



# 2025 Budget Presentation



2023/2024 Executive Committee



# The Organization

## Mission Statement

**The Oldman River Regional Services Commission will provide professional municipal planning, geographical information system and regional assessment review board services and advice. These services will be provided to our municipal Members and their rate-payers in a professional manner befitting a non-profit entity.**

## What is ORRSC?

The Oldman River Regional Services Commission (ORRSC) is established under part 15.1 of the *Municipal Government Act* (MGA), and this service commission is a cooperative effort of its Member municipalities in southern Alberta who have created an organization to provide municipal planning advice to its Members.

ORRSC was recreated and renamed in 2003, from the previous Oldman River Intermunicipal Service Agency (ORISA) - which was established in 1995 as a successor to the Oldman River Regional Planning Commission.

After the MGA was amended in 1994 to dissolve all regional planning commissions in Alberta, our organization was formed by the Member Municipalities of that day to carry on the same functions, ensuring consistency in terms of staff and planning advice to our Members.

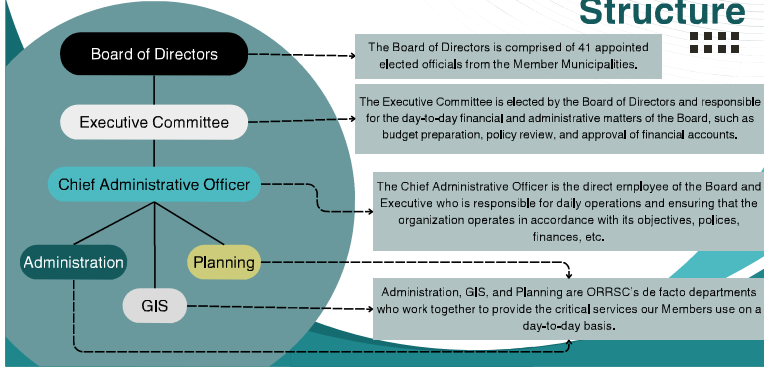


**In 2025 ORRSC will celebrate its 70th Year Anniversary, where our deep history in southern Alberta has evolved since the 1955 Lethbridge District Planning Commission**

## Why does ORRSC Exist?

The MGA requires municipalities to manage land use, subdivision, and development by preparing bylaws and statutory planning documents. ORRSC assists municipalities with creating these documents while providing day-to-day professional planning advice and assistance to our Members, continuing our historic ties to many of our Member Municipalities.

## ORRSC's Organizational Structure



## 2024/2025 Board of Directors

### Rural Members

Cardston, County - Roger Houghton  
 Forty Mile, County - Joan Hughson  
 Lethbridge County - Morris Zeinstra  
 Pincher Creek, M.D. - Jim Welsch  
 Ranchland, M.D. - Ron Davis  
 Taber, M.D. - John DeGroot  
 Vulcan County - Christopher Northcott  
 Warner, County - David Cody  
 Willow Creek, M.D. - Evan Berger

### Urban Members

Arrowood, Village - Colin Bexte  
 Barnwell, Village - Shayla Anderson  
 Barons, Village - Dan Doell  
 Bassano, Town - Mike Weitzstein  
 Brooks, City - Ray Juska  
 Cardston, Town - Allan Burton  
 Carmangay, Village - Sue Dahl  
 Champion, Village - James F. Smith  
 Claresholm, Town - Brad Schlossberger  
 Coalhurst, Town - Deborah Florence  
 Coult's, Village - Tanya Smith  
 Cowley, Village - Dave Slingerland  
 Crownsnest Pass, Muni. - Dean Ward  
 Crownsnest Pass, Muni. - Dave Filippuzzi  
 Duchess, Village - Stephen Dortch  
 Fort Macleod, Town - Gord Wolstenholme  
 Glenwood, Village - Mark Peterson

