$2.3M

# Operating Budget



# Operating Budget

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

\*as at September 30, 2016

# Personnel Budget

# Personnel Budget

## 2017 Personnel Cost

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

## 2017 Number of FTEs

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

\*as of Sep 30, 2016

# Questions



# 2017 Proposed Budget

Division: Community and Protective Services

Department: Community Services

Director: Carole Bouchard

# **Department Operations at a Glance**

# Department Operations at a Glance

## Department Mandate:

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



# Department Operations at a Glance

## Department Summary:

### 1. Community Facilities and Investment (CFI) Branch

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

### 2. Community Strategies (CS) Branch

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

# Department Operations at a Glance

Department Summary continued:

## 3. Neighbourhood and Community Development (NCD) Branch

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

# Department Operations at a Glance

Department Summary continued:

## 4. Rural Community Development (RCD) Branch

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

# Department Operations at a Glance

## Resources Required:

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

# Operating Budget

# Operating Budget

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

\*as at September 30, 2016

# Personnel Budget

# Personnel Budget

## 2017 Personnel Cost

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

## 2017 Number of FTEs

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

\*as of September 30, 2016





# Thank You

# 2017 Proposed Budget

Division: Community and Protective Services

Department: Municipal Law Enforcement & RCMP Support  
Services

Director: Kimberly Snow

# **Department Operations at a Glance**

# Department Operations at a Glance

## Department Mandate:

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

# Department Operations at a Glance

## What We Do:

Our key delivery services are

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

# Department Operations at a Glance

## What is the Plan for 2017:

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

# Department Operations at a Glance

## Resources Required:

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

# Operating Budget



# Operating Budget

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

\*as at September 30, 2016

# Personnel Budget

# Personnel Budget

## 2017 Personnel Cost

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

## 2017 Number of FTEs

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

\*as of Sept. 30, 2016

# Questions



# 2017 Proposed Budget

Division: Community and Protective Services

Department: Regional Emergency Services

Director: Darby Allen

# **Department Operations at a Glance**

# Department Operations at a Glance

## Department Mandate:

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



# Department Operations at a Glance

## What We Do:

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

## Key Service Deliverables:

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

# Department Operations at a Glance

## What is the Plan for 2017:

1) 2017 RES Business Plan includes the following:

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

# Department Operations at a Glance

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

# Department Operations at a Glance

## Resources Required:

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

# Operating Budget

# Operating Budget

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

\*as at Sept 30, 2016

# Personnel Budget

# Personnel Budget

## 2017 Personnel Cost

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

## 2017 Number of FTEs

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

\*as of September 30, 2016



# Questions

# 2017 Proposed Budget

Division: Community and Protective Services

Department: First Nation and Métis Nation Relations

Director: Dennis Fraser

# **Department Operations at a Glance**

# Department Operations at a Glance

## Department Mandate:

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

# Department Operations at a Glance

## Department Summary:

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

# Department Operations at a Glance

## Department Summary (continued):

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

# Department Operations at a Glance

## Department Summary (continued):

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

# Operating Budget



# Operating Budget

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

\*as at September 30, 2016

# Personnel Budget

# Personnel Budget

## 2017 Personnel Cost

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

## 2017 Number of FTEs

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

\*as of September 30, 2016

# Questions



# 2017 Proposed Budget

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

# **Department Operations at a Glance**

# Department Operations at a Glance

## Department Mandate:

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



# Department Operations at a Glance

## What We Do:

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

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

# Department Operations at a Glance

## What is the plan for 2017:

### Goal 1: Building a Responsible Government

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

# Department Operations at a Glance

## Resources Required:

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

# Operating Budget

# Operating Budget

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

\*as at September 30, 2016

# Personnel Budget

# Personnel Budget

## 2017 Personnel Cost

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

## 2017 Number of FTEs

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

\*as of September 30, 2016,  
without Pulse

# Questions





# 2017 Proposed Budget

Division: Infrastructure and Engineering

Department: Engineering

Director: Dawny George

# **Department Operations at a Glance**

# Department Operations at a Glance

## Department Mandate:

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

# Department Operations at a Glance

## What we do:

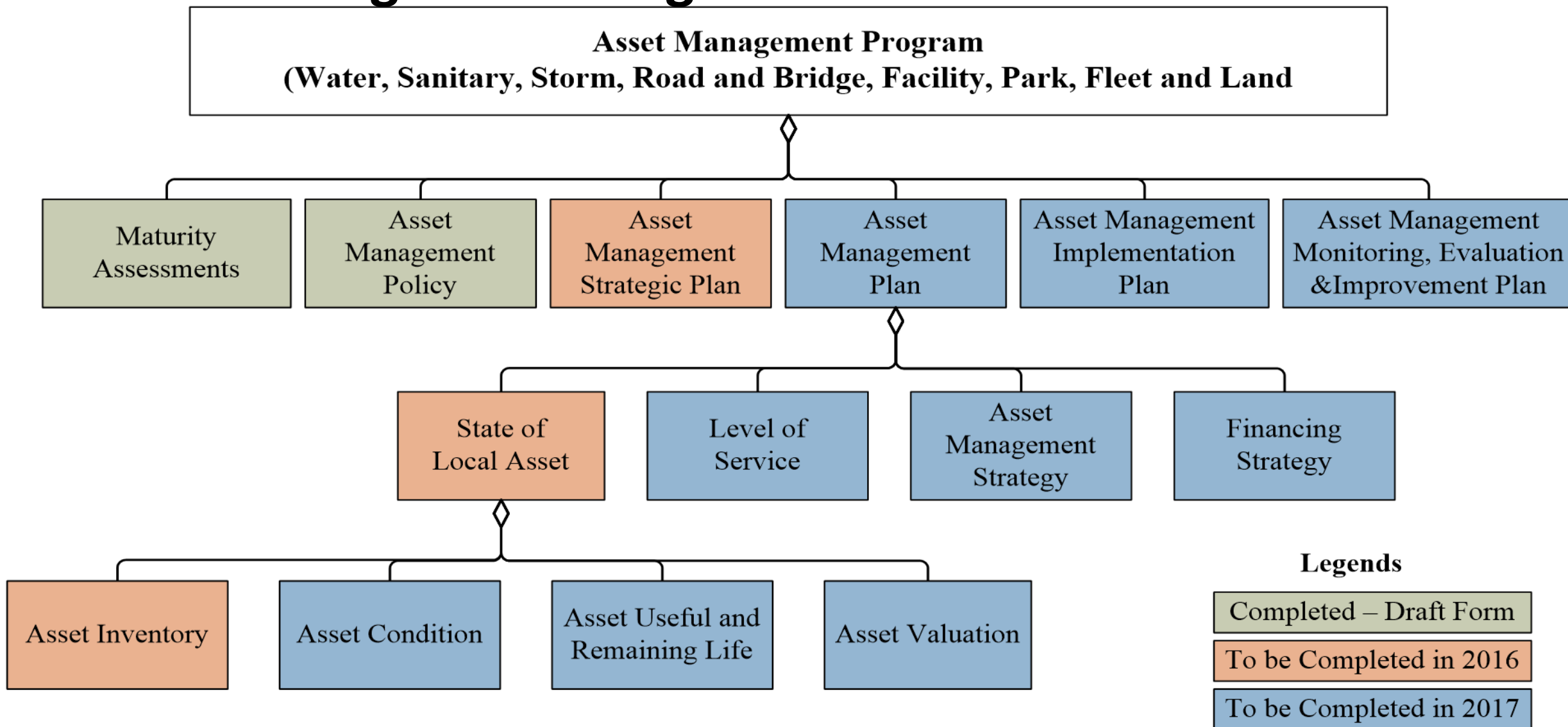
- Provide engineering and technical support
- Development services
- Master planning and feasibility studies
- Engineering assessments and pre-designs
- Delivery of Capital Programs
- Asset Management Services

# Department Operations at a Glance

## What is the plan for 2017:

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

# Asset Management Program



# Engineering Operations at a Glance

## Resources Required:

- \$19.1M Operating budget
- 68 FTEs



# Operating Budget

# Operating Budget

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

\*as at September 30, 2016

# Personnel Budget

# Personnel Budget

## 2017 Personnel Cost

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

## 2017 Number of FTEs

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

\*as of September 30, 2016

# Questions

# 2017 Proposed Budget

Division: Public Infrastructure and Engineering

Department: Public Works

Director: Kelly Colbourne (Acting)

# **Department Operations at a Glance**

# Department Operations at a Glance

## Department Mandate:

The Public Works department is responsible for

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



# Department Operations at a Glance

## a. What We Do

### Roads (including Traffic Services)

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

## What We Do (Cont.)

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

# What We Do (Cont.)

## Parks

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

# What We Do (Cont.)

## Fleet

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

## Fort Chipewyan Hamlet

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

# What is the plan for 2017

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

# What is the plan for 2017

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

# Resources Required

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

# Operating Budget



# Operating Budget

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

\*as at Sep 30, 2016

# Personnel Budget

# Personnel Budget

## 2017 Personnel Cost

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

## 2017 Number of FTEs

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

\*as of Sep 30, 2016

# Questions



# 2017 Proposed Budget

Division: Infrastructure and Engineering

Department: Environmental Services

Director: Leslie Burke (Acting)

# **Department Operations at a Glance**

# Department Operations at a Glance

## Department Mandate:

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



# Department Operations at a Glance

## Department Summary:

Environmental Services main service branches include:

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

# Department Operations at a Glance

## Water Treatment Branch Summary:

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

## Wastewater Treatment Branch Summary:

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

# Department Operations at a Glance

## Underground Services Branch Summary:

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

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

# Department Operations at a Glance

## Solid Waste & Recycling Branch Summary:

*Provides safe, reliable and efficient solid waste management.*

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

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

# Department Operations at a Glance

## Trades Services Branch Summary:

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

# Department Operations at a Glance

## 2017 Operating Plan Strategic Priorities Summary:

These core activities directly support Council's Strategic Priorities:

#2: Building Balanced Regional Services

#6: Building a Sustainable Region

# Department Operations at a Glance

## Environmental Services Resources summary:

2017 Operating Plan Financial changes include:

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

# Operating Budget



# Operating Budget

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

\*as at September 30, 2016

# Personnel Budget

# Personnel Budget

## 2017 Personnel Cost

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

## 2017 Number of FTEs

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

\*as of September 2016

# Questions



# 2017 Proposed Budget

Division: Infrastructure and Engineering

Department: Sustainable Operations

Director: Leslie Burke

# **Department Operations at a Glance**

# Department Mandate

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



# Department Mandate continued....

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

# What We Do

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

# What is the Plan for 2017 and Beyond

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

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

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

# Resources Required

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

# Operating Budget

# Operating Budget

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

\*as at September 30, 2016

# Personnel Budget



# Personnel Budget

## 2017 Personnel Cost

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

## 2017 Number of FTEs

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

\*as of September 30, 2016

# Questions



# 2017 Proposed Budget

Division: Infrastructure and Engineering

Department: Transit Services

Director: T. O'Doherty

# **Department Operations at a Glance**

# Department Operations at a Glance

## Transit Services Mandate:

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

# Department Operations at a Glance

## What We Do

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

# Department Operations at a Glance

## What is the plan for 2017

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



# Department Operations at a Glance

## Resources Required

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

# Operating Budget

# Operating Budget

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

\*as at September 30, 2016

# Personnel Budget

# Personnel Budget

## 2017 Personnel Cost

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

## 2017 Number of FTEs

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

\*as of September 30, 2016

# Questions



# 2017 Proposed Budget

Division: Council

Department: Wood Buffalo Recovery Committee and Task Force

Team Lead: Dana Woodworth



# Recovery Committee

# Wood Buffalo Recovery Committee Mandate:

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

# Recovery Committee is tasked with:

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

# Recovery Task Force

# Operations at a Glance

## Major Initiatives for 2017

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

# Operations at a Glance

## Recovery Task Force Summary: Integration

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

# Operating Budget

# Department Operations at a Glance

## Resources Required:

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



# Department Operations at a Glance

## Resources Required:

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

# Operating Budget

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

\*as at September 30, 2016

# Department Operations at a Glance

## Resources Required:

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

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

\*as at September 30, 2016

# Personnel Budget

# Personnel Budget

## 2017 Personnel Cost

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

\*as at September 30, 2016

## 2017 Number of FTEs

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

\*as at September 30, 2016

# Questions



# 2017 Proposed Budget

Division: Corporate Services

Department: Financial Services

Director: Linda Ollivier



# **Department Operations at a Glance**

# Department Operations at a Glance

## Department Mandate:

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

# Department Operations at a Glance

## What We Do:

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

# Department Operations at a Glance

## What is the plan for 2017:

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

# Department Operations at a Glance

## Resources Required:

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

# Operating Budget

# Operating Budget

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

\*as at September 30, 2016

# Personnel Budget



# Personnel Budget

## 2017 Personnel Cost

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

## 2017 Number of FTEs

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

\*as of Sept 30, 2016

# Questions



# 2017 Proposed Budget

Division: Corporate Services

Department: Human Resources

Director: Terry Hartley

# **Department Operations at a Glance**

# Department Operations at a Glance

## Department Mandate:

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

# Department Operations at a Glance

## What We Do

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

# Department Operations at a Glance

## What We Do (continued)

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



# Department Operations at a Glance

What is the plan for 2017

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

# Department Operations at a Glance

What is the plan for 2017 (continued)

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

# Department Operations at a Glance

## Resources Required

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

# Department Operations at a Glance

Department Summary:

Resources Required (cont.)

