



TransAlta
Tri Leisure Centre



2017 BUDGET PRESENTATION

Draft 2017 Budget Overview



- 2017 Objectives
- TLC PEAK Priorities
- Cost Recovery
- Detailed Budget
 - ✓ Revenues
 - ✓ Expenses
- Breakdown of Municipal Contribution
 - ✓ Operating
 - ✓ Capital Equipment Lifecycle
 - ✓ Infrastructure
- Summary



2017 Objectives

Identify Operational Efficiencies

- Restructured organizational chart which reduces the level of managerial layering.
- Re-organizing positions within the chart to more properly align positions with the business units serviced.
- In depth review of all contractual agreements and procurement methods to ensure optimal value to the organization.
- Optimize existing revenue opportunities through lengthy rate comparison based on benchmarks while also building upon new revenue streams.

Increase Utilization

- Build upon the traditional sport offering through the increase of programs and services available to the public.
- Offer a variety of unique opportunities to the public in non-traditional ways (concerts, special events, functions and otherwise)
- Develop unique opportunities for spontaneous use throughout the facility (mini-sticks rink, outdoor skating, etc.)

Strategic Priorities

- Build upon the infrastructure program by rolling out the first year of the long range capital plan.
- Build upon 2016's special events calendar to provide unique opportunities for the community to gather at the TLC.
- Continue to be a part of the community by actively participating in community special events.
- Work with our stakeholders to develop an intimate knowledge of their wants and needs.
- Continue to cultivate an open and inclusive workplace for all of our staff.

PEAK Priorities



Personnel

Engaging Stakeholders

Asset Management

Key Service Levels (Internal & External)



Cost Recovery

- 81.85% Budgeted Cost Recovery

YEAR	BUDGETED COST RECOVERY	ACTUAL COST RECOVERY
2013	81.86%	82.82%
2014	79.24%	79.85
2015	78.52%	78.63%
2016	75.5%	-
2017	81.58%	-



FACILITY	COST RECOVERY	SOURCE
TransAlta Tri Leisure Centre	81.58%	Internal
Leduc Community Recreation Centre	71%	Facility Finance Department
Servus Place	101%	City of St. Albert Website
Collicutt Centre	51.7%	Facility Finance Department
City of Edmonton	49%	Community Services Business Plan & Recreation User Fee Policy
Millennium Place	100%	Facility Finance Department
Dow Centennial Centre	38%	Facility Finance Department
Cold Lake Energy Centre	55%	Municipal Recreation User Fee Policy
Commonwealth Community Recreation Centre	58%	Facility Finance Department
MacDonald Island Park (Part 9 Company)	70%	Western Management Consulting Revenue Report

Cost Recovery

Part 9 Company vs. Municipal Facility

Finance/Corporate Services Including:
(\$820,000)

Accounts Payable

Accounts Receivable

Human Resources

Information Technology

Health & Safety

Legislative services – FOIP/PIPA compliance

Centralized contract management/forms
management/intranet supports

Auditor Fees

Legal Fees

Corporate Communications Including:
(\$215,000)

Marketing Coordinator/Officer

Communications

Website design and maintenance

Advertising expenses

Branding including uniforms

Infrastructure Services including: (\$630,000)

Asset Management

Procurement/Tendering/Review and Award

Infrastructure Administrative Supports

Resources from other departments

Turf grass maintenance

Greenspace maintenance (flower beds, hanging
baskets, etc.)