Hill Spring, Village - Suzanne French  
 Lomond, Village - Brad Koch  
 Magrath, Town - Gerry Baril  
 Milk River, Town - Peggy Losey  
 Milo, Village - Dean Melnyk  
 Nanton, Town - Victor Czop  
 Nobleford, Town - Marinus de Leeuw  
 Picture Butte, Town - Teresa Feist  
 Pincher Creek, Town - Don Anderberg  
 Raymond, Town - Neil Sieben  
 Stavelly, Town - Don Norby  
 Stirling, Village - Matthew Foss  
 Vauxhall, Town - Russel Norris  
 Vulcan, Town - Richard DeBolt  
 Warner, Village - Marty Kirby

## 2023/2024 Executive Committee

### Gord Wolstenholme, Chair

Town of Fort MacLeod  
 20 years on Board of Directors; 10 years as Chair

### Scott Akkermans

Town of Coalhurst  
 1 year on Board of Directors; 1 year on Executive Committee

### Christopher Northcott

Vulcan County  
 3 years on Board of Directors; 3 years on Executive Committee

### Neil Sieben

Town of Raymond  
 3 years on Board of Directors; 3 years on Executive Committee

### Don Anderberg, Vice Chair

Town of Pincher Creek  
 14 years on Board of Directors; 12 years on Executive Committee; 3 Years as Vice Chair

### David Cody

County of Warner  
 10 years on Board of Directors; 2 years on Executive Committee

### Brad Schlossberger

Town of Claresholm  
 3 years on Board of Directors; 3 years on Executive Committee

## Board of Directors

Comprised of Elected Officials appointed by Member Municipalities  
 Decision-making and policy-making body of the Commission.  
 Unless delegated to the Executive, the Board has responsibility for all operations, policies, employees, budgeting and other functions of the Commission.  
 Responsible for approving proposed Annual Budget.

## Executive Committee

Elected by the Board of Directors.  
 Responsible for financial and administrative matters, including budget preparation, approval of accounts, procedures and policies for hiring and dismissal of staff, and specific issues affecting administration or policy.  
 With Administration, prepares and reviews the annual budget estimates and work program submitted by the CAO.  
 Recommends an Annual Budget to the Board for approval

### Both the Board and the Executive operates and is governed by the following Bylaws

- 2021-01 - Board of Directors and Executive Committee Bylaw
- 2021-02 - Administrative Bylaw
- 2021-03 - Procedural Bylaw
- 2021-04 - Code of Conduct for Board of Directors Bylaw
- 2021-05 - Document Retention Bylaw

### Fiduciary Duty

- Members shall:
- Act in the best interest of the Commission
  - Not favour the interests of their municipality should the Commission's interest differ from their municipality's

## 2024 Staff

### Administration

Lenze Kuiper, Chief Administrative Officer (2005)  
Raeanne Keer, Executive Assistant (2022)  
Stephanie Sayer, Accounting Clerk (Apr 2024)

### GIS

Jaime Thomas, GIS Analyst (2005)  
Mladen Kristic, CAD/GIS Technologist (2006)  
Jordan Thomas, GIS Analyst (2006)  
Kaylee Sailer, CAD/GIS Technologist (2013)  
Carlin Groves, GIS Technician (2019)

### Planning - Subdivision

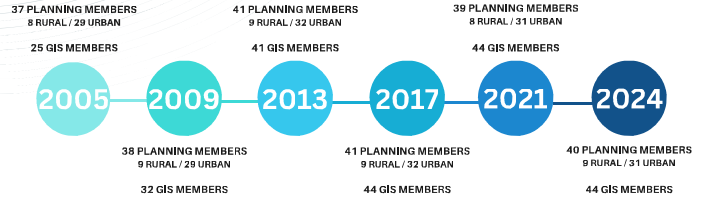
Jennifer Maxwell, Subdivision Technician (2015)