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

# Operating Budget

# Operating Budget

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

\*as at September 30, 2016

# Personnel Budget

# Personnel Budget

## 2017 Personnel Cost

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

## 2017 Number of FTEs

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

\*as of September 30, 2016



# Questions

# 2017 Proposed Budget

Division: Corporate Services

Department: Information and Advisory Services

Director (Acting): AnnMarie Hintz

# **Department Operations at a Glance**

# Department Operations at a Glance

## Department Mandate:

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

# Department Operations at a Glance

The department branches are:

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

# Department Operations at a Glance

## What We Do

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

# Department Operations at a Glance

## What we accomplished in 2016

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

# Department Operations at a Glance

What is the plan for 2017

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



# Department Operations at a Glance

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

## Resources required

- \$25.9M Operating Budget
- 84 FTEs

# Operating Budget

# Operating Budget

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

\*as at September 30, 2016

# Personnel Budget

# Personnel Budget

## 2017 Personnel Cost

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

## 2017 Number of FTEs

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

\*as of September 30, 2016

# Questions



# 2017 Proposed Budget

Division: Corporate Services

Department: Supply Chain

Director: Ted Zlotnik



# **Department Operations at a Glance**

# Department Operations at a Glance

## Department Mandate:

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

# Department Operations at a Glance

## Department Mandate:

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

# Department Operations at a Glance

## Department Summary:

The Supply Chain department provides support in 4 key areas:

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

# What is the plan for 2017

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

# Resources Required

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

# Operating Budget

# Operating Budget

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

\*as at September 30, 2016



# Personnel Budget

# Personnel Budget

## 2017 Personnel Cost

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

## 2017 Number of FTEs

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

\*as of September 30, 2016

# Questions

# 2017 Proposed Budget

Division: Corporate Services

Department: Assessment & Taxation

Director: Philip Schofield

# **Department Operations at a Glance**

# Department Operations at a Glance

## Department Mandate:

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

# Department Operations at a Glance

What We Do:

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

# Department Operations at a Glance

What is the plan for 2017

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



# Department Operations at a Glance

## Resources Required

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

# Operating Budget

# Operating Budget

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

\*as at Sep 30, 2016

# Personnel Budget

# Personnel Budget

## 2017 Personnel Cost

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

## 2017 Number of FTEs

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

\*as of Sept 30,2016

# Questions



# **2017 Proposed Budget**

## **Mayor and Council**



# **2017 Proposed Budget at a Glance**

# Mandate

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

# 2017 Proposed Budget at a Glance

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

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

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

# Resources Required

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

# Operating Budget

# Operating Budget

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

\*as at September 30, 2016

# Questions

# 2017 Proposed Budget

Division: Office of the Chief Administrative Officer

Department: Office of the Municipal Auditor

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



# **Department Operations at a Glance**

# Department Operations at a Glance

## Department Mandate:

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

# Department Operations at a Glance

## What We Do:

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

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

# What is the Plan for 2017

## Goal 1: Building a Responsible Government

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

# Operating Budget

# Operating Budget

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

\*as at September 30, 2016

# Personnel Budget

# Personnel Budget

## 2017 Personnel Cost

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

## 2017 Number of FTEs

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

\*as of September 30, 2016



# Questions

# 2017 Proposed Budget

Division: DCAO

Department: Legal and Legislative Services

Director: David Leflar

# **Department Operations at a Glance**

# Department Operations at a Glance

## Department Mandate:

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

# Department Operations at a Glance

## Who We Are:

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

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

# Department Operations at a Glance

## What is the Plan for 2017:

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

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

# Department Operations at a Glance

## What is the Plan for 2017 cont'd:

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

# Resources Required

## Resources Required

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



# Operating Budget

# Operating Budget

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

\*as at September 30, 2016

# Personnel Budget

# Personnel Budget

## 2017 Personnel Cost

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

## 2017 Number of FTEs

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

\*as of September 30, 2016

# Questions

# **2017 Capital Budget and Financial Plan**

Maintaining the Foundation for  
Today and the Future

December 2, 2016

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

# Funded versus Unfunded

## Funded

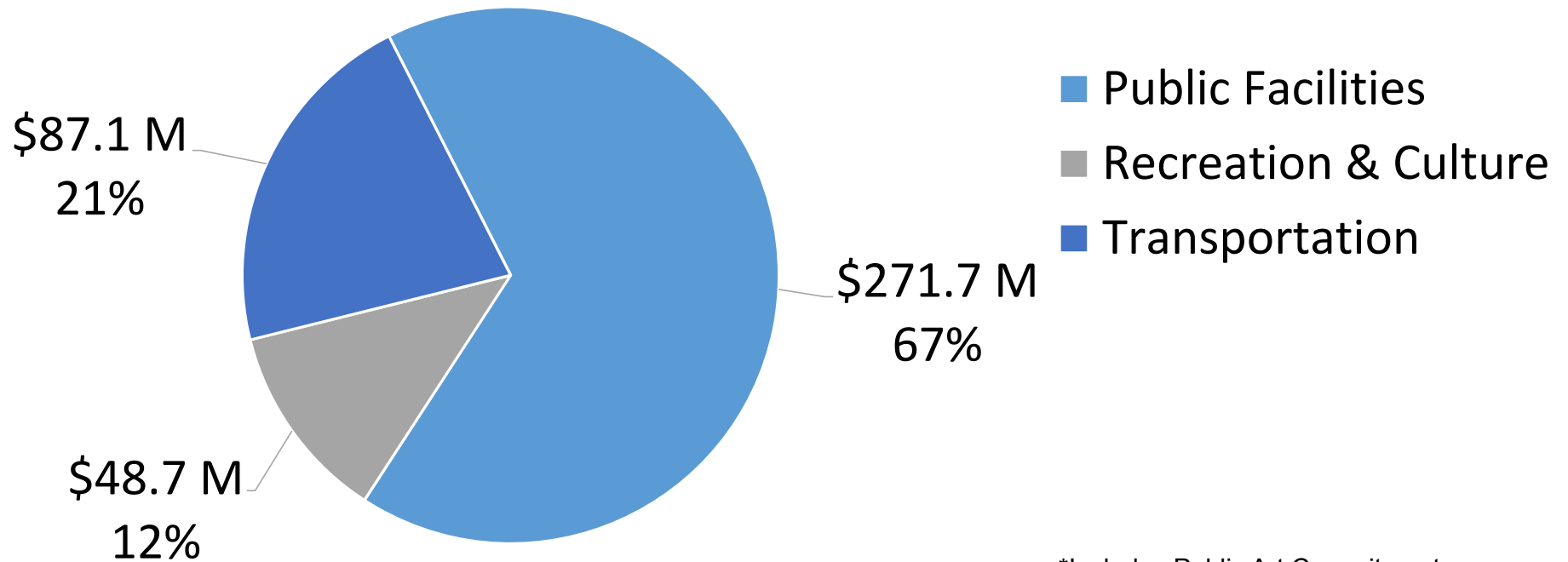
- The administrative review assigned funding to projects required to maintain the current service levels or business continuity

