

Audit & Finance Committee

September 12, 2019, 1:30 p.m. – 3:30 p.m.

Edmonton Metropolitan Region Board Office
#1100 Bell Tower, 10104 — 103 Avenue
Capital Region Boardroom

<p>1. Opening</p>	
<p>1.1 Quorum <i>Action: Confirmation</i> <i>Lead: Chair Doblanko</i></p>	
<p>1.2 Call to Order <i>Action: Declaration</i> <i>Lead: Chair Doblanko</i></p>	
<p>1.3 Chair’s Opening Remarks <i>Action: Information</i> <i>Lead: Chair Doblanko</i></p>	
<p>2. Approval of Agenda <i>Action: Approval</i> <i>Lead: Chair Doblanko</i></p> <p>Recommended Motion: That the Audit & Finance Committee approve the September 12, 2019 meeting agenda.</p>	
<p>3. Approval of Minutes <i>Action: Approval</i> <i>Lead: Chair Doblanko</i></p> <p>Recommended Motion: That the Audit & Finance Committee approve the May 9, 2019 meeting minutes.</p>	<p>Page 3 of 20</p>
<p>4. Finance</p>	



<p>4.1 Quarterly Financial Report <i>Action: Information</i> <i>Lead: Chair Doblanko/CEO Wichuk</i></p>	Page 7 of 20
<p>4.2 Revised Draft 2019-2020 Budget <i>Action: Endorsement & Recommendation</i> <i>Lead: Chair Doblanko/CEO Wichuk</i></p> <p>Recommended Motion: That the Audit & Finance Committee endorse and recommend the Revised Draft 2019-2020 Budget, as amended, to the Edmonton Metropolitan Region Board for approval.</p>	Page 14 of 20
<p>5. CEO Update <i>Action: Information</i> <i>Lead: CEO Wichuk</i></p>	
<p>6. Next Meeting</p> <ul style="list-style-type: none">November 14, 2019, 1:30 – 3:30 p.m., EMRB Office TBC	
<p>7. In Camera <i>Action: Approval</i> <i>Lead: Chair Doblanko</i></p>	
<p>8. Adjournment <i>Action: Approval</i> <i>Lead: Chair Doblanko</i></p> <p>Recommended Motion: That the Audit & Finance meeting of September 12, 2019 be adjourned.</p>	

Audit & Finance Committee

**Thursday, May 9, 2019
1:30 p.m. – 3:30 p.m.
Edmonton Metropolitan Region Board Office
Capital Region Boardroom**

Members:

Mayor Tanni Doblanko, *Leduc County
(Chair)*
Councillor Wes Broadhead, *City of St.
Albert (Vice Chair)*
Councillor Michael Walters, *City of
Edmonton*
Mayor John Stewart, *City of Beaumont*

Regrets:

Mayor Ray Ralph, *Town of Devon*

EMRB Staff:

Karen Wichuk, *CEO*
Sharon Shuya, *Director, Regional Growth
Planning*
Bryan Haggarty, *Director, Strategic
Initiatives and Operations*
Debra Irving, *Senior Project Manager*
Charlene Chauvette, *Office Manager*
Agata Lewandowski, *Executive Assistant*
Raquel Chauvette, *Administrative Assistant*

Guests:

Dr. Jodi L. Abbott, *Board Chair (Ex-Officio)*
Mayor Alanna Hnatiw, *Sturgeon County*
Gibby Davis, *City of Edmonton*
Trevor Duley, *City of St. Albert*
Larissa Hepp, *Sturgeon County*
Avril McCalla, *City of Edmonton*
Yetunde Oke, *City of Edmonton*
Jackie Porayko, *Strathcona County*
Julie Vizbar, *Leduc County*



1. Opening

1.1 Quorum

Quorum achieved; three of five voting members present.

1.2 Call to Order

Chair Doblanko calls the meeting to order at 1:32 p.m.

1.3 Chair Opening Remarks

Chair Doblanko provides opening remarks and welcomes the auditor Shannon Troke, from King & Company Chartered Accountants, to the meeting.

2. Approval of Agenda

AFC2019-13

Motion: That the Audit & Finance Committee approve the May 9, 2019 meeting agenda.

Moved by: Councillor Walters

Accepted by: Chair

Decision: Carried unanimously

3. Approval of Minutes

Councillor Brodhead inquires for an amendment to the minutes to include his name under attendance, as he had attended the meeting of March 14, 2019.

AFC2019-14

Motion: That the Audit & Finance Committee approve the March 14, 2019 meeting minutes as amended.