Weed control

Dust control

Fleet Equipment purchases

Fleet Oil and Gas

Fleet Servicing

**TOTAL TLC CONTRIBUTION -
\$1,665,000**

2017 Budget Overview

Operating

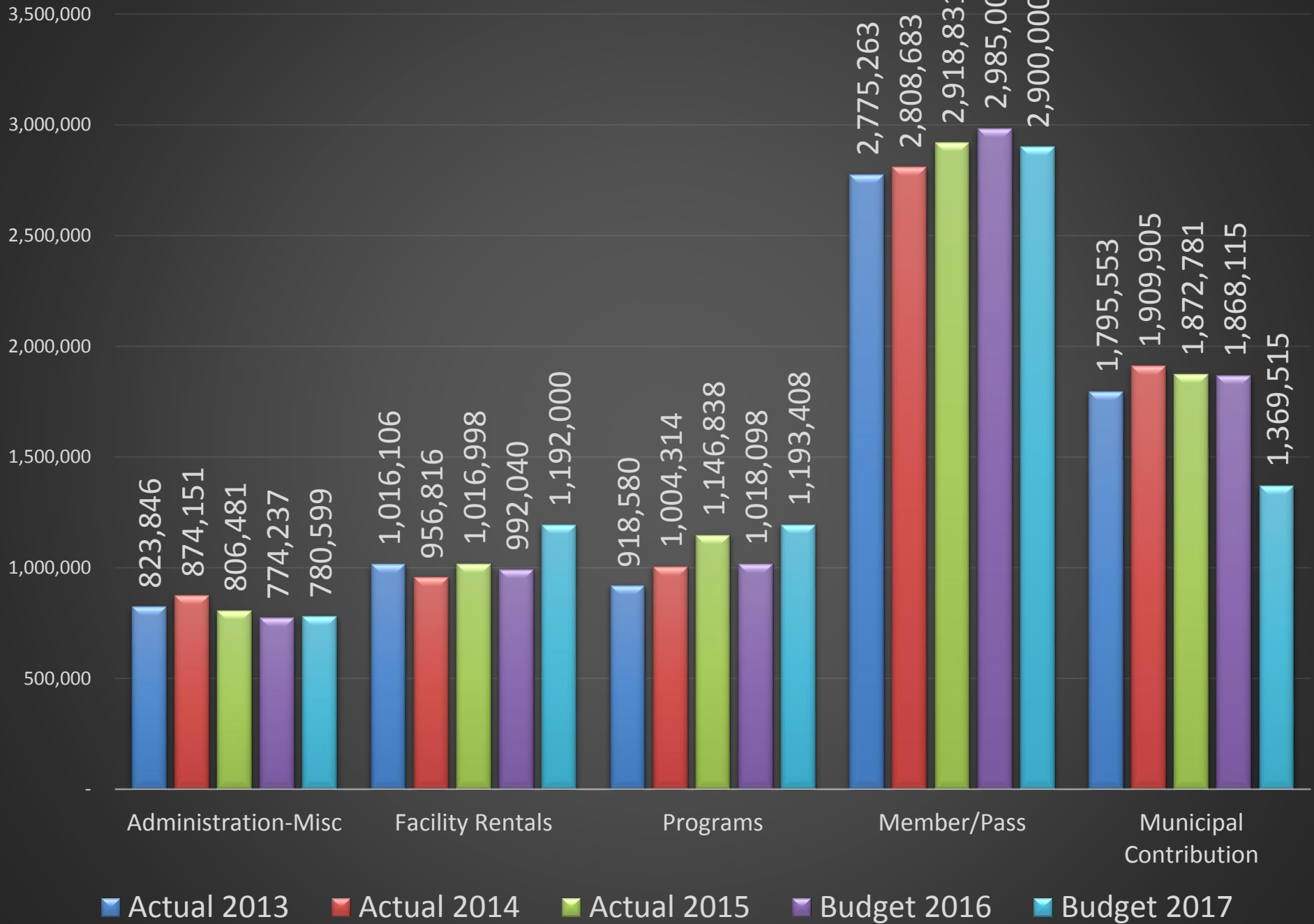
- Operating revenues
✓ \$6,066,007
- Operating expenses
✓ \$7,435,522
- Operational Cost Recovery 81.58%