### Planning

Mike Burda, Senior Planner (1978)\*  
Steve Harty, Senior Planner (1998)  
Diane Horvath, Senior Planner (2000)  
Bonnie Brunner, Senior Planner (2007)  
Gavin Scott, Senior Planner (2007)  
Ryan Dyck, Planner (2013)  
Maxwell Kelly, Planner (2019)  
Katie Schlamp, Planner (2022)  
Rachel Schortlinghuis, Assistant Planner (Mar 2024)  
Harsimran (Sim) Kaur, Assistant Planner (Aug 2024)\*  
Jiayi Wang, Assistant Planner (Aug 2024)\*

\*contracted position

## Organizational Change



## 2025 Draft Budget Process

## 2012 Finance Committee

"experiencing cyclical, unstable and volatile revenue streams (i.e. subdivision and fee-for-service) that jeopardize our ability to meet short-term and long-term fixed expenses. If we continue to ignore this problem and continue to operate under the present business model we may miss critical budget projections which may result in cash flow problems, limited service delivery and ultimately in damage to our quality reputation"

2012 ORRSC Financial Committee Report and Recommendations

### Recommendation #1 - Increase GIS Fee +5%

Rationale - GIS fees are based on a cost recovery model built at inception in 2002.

### Recommendation #2 - Increase Fee-For-Service Hourly Rate

Rationale - Standard fee rates for private firms is 2x or 3x the hourly wage to include overhead/profit margin. Historically offered low rates to Members as a valued benefit.

### Recommendation #3 - Fee-For-Service Interim Billing

Rationale - Management of cash flow needed, introduction of 1/3 Billing System

### Recommendation #4 - New and Improved Municipal Service Contracts

Rationale - To address changes over past 18-years and outline in greater detail the services offered in exchange for membership and fee-for-service

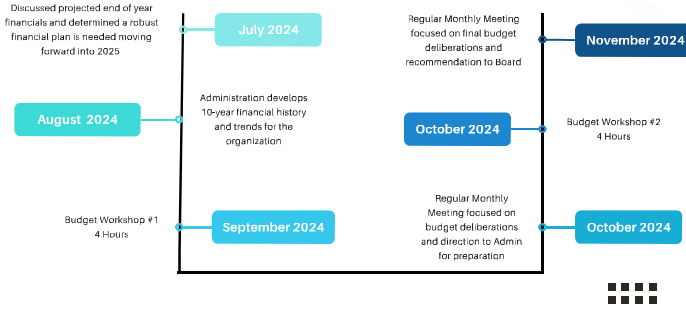
### Recommendation #5 - Increase Subdivision Fees

Rationale - Increase fees to be in alignment in other parts of the province.

### Recommendation #6 - Total Equalized Assessments with Split Mill Rate

Rationale - Use yearly TEA's to determine each years requisition with a split mill rate (urban/rural) for reliable income for expenses and less reliance on variable income from subdivision and fee-for-service.

## 2025 Budget Preparation Timeline



## Budget Deliberations

- Membership fees to cover fixed expenses
- Develop a financial plan to have membership fees cover fixed expenses
- Review Floor and Ceiling
- Rebuild reserves
- Develop proposed plan for Cost of Living increases and inflation implications to organization (wages, utilities, vehicles, etc.)
- Develop better financial planning for variable income (fee-for-service, subdivision)
- Succession Planning

\*As of November 28, 2024

Net Income	YEAR	BUDGET	ACTUAL
	2015	\$18,285	\$171,151
	2016	\$6,198	72,826.08
	2017	\$34,376	\$255,792
	2018	\$36,430	\$210,882
	2019	\$38,234	-\$42,315
	2020	\$40,048	-\$82,944
	2021	\$1,188	\$296,029
	2022	\$5,399	-\$138,842
	2023	\$7,233	-\$250,237
2024*	\$9,645	\$83,842	

## Membership Fee Considerations

**+0.057 Mill Rate / +55% Ceiling / \$5,000 Floor (1 Year)**  
**Would ensure fixed expenses are fully covered by Membership Fees for 2025.**  
 Executive Committee determined this was too drastic of an increase for our Members.