## Unfunded

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

# 2017 Proposed Capital Budget, by Category

**67 Projects = \$407.5M\***

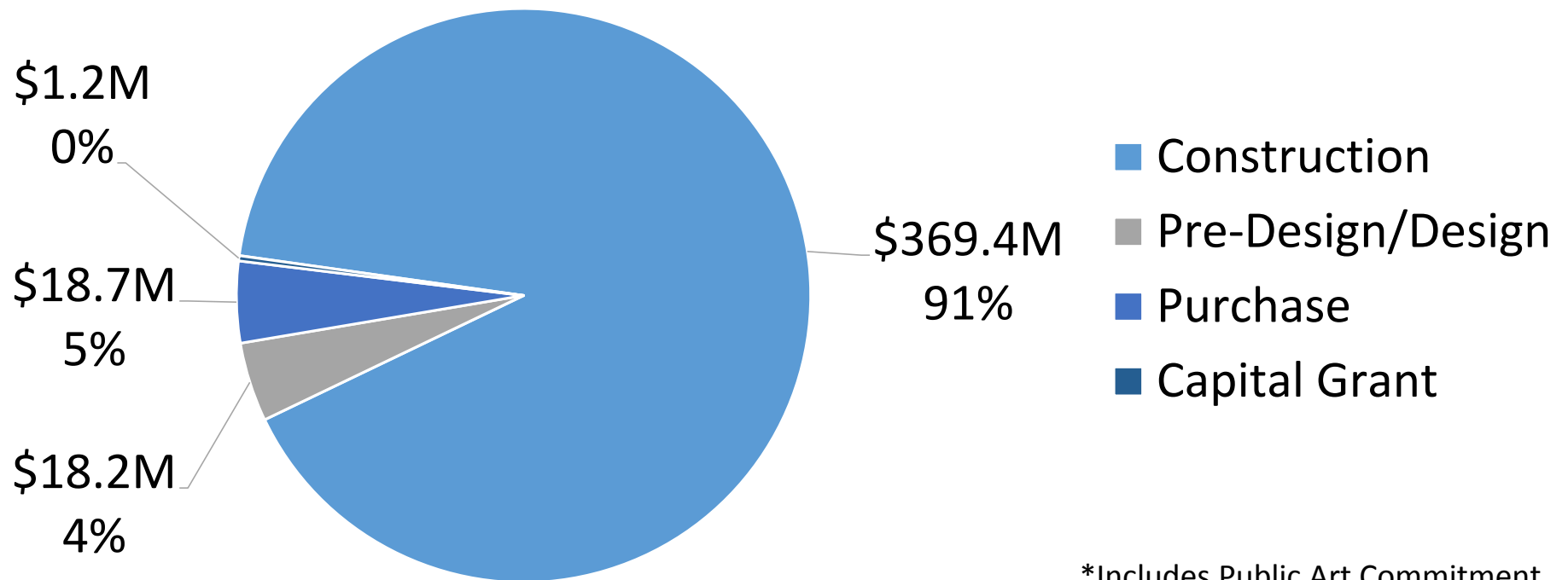


\*Includes Public Art Commitment



## 2017 Proposed Capital Budget, by Type

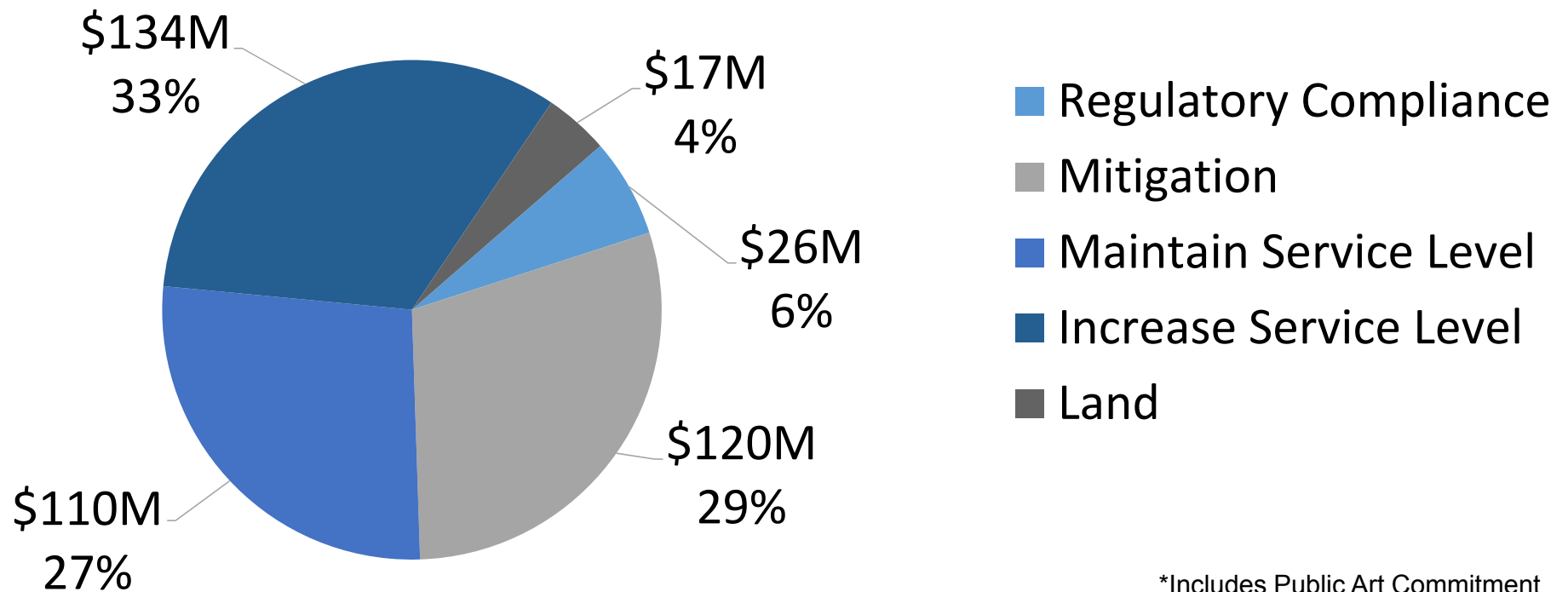
Total = \$407.5M\*



\*Includes Public Art Commitment

# 2017 Proposed Capital Budget, by Secondary Category

67 Projects = \$407.5M\*



\*Includes Public Art Commitment

## 2017 Proposed Capital Budget & 2018 - 2022 Plan

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

## 2017 Proposed Capital Budget & 2018 - 2022 Plan

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

\*Excludes Public Art Commitment

# **2017 PROPOSED BUDGET FUNDING AND DEBT OVERVIEW**

## 2017 Proposed Capital Funding Sources

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

## 2017 Proposed Unallocated Capital Funding

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

## Recommended Funding Allocation

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



## Debt Service

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

## Capital Funding Considerations

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

# Options

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

## **Pay Down Undrawn Debt**

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

## **Fund Future Operating and/or Capital Budgets**

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

## **Administrative Recommendation**

- Apply \$350M to pay down undrawn debt

## **Mayor/Councillor Budget Requests**

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

## **Budget Binder Orientation**

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



# **2017 Capital Budget and Financial Plan**

Maintaining the Foundation for  
Today and the Future

December 2, 2016

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

# 2017 Proposed Capital Budget

Division: Infrastructure & Engineering

Department: Environmental Services

Director: Leslie Burke (Acting)

# 2017 Capital Budget Summary – Resourced (Funded)

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

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

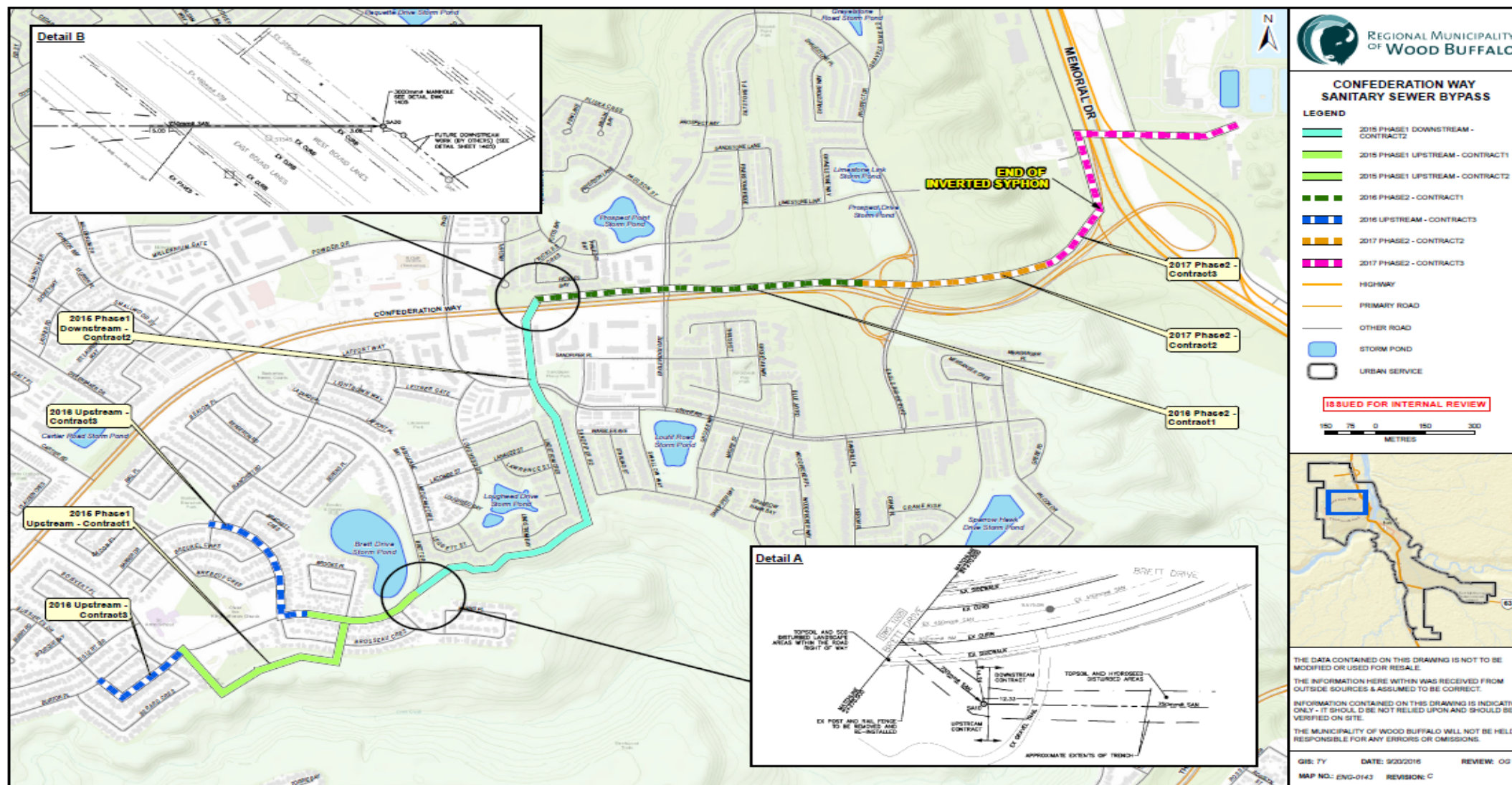
# 2017 Multi-Year Capital Project (2016 & Prior)

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

# 2017 Multi-Year Capital Project (2016 & Prior)

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

# Confederation Way Sanitary Sewer Phase 2 - Construction



# 2017 Multi-Year Capital Project (2016 & Prior)

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



# 2017 Capital Project Features

## Fort Chipewyan Water Treatment Plan Expansion – Construction





# 2017 Multi-Year Capital Project (2016 & Prior)

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

# 2017 Multi-Year Capital Project (2016 & Prior)

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

# 2017 Multi-Year Capital Project (2016 & Prior)

## Project Name: MacKenzie Stormwater Improvements – Design

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

# 2017 Multi-Year Capital Project (2016 & Prior)

## Project Name: Mills Avenue Stormwater Management – Construction

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

# 2017 Multi-Year Capital Project (2016 & Prior)

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

# 2017 Multi-Year Capital Project (2016 & Prior)

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

# 2017 Multi-Year Capital Project

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



# 2017 Capital Project Features

## Fort McMurray WWTP Process Improvements - Construction





# 2017 Proposed New Multi-Year Capital Project

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

# 2017 Proposed New Multi-Year Capital Project

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

# 2017 Proposed New Multi-Year Capital Project

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

# 2017 Proposed New Capital Project

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

# 2017 Capital Project Features

## Conklin WTP Upgrade Phase 2 - Construction



# 2017 Proposed New Capital Project

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



# 2017 Capital Project Features

## Fort Chipewyan Lift Station Upgrades - Design



# 2017 Proposed New Capital Project

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



# 2017 Proposed New Capital Project

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

# 2017 Capital Project Features

## King Street Booster - Design

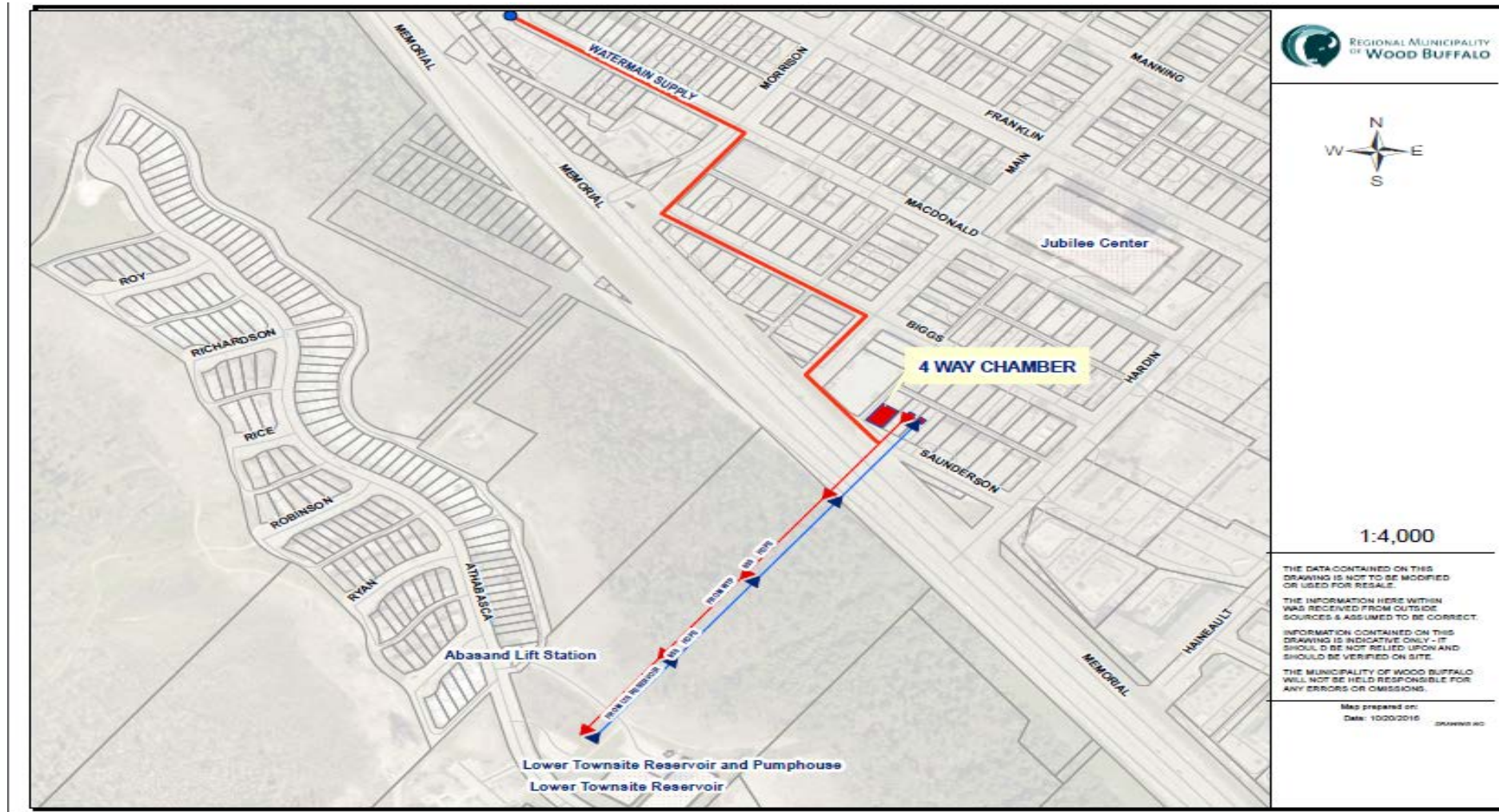


# 2017 Proposed New Multi-Year Capital Project

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

# 2017 Capital Project Features

## 4 Way Chamber Supply Line





# 2017 Proposed New Capital Project

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

# 2017 Capital Project Features

## Thickwood Reservoir Replacement - Construction



# 2017 Proposed New Capital Project

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

# 2017 Proposed New Capital Project

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



# 2017 Capital Project Features

## Timberline Storm Water Upgrade – Construction/Design



Photo 1: Top view of sunken manhole



Photo 2: Damage to curb caused by excess pressure



Phot 3: Damage to curb due to overflow



Phot 4: North crack

# 2017 Capital Budget Highlights

## Strategic Initiatives for 2017 and Beyond:

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

# Questions

# 2017 Proposed Capital Budget

Division: Infrastructure and Engineering

Department: Public Works

Director: Kelly Colbourne (Acting)