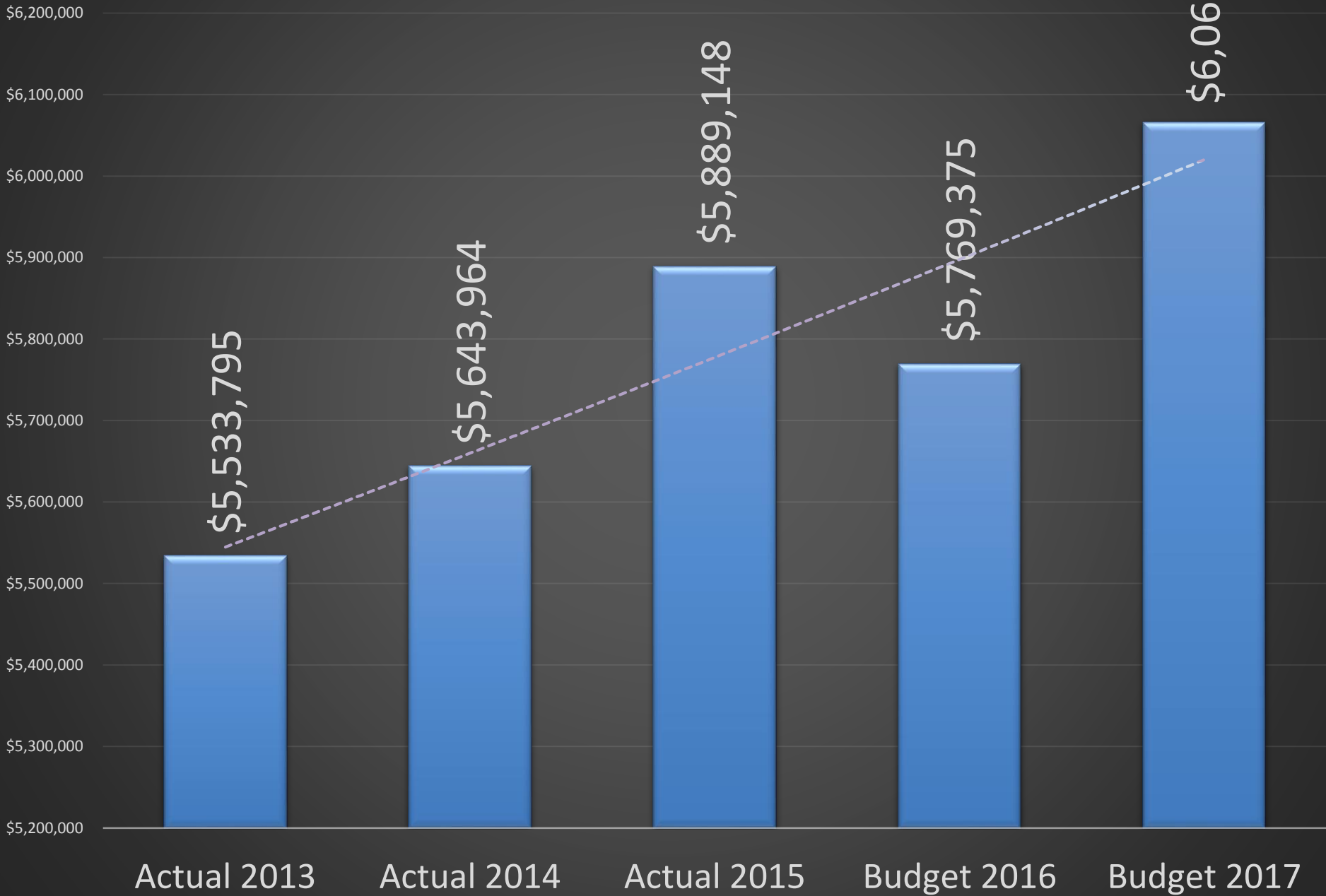
2016 Revenues

Earned Revenues	Approved 2016 Budget	Draft 2017 Budget
Memberships, Passes and Admissions	2,985,000	2,900,000
Programs and Services	1,018,098	1,193,408
Facility Rentals and Events	992,040	1,192,000
Administration (miscellaneous)	774,237	780,599
Total Revenues (excluding municipal operating contribution)	5,769,375	6,066,007