**+0.03 Mill Rate / +10%, +20%, +30% Ceiling / \$5,000 Floor (+7 Years)**  
**Smaller increases to the Mill Rate and Ceiling would take an estimated +7 years for the fixed expenses to be covered by the Membership Fees.**  
 Executive Committee determined this was too long of a window as we had been in a deficit for too many years and have depleted the reserves.

**+0.031 Mill Rate / +40% Ceiling / \$5,000 Floor (3 Years)**  
**Would allow us to kickstart 3 Year Plan to have Membership Fees fully cover fixed expenses with smaller increases to the remaining 2-years.**

\*Based on 2024 Total Equalized Assessments at the time of deliberations

## 2025 Fee Overview

**Planning Membership**  
**+0.025 Mill Rate Increase**  
**Increase Ceiling to \$104,206**  
**Increase Floor to \$5,000**

**GIS Membership**  
**+8% Increase**

**Subdivision Fees**  
**No Increase / No Changes**

**Regional Boards**  
**(Chinook SDAB / Regional ARB)**  
**No Increase / No Changes**

**Fee For Service Hourly (Members)**  
**No Increase / No Changes**  
**Remains \$85/hour**

**Fee For Service Hourly (Non-Members)**  
**Increase from \$170/hr to \$200/hr**

## Floor & Ceiling

In 2012 the financial model for collecting membership fees was approved by the Board of Directors, and is as follows:

**Yearly Provincial Total Equalized Assessment x Split Mill Rate (Urban & Rural) = Annual Member Contribution**

In addition, following recommendations of the Finance Committee the "Floor" was set to \$2,000 for 2013.

The "Ceiling" was also capped to \$65,000 to retain municipalities who had high Total Equalized Assessment values.

Since 2013 the Floor and Ceiling have only increased with annual increases, they have not been adjusted in 10-years.

2013	
\$2,000	Floor
\$65,000	Ceiling
2024	
\$2,370	Floor
\$77,190	Ceiling



## Our Goals



## Our Goals - #1 Financial Stability

## How Will We Reach Financial Stability?

Membership Fees to financially cover fixed operating expenses

Use revenue from Fee-For-Service and Subdivision Fees to fund non-fixed operating expenses and rebuild reserves

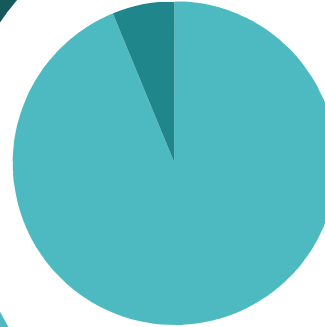
Review "Floor" and "Ceiling" on annual basis

Continue to review operating costs for savings

Research and apply for grants for cost-savings for future capital projects and purchases

## 2025 Budget - Fixed vs Variable Expenses

Variable Expenses  
6.2%



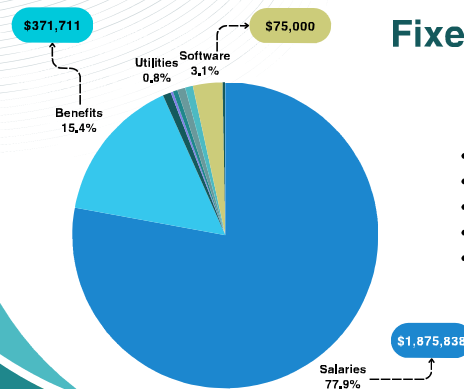
Fixed Expenses  
93.8%

Fixed Expenses  
\$2,408,050

Variable Expenses  
\$160,302

## Fixed Operating Expenses

- Salaries
- Benefits
- Utilities
- Telephone
- Accounting & Audit Fees
- Insurance
- Software
- Equipment Rental