# 2017 Capital Budget Summary – Resourced (Funded)

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

\*cost to date as at September 30, 2016

# 2017 Multi-Year Capital Project (2016 & Prior)

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

# 2017 Capital Project Features



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

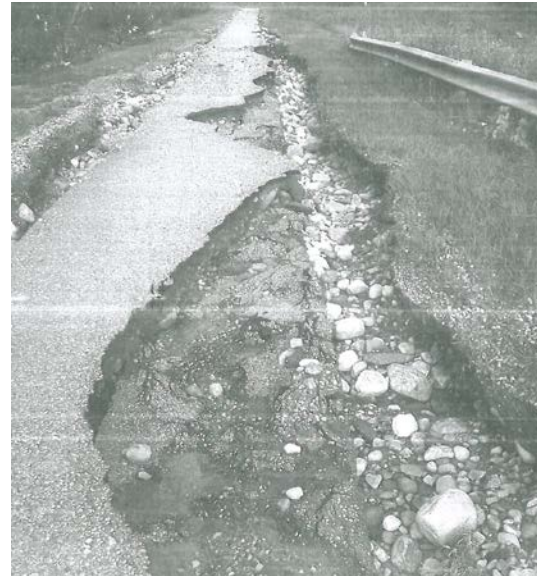


# 2017 Capital Project Features



## ■ Active Transportation Trail 2014-2016 - Construction

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





# 2017 Multi-Year Capital Project (2016 & Prior)

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

# 2017 Multi-Year Capital Project (2016 & Prior)

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

# 2017 Multi-Year Capital Project (2016 & Prior)

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

# 2017 Multi-Year Capital Project (2016 & Prior)

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

# 2017 Multi-Year Capital Project (2016 & Prior)

Project Name: Fort Chipewyan Richardson River Bridge Replacement - Construction			
Sponsoring Department	Public Works		
Delivery Department	Engineering		
Description	Replacement of the bridge is the appropriate strategy at the site, since when the new bridge is completed all traffic will use the permanent bridge and an ice bridge will no longer be required, a cost saving each year.		
Major Outcomes	Construction of the new bridge will expand the winter road heavy haul window		
Project Year	2017		
Impacts of No Funding	Potential for extended closure of the winter road due to temperature fluctuations.		
Budget 2016 & Prior	Actuals	2017 Request	Total Budget All Years
5,000,000	4,324,034	1,500,000	6,500,000

# 2017 Capital Project Features



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

# 2017 Multi-Year Capital Project (2016 & Prior)

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

# 2017 Proposed New Capital Project

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



# 2017 Proposed New Capital Project

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

# 2017 Capital Project Features



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

# 2017 Proposed New Capital Project

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

# 2017 Proposed New Capital Project

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

# 2017 Proposed New Capital Project

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



# 2017 Capital Project Features



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

# 2017 Proposed New Capital Project

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

# 2017 Proposed New Capital Project

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



# 2017 Capital Budget Highlights

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

# Questions?



# 2017 Proposed Capital Budget

Division: Infrastructure & Engineering Division

Department: Engineering

Director: Dawny George

# 2017 Capital Budget Summary – Resourced (Funded)

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

\*cost to date as at September 30, 2016

# 2017 Multi-Year Capital Project Summary

## Multi-Year Projects (2016 & Prior)

(6 Projects)

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

# 2017 Proposed New Capital Project Summary

(8 Projects)

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

# 2017 Multi-Year Capital Project (2016 & Prior)

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

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



# 2017 Multi-Year Capital Project (2016 & Prior)

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

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

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

# 2017 Capital Project Features

## FLOOD MITIGATION AND PRAIRIE LOOP BOULEVARD (PLB)

Reaches 1 - 11

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

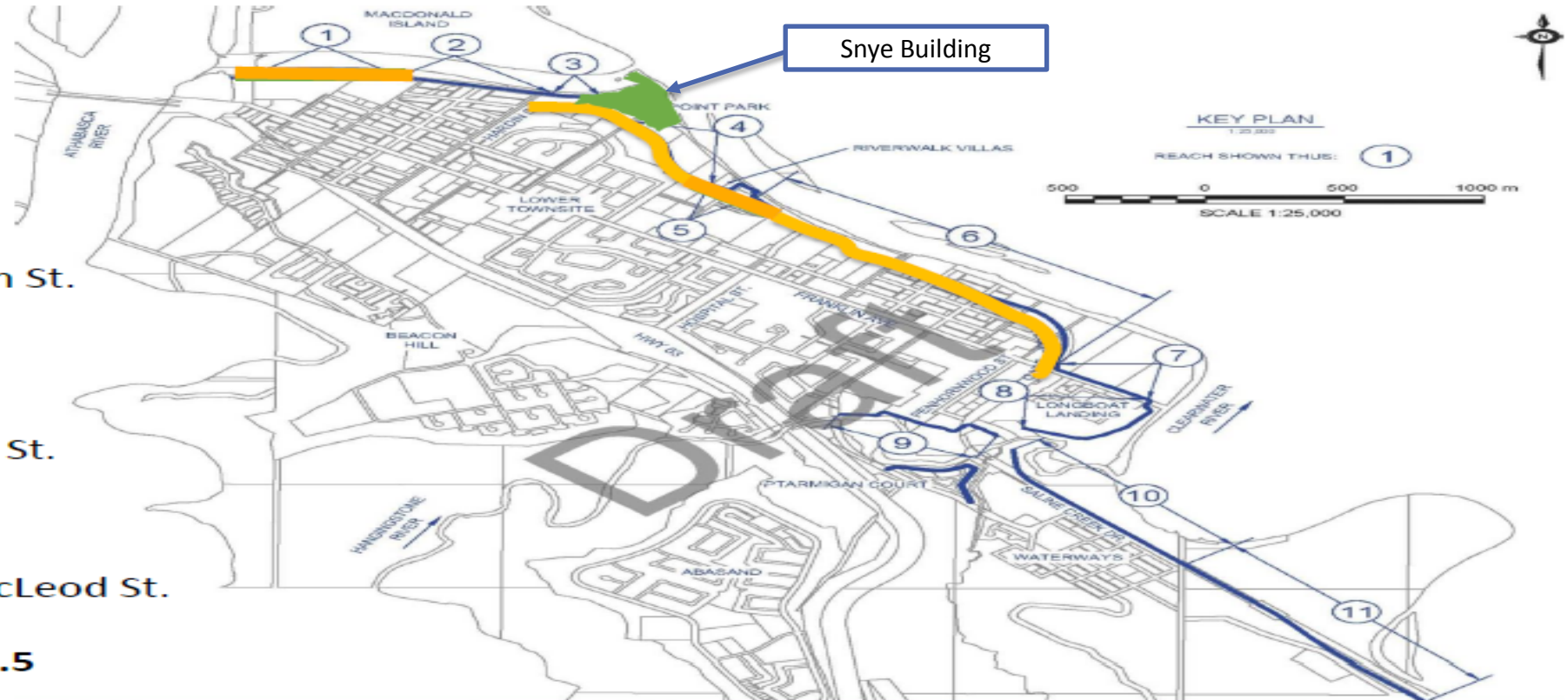
**Reach 2:** PLB from  
Morrison St. to Hardin St.  
Design complete

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

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

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

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



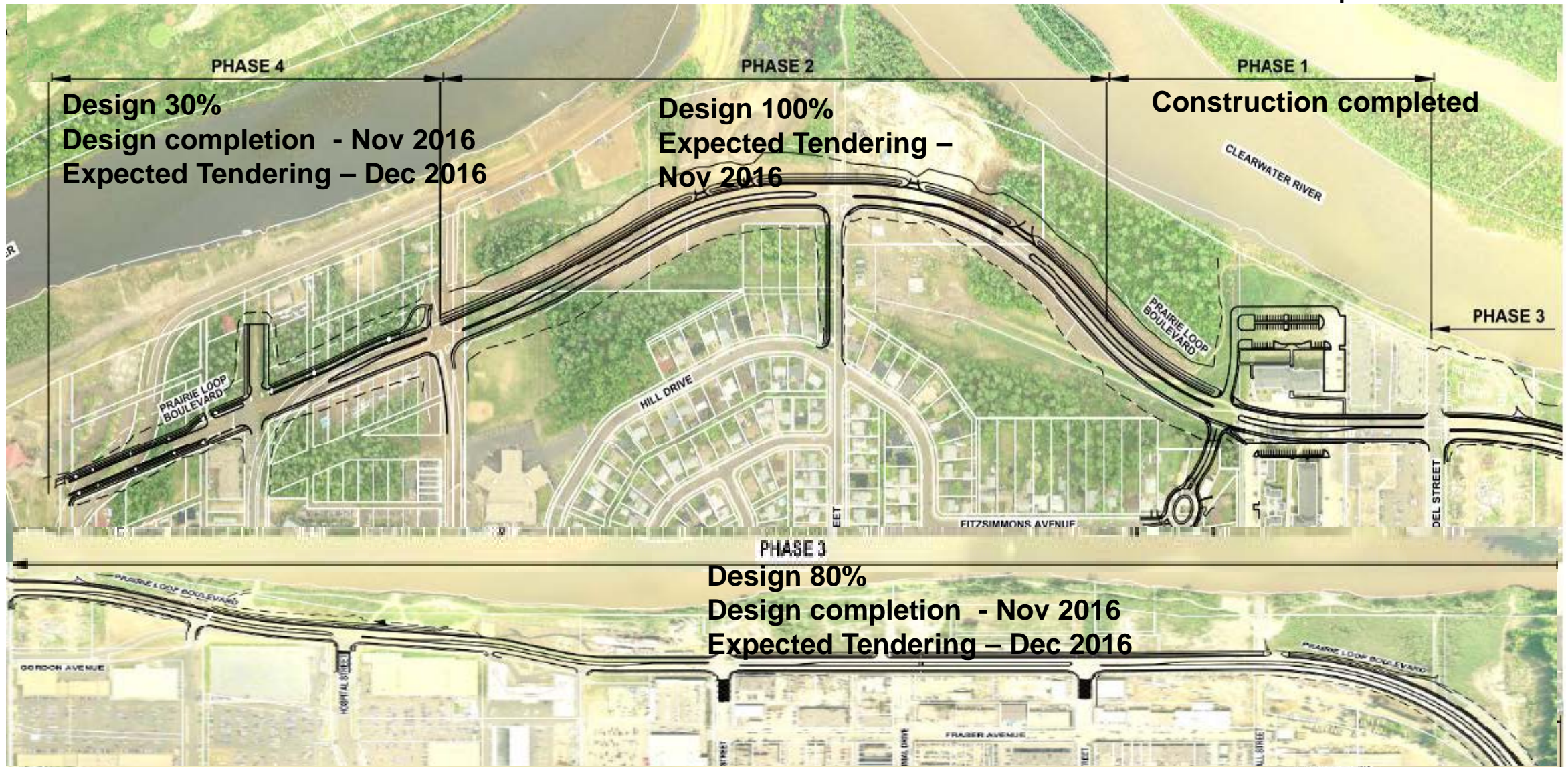
# 2017 Multi-Year Capital Project (2016 & Prior)