Revenue Breakdown by Category



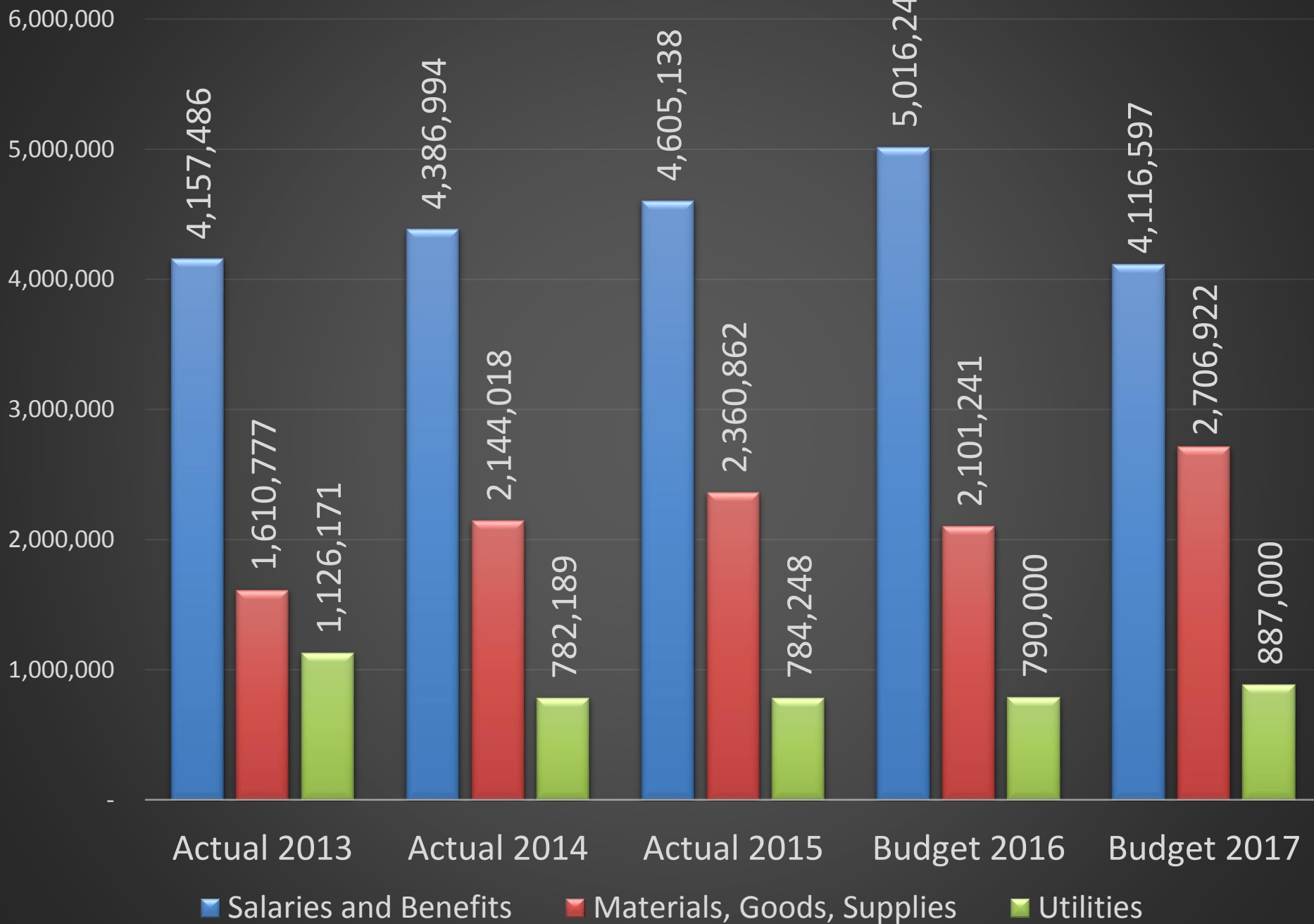
Revenue



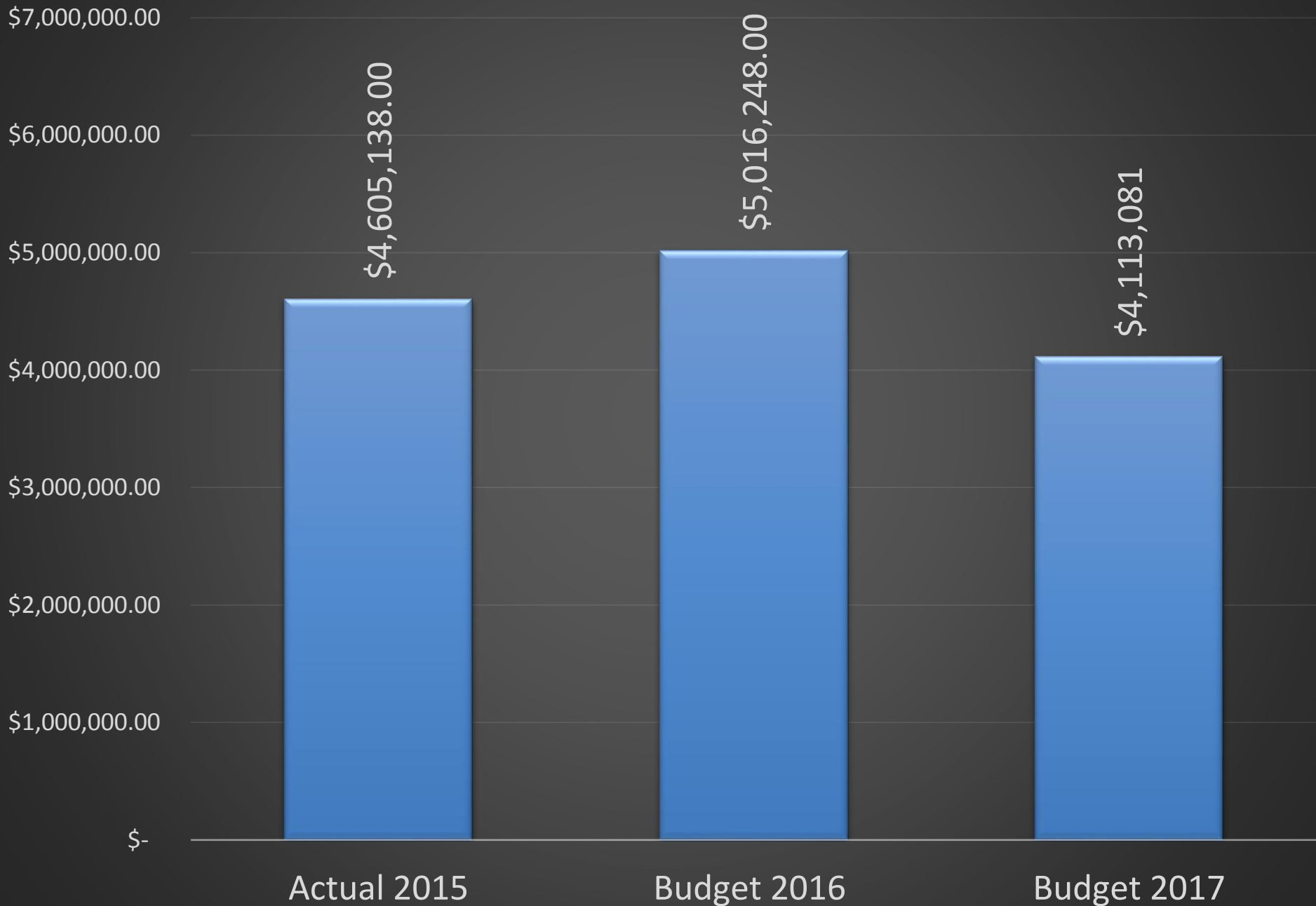
2016 Expenses

Expenses	Approved 2016 Budget	Draft 2017 Budget
Salaries and Benefits	5,016,248	4,116,597
Materials, Goods, Supplies (Inc. Depreciation)	2,101,241	2,706,922
Utilities	790,000	887,000
Restricted Reserves	5,000	0
Total Expenses	7,912,489	7,710,519

Expense by Category



Salaries and Benefits



2016 Capital

\$374,729:

- Fitness equipment
- Facility equipment
- Technology upgrades
- Zamboni



2016 Infrastructure

\$304,500:

- Landscaping improvements
- Wet change room enhancements
- Interior Painting
- Grout Repair
- Plumbing and Electrical Upgrades



Municipal Contribution

Municipal Contribution	Approved Budget 2016	Budget 2017
Operating	1,868,115	1,369,515
Capital/lifecycle	321,517	374,729
Infrastructure	431,400	304,500
Total Municipal Contribution	2,621,032	2,048,744

Summary

- 27% decrease in municipal operating contribution representing \$498,600
- Operational cost recovery of 81.58%
- Increase of 5.14% in earned revenues (excludes municipal operating contribution)
- Decrease of 2.6% in operating expenses