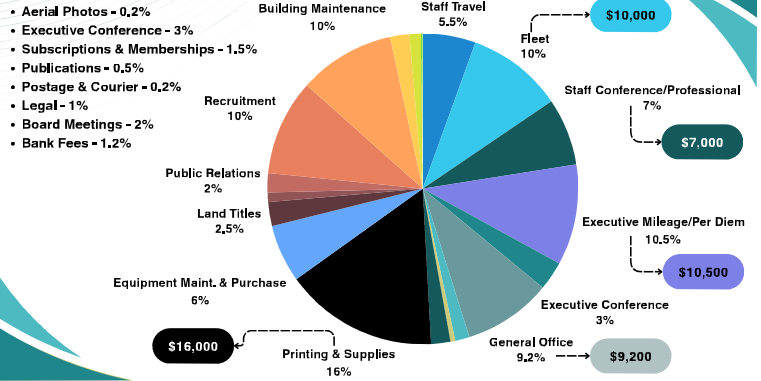
## Fixed Operating Expenses

- Janitorial - 0.2%
- Accounting/Audit - 0.5%
- Telephone - 0.8%
- Insurance - 0.8%
- Equipment Rental - 0.3%

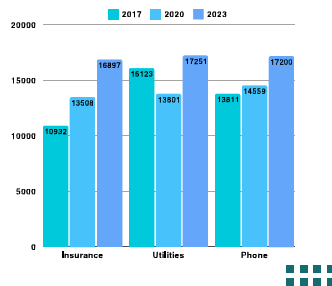
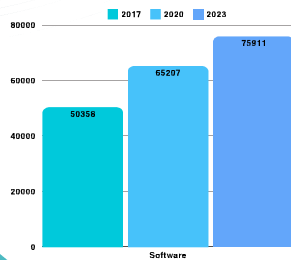
## Variable Expenses

- Staff Mileage
- Fleet Fuel & Maintenance
- Staff Field Expense
- Staff Conference
- Staff Prof. Development & Memberships
- Executive Meeting Per Diem
- Executive Meeting Mileage
- Executive Conference
- General Office Services & Supplies
- Subscriptions & Memberships
- Books & Publications
- Postage & Courier
- Printing & Supplies
- Equipment & Furniture Rental
- Equipment Repairs & Maintenance
- Land Titles & Government Agencies
- Legal Fees
- Recruitment
- Building Maintenance
- Board Meetings
- Bank Fees & Service Charges

## Variable Operating Expenses



## Operating Expense Increases



## Fee-For-Service

ORRSC has experienced a decrease in Fee-For-Service projects by our Membership. This decrease has had a negative impact on the organizations budget.

Financial history has shown that Fee-For-Service is volatile and cannot be relied on for financial stability.

\*As of November 28, 2024

YEAR	BUDGET	ACTUAL
2015	\$300,000	\$383,240
2016	\$300,000	\$221,104
2017	\$400,000	\$476,574
2018	\$450,000	\$445,603
2019	\$425,000	\$329,623
2020	\$425,000	\$410,156
2021	\$400,000	\$729,264
2022	\$400,000	\$85,759
2023	\$400,000	\$127,557
2024*	\$200,000	\$121,939

## Subdivision Fees

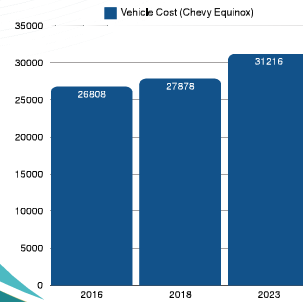
Subdivision fees are incredibly difficult to project as a stable revenue source as it is often impacted by the economy, developers in individual municipalities, municipal growth and projects.

The table includes all associated Subdivision Fees, including Application Fees, Finalization Fees, and Extension Fees.

\*As of November 28, 2024

YEAR	BUDGET	ACTUAL
2015	\$310,000	\$298,481
2016	\$305,000	\$310,730
2017	\$305,000	\$347,974
2018	\$315,000	\$352,687
2019	\$315,000	\$276,180
2020	\$300,000	\$239,277
2021	\$250,000	\$332,900
2022	\$300,000	\$320,169
2023	\$310,000	\$265,905
2024*	\$287,500	\$335,905

## ORRSC Vehicles Operating Costs and Savings



ORRSC provides a fleet of vehicles to staff to be able to attend meetings in municipalities across Southern Alberta.