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



# 2017 Capital Project Features

## Prairie Loop Boulevard



# 2017 Multi-Year Capital Project (2016 & Prior)

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







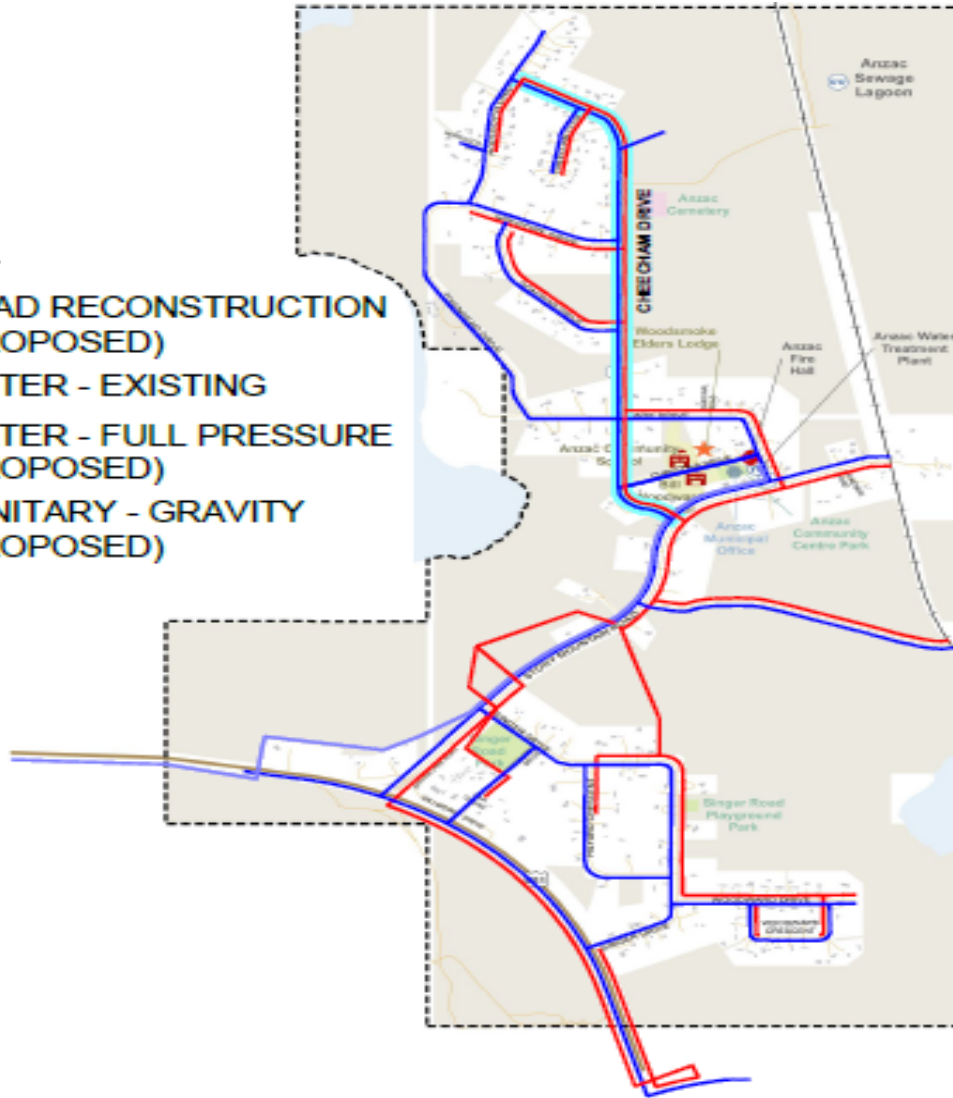
# 2017 Multi-Year Capital Project (2016 & Prior)

Project Name: Rural Water & Sewer Servicing - Construction			
Sponsoring Department	Engineering		
Delivery Department	Engineering		
Description	The project scope includes the Construction of sewer and water services for six communities: Gregoire Lake Estates, Anzac, Draper, Saprae Creek, Conklin and Janvier. The project will provide potable water and sewer services to the residents of the rural communities It would also address fire flow short comings		
Major Outcomes	Providing piped water and sewer services to the southern rural communities		
Project Year	2016		
Impacts of No Funding	The rural communities would not have piped water and sewer services		
Budget 2016 & Prior	Actuals	2017 Request	Total Budget All Years
\$ 10,675,000	\$2,203,081	\$ 75,425,000	\$ 220,000,000

# 2017 Capital Project Features

## LEGEND

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



Rural Water & Sewer Servicing/ Rural Infrastructure Rehabilitation - Construction

## ANZAC COMMUNITY

### Main Scope

4 Contracts consist of:

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

# 2017 Capital Project Features

## Rural Water & Sewer Servicing/ Rural Infrastructure Rehabilitation - Construction




### DRAPER COMMUNITY

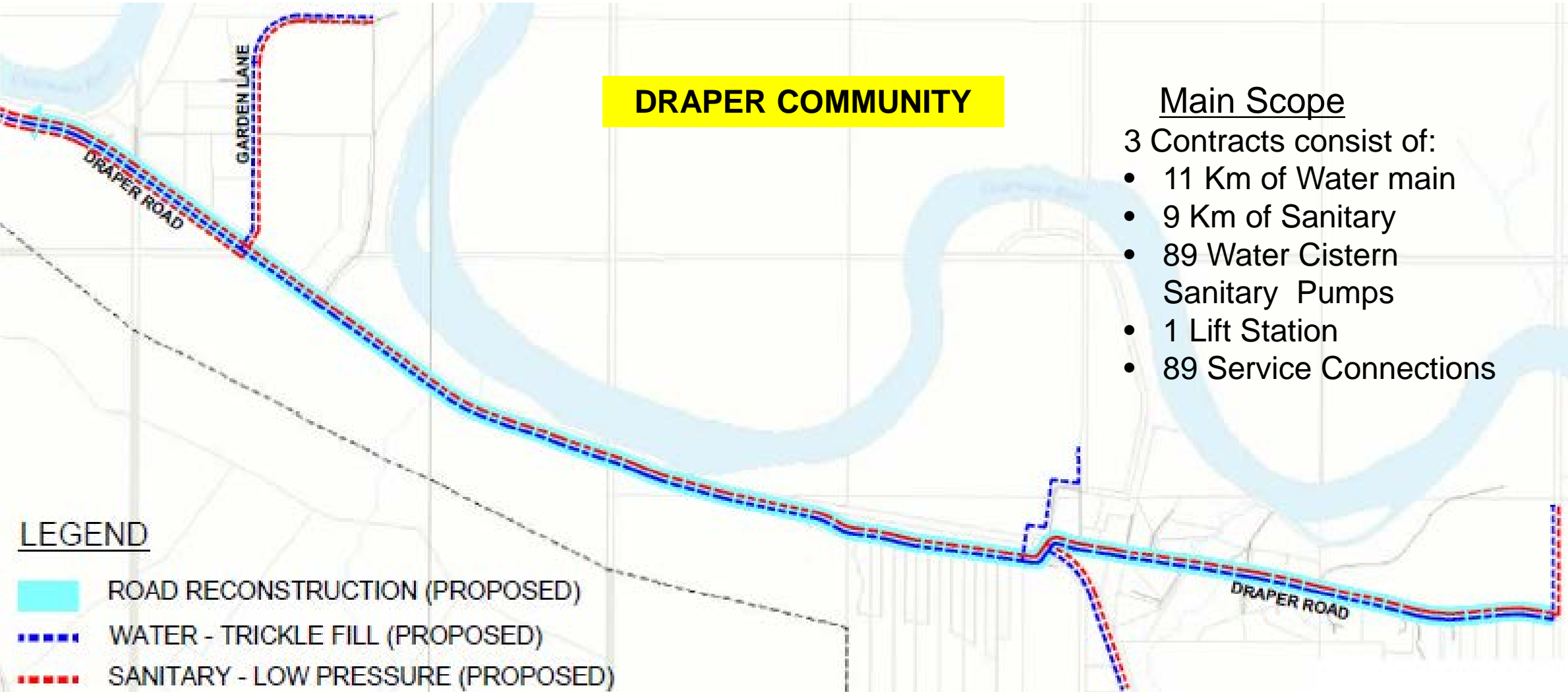
#### Main Scope

3 Contracts consist of:

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

#### LEGEND

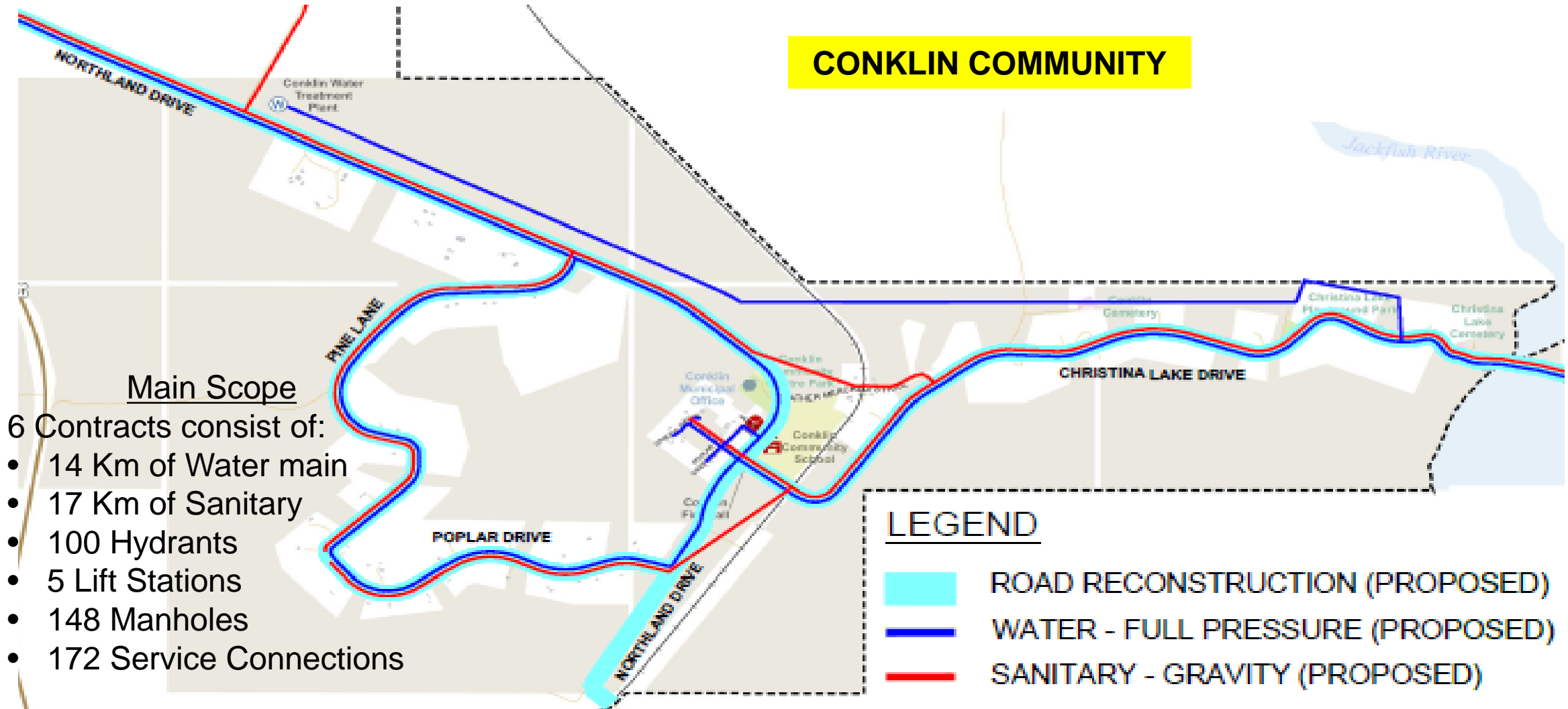
-  ROAD RECONSTRUCTION (PROPOSED)
-  WATER - TRICKLE FILL (PROPOSED)
-  SANITARY - LOW PRESSURE (PROPOSED)





# 2017 Capital Project Features

Rural Water & Sewer Servicing/ Rural Infrastructure Rehabilitation - Construction



# 2017 Capital Project Features

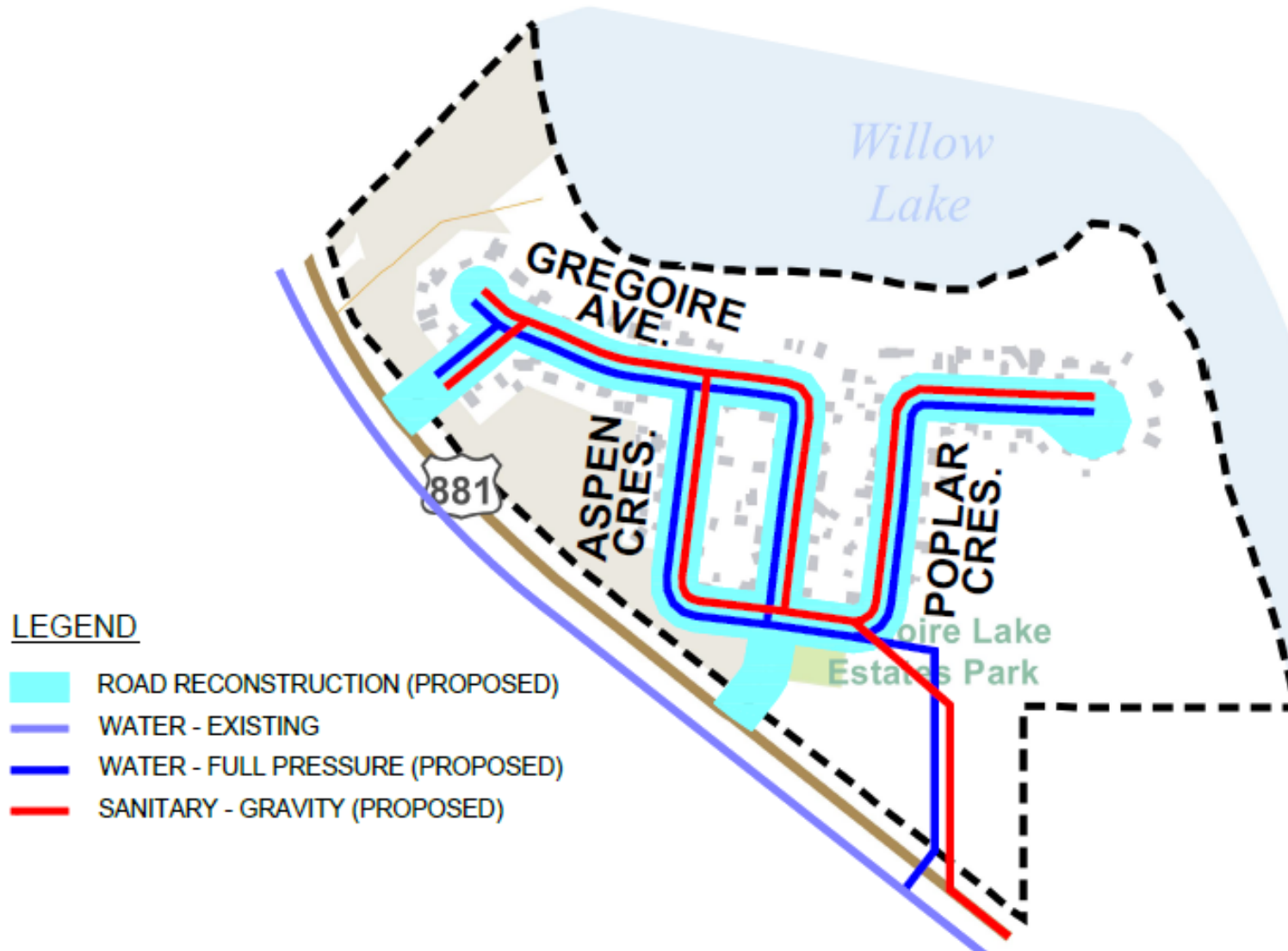
Rural Water & Sewer Servicing/  
Rural Infrastructure  
Rehabilitation - Construction

## GREGOIRE LAKE ESTATES COMMUNITY

### Main Scope





4 Contracts consist of:

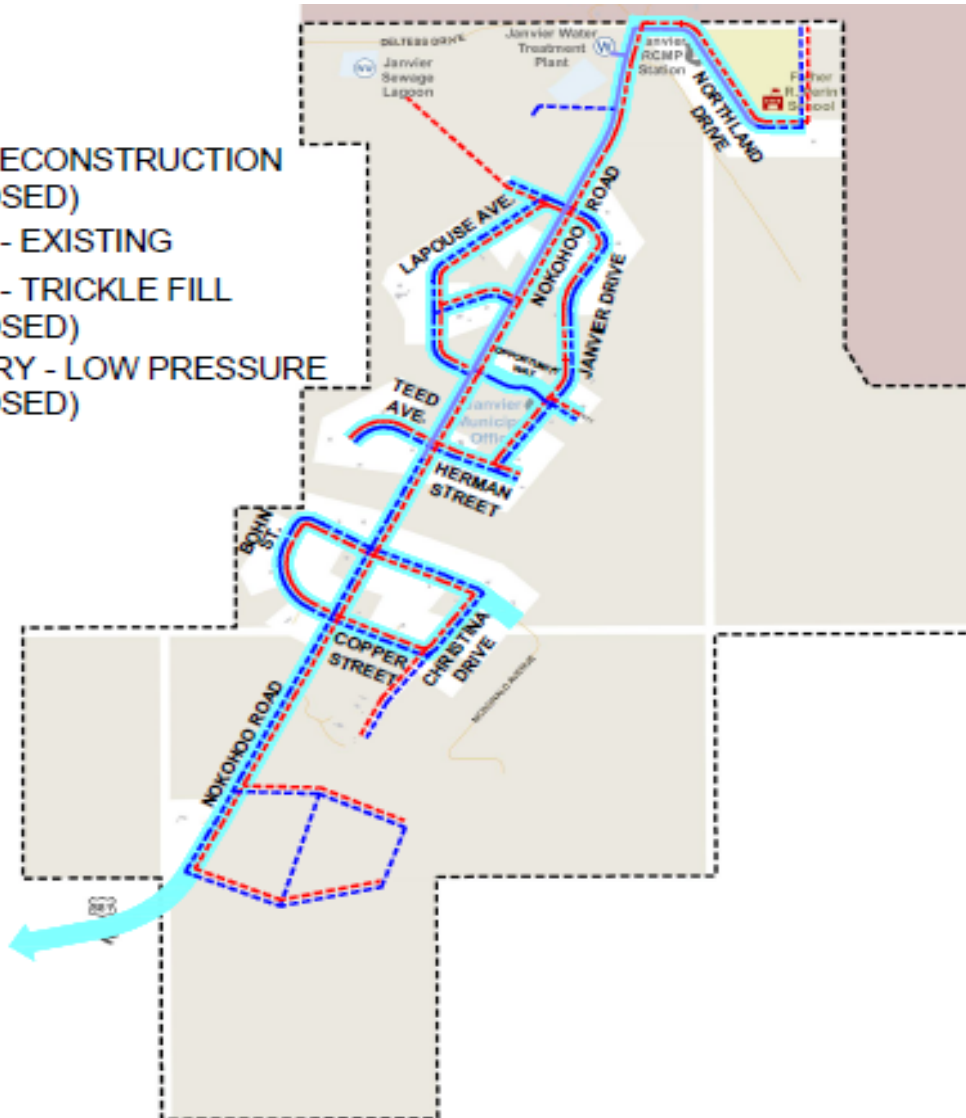
- ATCO Gas & Electric work, Telus Work
- 2 Km of Water main
- 2 Km of Sanitary
- 14 Km Forcemain
- 11 Hydrants , 1-Reservoir
- 1 Lift station
- 24 Manholes
- 84 Service Connections



# 2017 Capital Project Features

## LEGEND

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



Rural Water & Sewer Servicing/  
Rural Infrastructure  
Rehabilitation - Construction

## JANVIER COMMUNITY

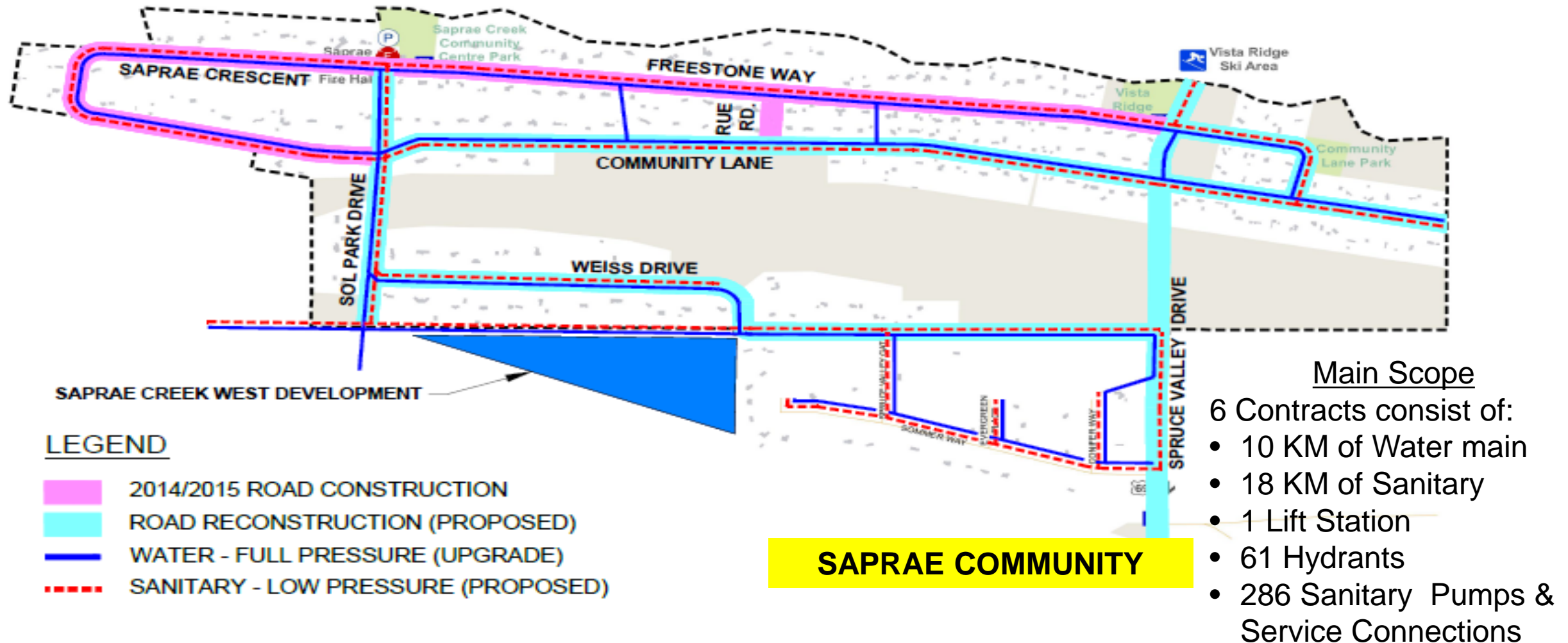
### Main Scope

3 Contracts consist of:

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

# 2017 Capital Project Features

## Rural Water & Sewer Servicing/ Rural Infrastructure Rehabilitation - Construction



# 2017 Multi-Year Capital Project (2016 & Prior)

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

# 2017 Proposed New Capital Project

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

# 2017 Proposed New Capital Project

**Project Name:** Jubilee Center Renovation - Design & Construction\*      **Design \$852,500**  
**Construction \$2,355,000**