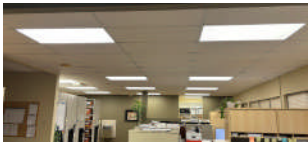
In recent years we have purchased a number of Chevy Equinox's for our fleet as they provide the safety features, such as All-Wheel Drive, to our Planners who are on the road 5-days a week.

In 2020 due to COVID-19 we opted to operate with only 2 vehicles, and a 3rd was purchased in 2023 as meetings began to return in-person more regularly.

For the 2024 Operating Budget we kept our 2018 model over our recommended mileage to save money in the Capital Reserves.

The 2018 model has begun to have mechanical issues and will need to be replaced in 2025; this has been included in the 2025 Budget.

## Cost Saving Efforts



### LED Lighting Retrofit Project - November 2024

With support of the Town of Pincher Creek we were successful in receiving the Community Energy Conservation Program Grant from Alberta Municipalities



**Annual Energy Cost Savings**  
\$2,779.78



### Subdivision Storage Expansion - September 2024

While investigating options to expand our Subdivision file storage with local providers, we were given the opportunity to purchase shelving from the MD of Taber who was undergoing renovations of their Administration office.

New From Supplier - \$40,000

Alternative Design - \$13,000

Purchased - \$5,434.83\*  
\*with installation and delivery



## Our Goals - #2 Revenue Growth

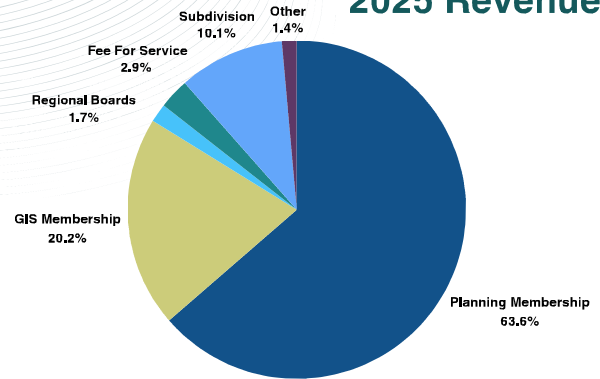
## How Will We Grow our Revenue?

Work to develop a recruitment plan to hire and retain staff to return to and remain at peak operational function

Review existing statutory plans and determine what projects are due for renewal or require updates

Continue to research and review the needs of our Members and determine services that we may be able to offer within our scope of work

## 2025 Revenue



## Recruitment & Retention

### Retirement

ORRSC has a number of senior staff members who are or will be eligible for retirement.

### Recruitment

ORRSC has been operating with limited staff since 2022 and Administration is working to develop a recruitment strategy to attract new staff.

### Retention

ORRSC will work to continue to be an employer of choice and develop retention strategies to retain current talent, maintain institutional knowledge, and organizational history.

## Statutory Plan Review

### Catalogue Statutory Plans

Staff is developing a tracking matrix of all ORRSC Statutory Plans.

### Determine Review Window

Staff is reviewing all statutory plans to determine if they have a recommended review window.

### Propose Review / New Plans

Administration will be able to use this tool to approach Members regarding plans that are overdue, requiring updating, etc. to encourage fee-for-service planning.

## DO Processing and Support

- Requests for assistance for Development Officer duties and processing has greatly increased from our Members.
- Looking to improve our workflow while continuing to support our Members where they need us the most.
- Requests result from municipal vacancies, organizational capacity, and coverage needs.
- Investigating what type of DO support could be offered to alleviate the workflow and allow Planning staff to return to their regular planning services and projects for our Members.
- DO work has begun to overwhelm Planning staff and has had a negative impact on the ability to complete projects and provide our regular planning services to Members.