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

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



# 2017 Proposed New Capital Project

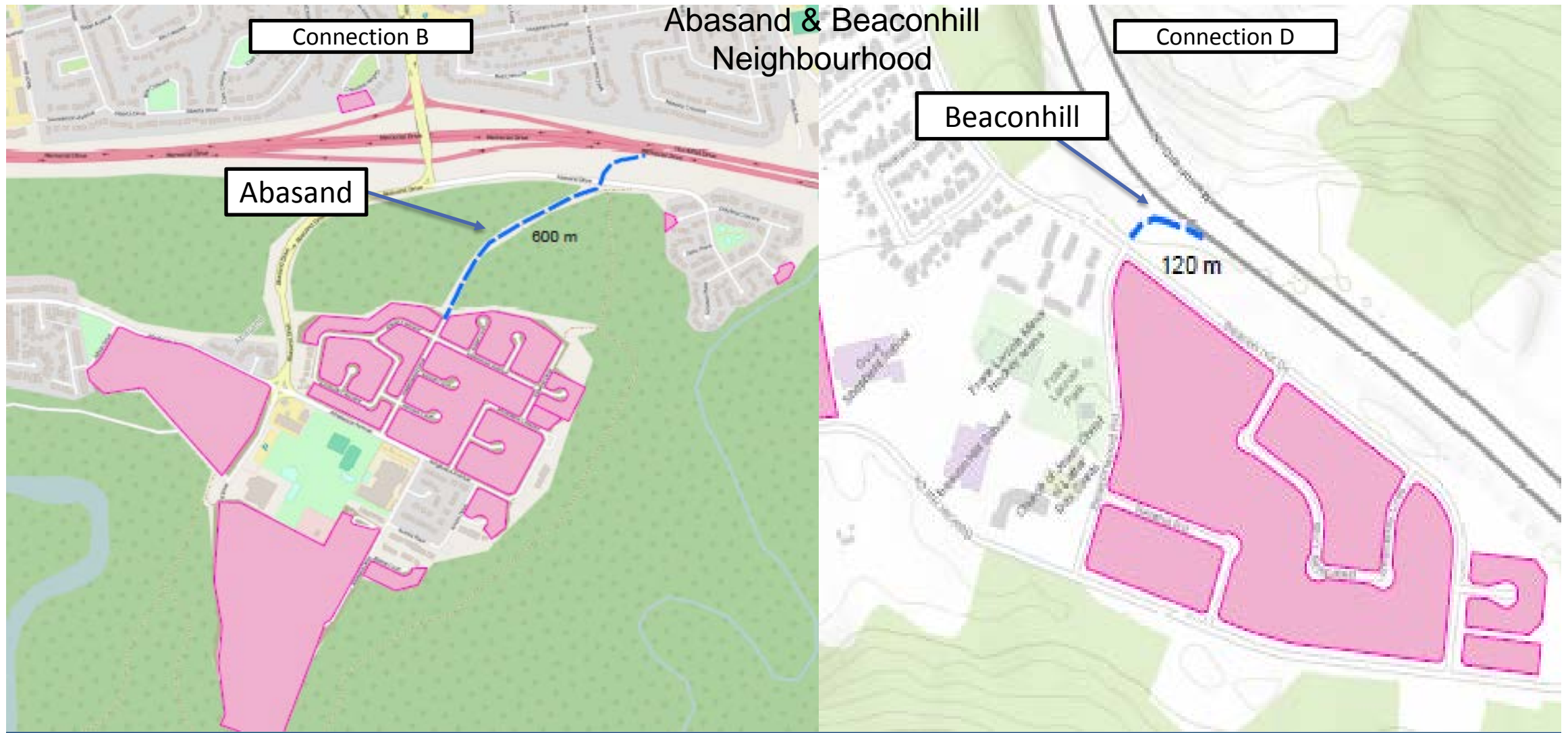
Project Name: <b>Emergency Access Roads – (Connection B, D, E) *</b>		<b>Design \$300,000</b> <b>Construction \$1,000,000</b>
Sponsoring Department	Engineering	
Delivery Department	Engineering	
Description	This project is for Design & Construction of Emergency Access Roads for the Abasand, Beaconhill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

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



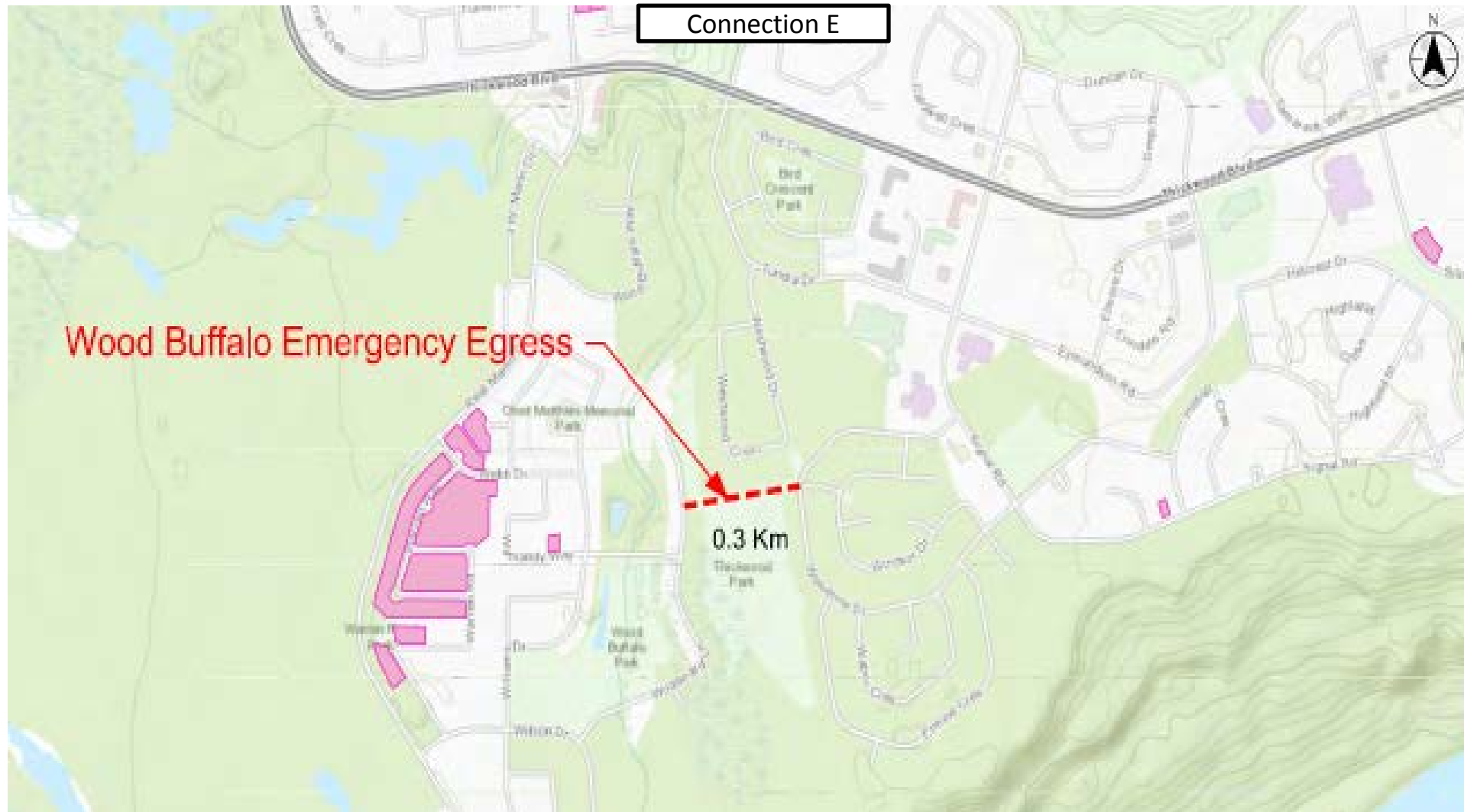
# 2017 Capital Project Features

## Emergency Access Roads - Construction



# 2017 Capital Project Features

## Emergency Access Roads - Construction



Wood Buffalo  
Neighbourhood

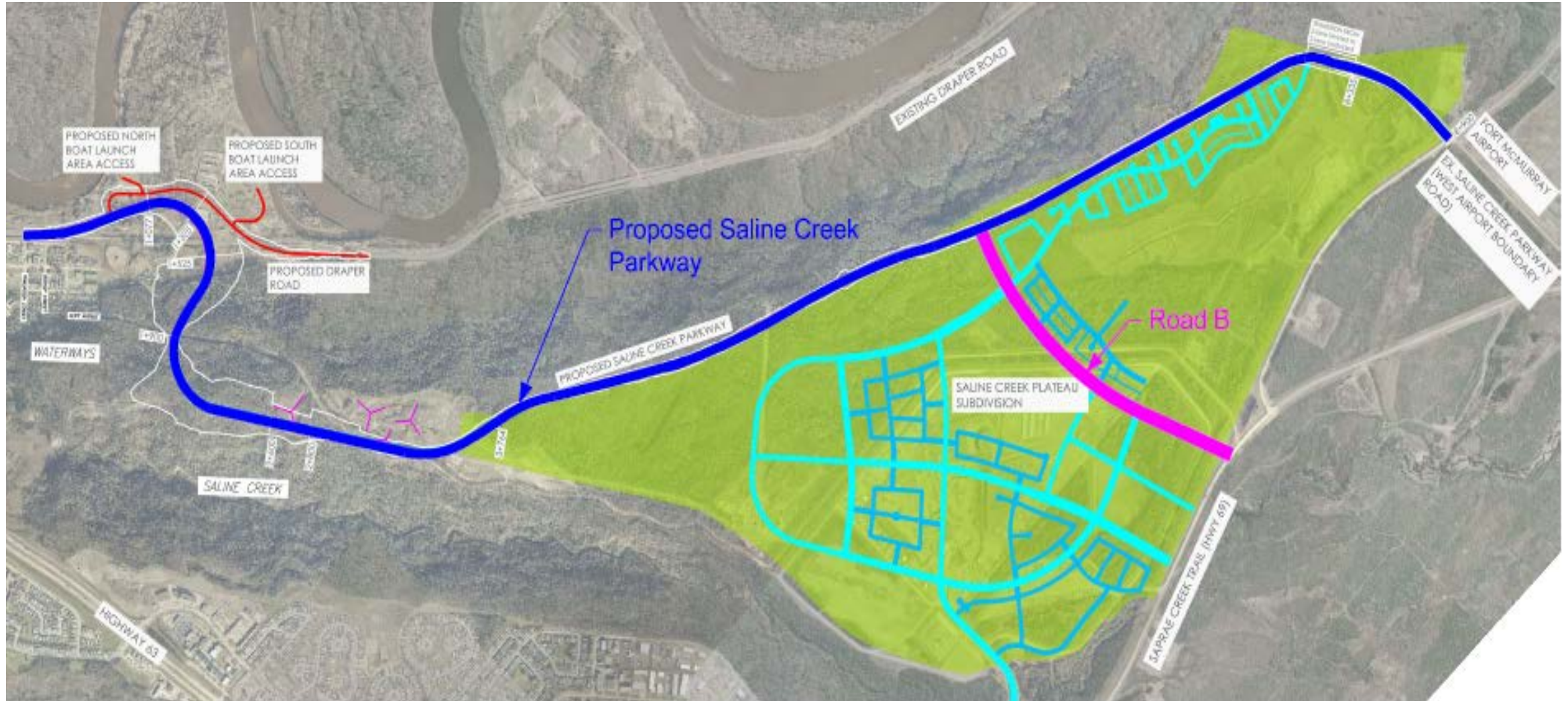
# 2017 Proposed New Capital Project

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



# 2017 Capital Project Features

## Saline Creek Parkway Phase 2 - Design



# 2017 Proposed New Capital Project

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

# 2017 Capital Project Features

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



# 2017 Proposed New Capital Project

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



# 2017 Proposed New Capital Project

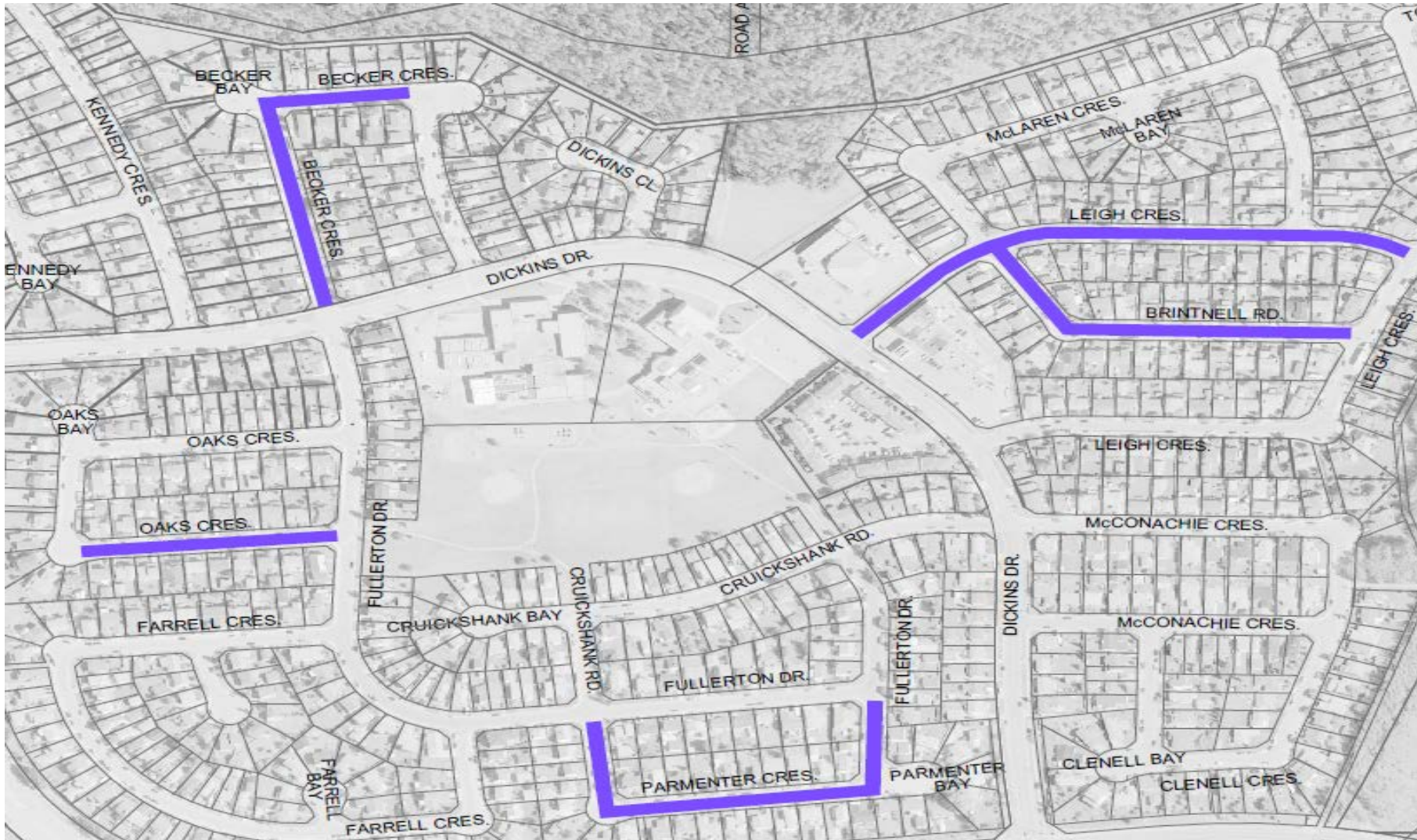
Current Construction under UIRP 2014 -2016 construction program carry forward for 2017 Construction:

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



# 2017 Capital Project Features

## Urban Infrastructure Rehabilitation 2017 - Construction



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

Thickwood Area

# 2017 Capital Project Features

## Urban Infrastructure Rehabilitation 2017 - Construction



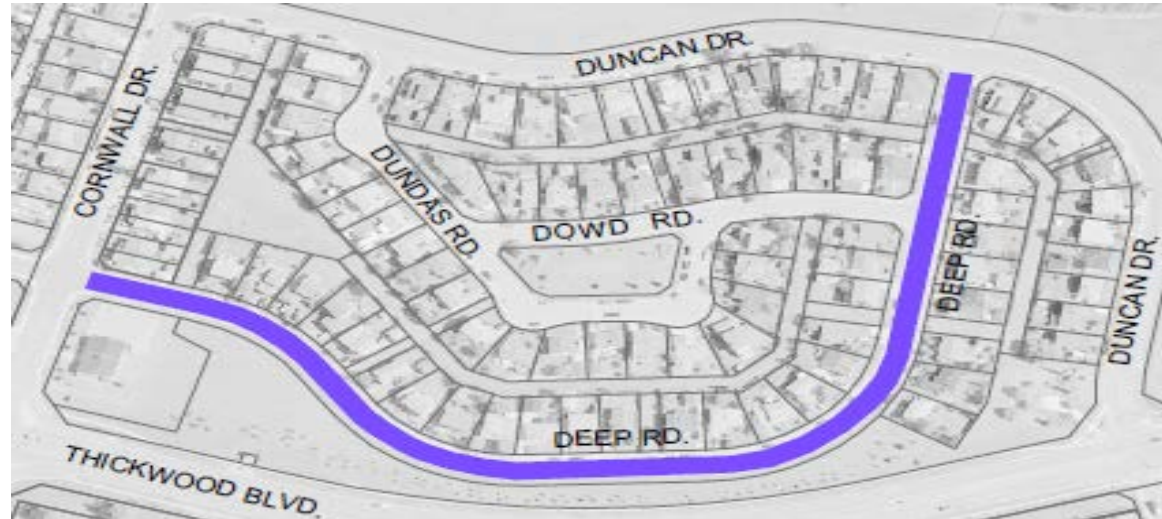
Thickwood Area

**Contract 2:**  
Silver Springs  
Simcoe Way  
Siesta Gardens  
PUL Hinge Road  
PUL Highfield Street



# 2017 Capital Project Features

## Urban Infrastructure Rehabilitation 2017 - Construction

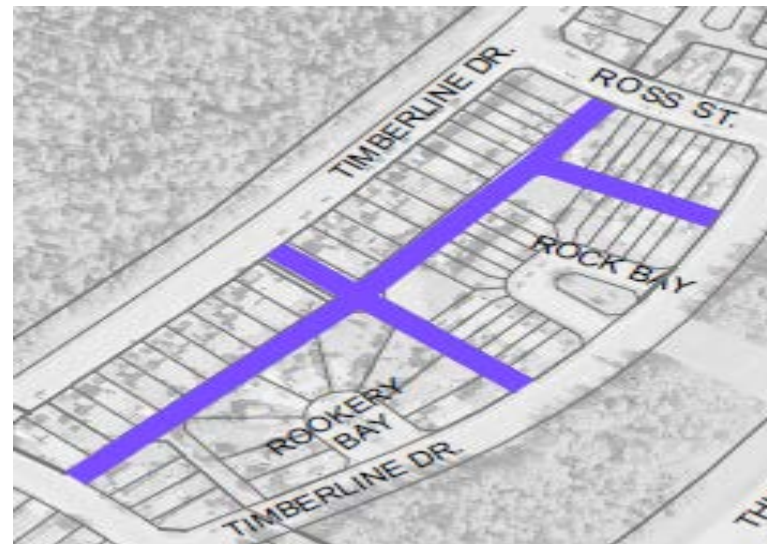


### Contract 3:

Deep Road

Castle Ridge Lane

PUL Timberline Drive



Thickwood Area

# 2017 Capital Project Features

## Urban Infrastructure Rehabilitation 2017 - Construction

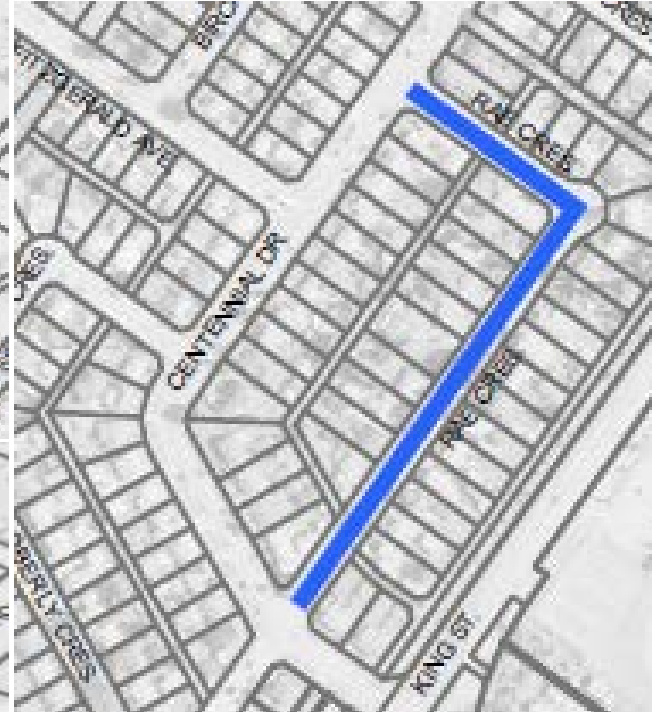


**Contract 4:**  
Hill Drive  
McLeod Street

Downtown Area

# 2017 Capital Project Features

## Urban Infrastructure Rehabilitation 2017 - Construction



### **Contract 5:**

Poplar Crescent  
Crescent Heights  
Rae Crescent

**Downtown Area**



# 2017 Capital Budget Highlights

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

# 2017 Capital Budget Highlights

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



# 2017 Capital Budget Highlights

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

**Thank You**

**Questions?**



# 2017 Proposed Capital Budget

Division: Planning & Regional Development

Department: Land Administration

Director: Keith Smith

# 2017 Capital Budget Summary – Resourced (Funded)

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

\*cost to date as at September 30, 2016

# 2017 Proposed Capital Project

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

# 2017 Proposed New Capital Project

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

# 2017 Capital Budget Highlights

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



# Questions

# 2017 Proposed Capital Budget

Division: Community and Protective Services

Department: Regional Emergency Services

Director: Darby Allen, Regional Fire Chief

# 2017 Capital Budget Summary – Resourced (Funded)

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

\*cost to date as at September 30, 2016

# 2017 Multi-Year Capital Project (2016 & Prior)

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

# 2017 Multi-Year Capital Project (2016 & Prior)

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

# 2017 Multi-Year Capital Project (2016 & Prior)

**Project Name:** Parsons Creek Fire Hall Construction

Sponsoring Department Regional Emergency Services

Delivery Department Engineering

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

# 2017 Multi-Year Capital Project (2016 & Prior)

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

# 2017 Multi-Year Capital Project (2016 & Prior)

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



# 2017 Multi-Year Capital Project (2016 & Prior)

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

# 2017 Multi-Year Capital Project (2016 & Prior)

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

# 2017 Proposed New Capital Project

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

# 2017 Multi-Year Capital Project (2016 & Prior)

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

# 2017 Proposed New Capital Project

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

# 2017 Capital Budget Highlights

Strategic Initiatives for 2017 and Beyond:

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

# Questions

# 2017 Proposed Capital Budget

Division: Community and Protective Services

Department: Community Services

Director: Carole Bouchard



# 2017 Capital Budget Summary – Resourced (Funded)

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

\*cost to date as at September 30, 2016

# 2017 Multi-Year Capital Project (2016 & Prior)

## Project Name: Conklin Multiplex

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

# 2017 Multi-Year Capital Project (2016 & Prior)

## Project Name: Conklin Multiplex

Impacts of Not Funding	Existing community hall (Nakewin Centre) is in need of extensive upgrades, the cost of which are unsustainable and capital expenditure would better be spent on new construction.
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Budget 2016 & Prior	Actuals	2017 Request	Total Budget All Years
\$26,500,00	\$7,023,901	\$15,000,000	\$50,000,000



# 2017 Multi-Year Capital Project (2016 & Prior)

## Project Name: Vista Ridge 2014 – 2017 Capital Grant

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

# 2017 Multi-Year Capital Project (2016 & Prior)

**Project Name:** Vista Ridge 2014 – 2017 Capital Grant

Impacts of Not Funding	Includes ongoing multi-year projects; not funding would have timing implications for completing the year-round recreational facility, which is expected to improve staff retention and the overall economical viability of operations.
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**Budget 2016 & Prior**

**Actuals**

**2017 Request**

**Total Budget All Years**

\$12,035,000

\$12,035,000

\$1,150,000

\$13,185,000



# 2017 Capital Budget Highlights

- Strategic Initiatives for 2017 and Beyond:

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

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

# Questions?

# 2017 Proposed Capital Budget

Division: Corporate Services

Department: Information & Advisory Services

Director: AnnMarie Hintz (Acting)



# 2017 Capital Budget Summary – Resourced (Funded)

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

\*cost to date as at September 30, 2016

# 2017 Multi-Year Capital Project (2016 & Prior)

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

# 2017 Multi-Year Capital Project (2016 & Prior)

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

# 2017 Proposed New Capital Project

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

# 2017 Capital Budget Highlights

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

# Questions



# 2017 Proposed Capital Budget

Division: Corporate Services

Department: Assessment & Taxation

Director: Philip Schofield



# 2017 Capital Budget Summary – Resourced (Funded)

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

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

# 2017 Proposed New Capital Project

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

Sponsoring Department	Assessment & Taxation
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Delivery Department	Information & Advisory Services
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Description	Computer Assisted Mass Appraisal (CAMA) system review. Current CAMA system is coming to the end of its lifecycle, currently the CAMA system utilizes technology that will no longer be supported by the software provider. This greatly increases the risk of a failure of the CAMA system. A review of the possibilities for either purchasing a new CAMA system or updating the current system is required at this time.
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# 2017 Proposed New Capital Project

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

# Questions