## DO Processing and Support



## Our Goals - #3 Intensify Financial Planning

## How Will We Intensify the Budgeting Process?

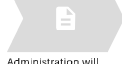
Start the process earlier in the year so that our Members can have an interim budget proposal for September annually

Develop a strong capital plan moving forward to ensure the capital assets of the organization are replaced/repairs/reviewed accordingly

Continue providing financial status updates to the Board on a regular basis

# Expanding the Budget Process

**Step 1**  
Financial Audit Complete (May/June)



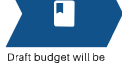
Administration will prepare the draft budget using the previous year's financial records and Financial Statements.

**Step 2**  
Prepare Draft Budget (Summer)



Between the June and September Board Meetings the Executive and Administration will prepare a draft budget.

**Step 3**  
Draft Budget Presented to Board of Directors (September)



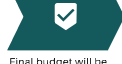
Draft budget will be presented to the Board using the first 6-months finances and the previous years financial statements to best estimate the upcoming year.

**Step 4**  
Prepare Final Budget (Fall)



Executive and Administration will prepare a final budget with the new equalized assessments and financial information from the first 3 financial quarters.

**Step 5**  
Final Budget Presented to Board of Directors (December)



Final budget will be presented to the Board for the upcoming year.

# 3 Year Ongoing Operating Plan

Developing a 3 Year Ongoing Operating Plan, in alignment with municipal best practice, will allow us to monitor the organizations financial viability and provide our Member municipalities a better opportunity to be aware of future budget needs.

**2024**

- 2025 Final Operating Budget
- 2026 Operating Plan
- 2027 Operating Plan

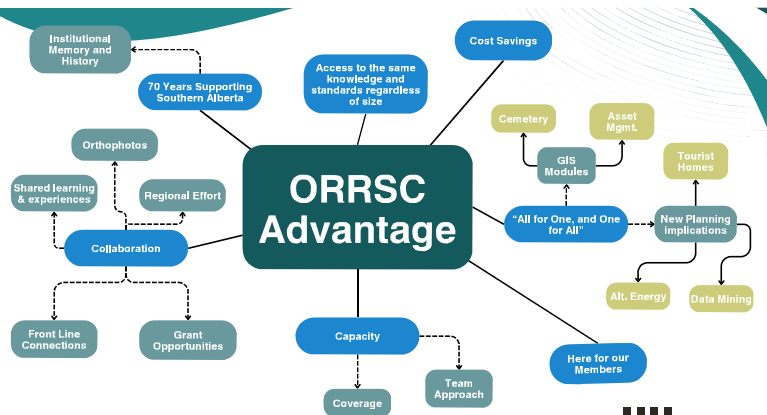
**2025**

- 2026 Draft Operating in Sept 2025
- 2026 Final Operating in Dec 2025
- Updated 2027 Operating Plan
- 2028 Operating Plan

**2026**

- 2027 Interim Operating in Sept 2026
- 2027 Final Operating in Dec 2026
- Updated 2028 Operating Plan
- Interim 2029 Operating Plan

# The ORRSC Advantage



## Estimated Costs For a Planner

Based on the low range of current job postings in August 2024 from Municipalities in Alberta looking for a Planner with 5 years or more experience.

<b>Average Annual Salary</b>	<b>\$107,872.89</b>
<b>Average Annual Benefits</b>	<b>\$24,263.56</b>
	<b>\$132,136.45</b>
<b>Unbillable Work/Hours</b>	<b>\$22,971.41</b>
<small>Vacation, Stat Holidays, Overtime, etc.</small>	
<b>Annual Expenses</b>	<b>\$103,920.00</b>
<small>Vehicle, phone, office, materials, etc.</small>	

**These costs do not include:**

- An Assistant, Clerk, or other Administrative Support
- A Subdivision Technician
- Coverage during holidays, sick time, etc.

**Estimated Total Cost to a Municipality**  
**\$259,027.86**

## Questions?