Moved by: Councillor Brodhead

Accepted by: Chair

Decision: Carried unanimously

4. Audited Financial Statements

4.1 2018-2019 Audited Financial Statements

CEO Wichuk introduces the 2018-2019 Audited Financial Statements, providing background on the audit conducted at the beginning of April 2019.

Mr. Troke presents highlights of the audit to members and walks them through the Audited Financial Statements.

CEO Wichuk concludes the next steps will be for the motion to go forward to the Board; Audited Financial Statements will then be incorporated into the Annual Report, before being presenting to the province.



AFC2019-15

Motion: That the Audit & Finance Committee endorse and recommend the 2018-2019 Audited Financial Statements, as prepared by King & Company Chartered Accountants, to the Edmonton Metropolitan Region Board for approval.

Moved by: Councillor Brodhead

Accepted by: Chair

Decision: Carried unanimously

5. Governance

5.1 2018-2019 Annual Report Content

CEO Wichuk provides background on the 2018-2019 Annual Report Content, stating the Executive Committee had a chance to review the content earlier in the morning to provide feedback. CEO Wichuk informs members of a couple of key pieces missing that will be completed before being presented at the June 13th Board meeting.

Chair Doblanko informs members of a conversation regarding an amendment to the REF section of the Annual Report from the earlier Executive Committee meeting.

AFC2019-16

Motion: That the Audit & Finance Committee endorse and recommend the 2018-2019 Annual Report Content to the Edmonton Metropolitan Region Board for approval.

Moved by: Councillor Walters

Accepted by: Chair

Decision: Carried unanimously

6. Policy

6.1 Amended Policy F007 - Reserves

CEO Wichuk provides an update from the last Audit & Finance meeting where the discussion regarding a policy for the \$100,000 reserves cap occurred. CEO Wichuk informs members a reserve policy already exists and has been amended to include the cap of the \$100,000 reserve fund. CEO Wichuk advises members this policy can continue to be updated in the future, if needed.

CEO Wichuk walks members through the tracked changes to Policy F007 – Reserves.

Chair Doblanko concludes that when taking this amended policy to the Board, to include a legend for the different track change colors, as well as providing both a clean and tracked version. Chair Doblanko adds that Administration is to look at best practices for a reasonable amount of reserves that may be spent without Committee and Board approval, and to provide this amount at the next Board meeting.

AFC2019-17

Motion: That the Audit & Finance Committee endorse and recommend amendments to Financial Policy F007 to provide current policy guidance and direction regarding EMRB Reserves to the Edmonton Metropolitan Region Board for approval.

Moved by: Councillor Walters

Accepted by: Chair



Decision: Carried unanimously

7. CEO Update

CEO Wichuk states it has been a busy month since our last Board Meeting. CEO Wichuk conveys as noted from the Engagement Strategy update, there has been a focus on learning more about the new provincial government and Administration continues to fill out the pieces of the framework. CEO Wichuk mentions progress will continue to be made on the Annual Report. CEO Wichuk updates members that Administration is in the final phase for the hiring of a new Senior Communications Advisor. CEO Wichuk concludes with a look into the meetings she has participated in over the last couple months.

8. Next Meeting

- July 11, 2019, 1:30 p.m. – 3:30 p.m., EMRB Office TBC

9. In Camera

There are no items for In Camera.

10. Adjournment

AFC2019-18

Motion: That the Audit & Finance Committee meeting of May 9, 2019 be adjourned at 2:28 p.m.

Moved by: Mayor Stewart

Accepted by: Chair

Decision: Carried unanimously

Committee Chair, Tanni Doblanko



Combined Quarterly Financial Report - Q1 and interim Q2 to September 4 - 2019/20 Fiscal Year

REVENUE

As at September 4, 2019, revenue was as forecast, with the following understanding:

1. The anticipated receipt of outstanding municipal contributions.
 - As of this update, EMRB Administration is awaiting the provision of the municipal contribution from one municipality.
2. A surplus of \$610,532.13 previously identified in Budget 2019/20 – as approved by the Board on April 11, 2019 (B2019-15).
3. The results of the independent auditor's report and amended 2018-2019 Financial Statements required a prior period adjustment and restatement of Budget 2018/19 – as approved by the Board on June 13, 2019 (B2019-23).
 - The audit results determined that the Province of Alberta operating grant funding was incorrectly represented in the 2018/2019 financial statements. As a result, operating grant funding increased by \$500K, deferred revenue decreased by \$500K and annual surplus and ending accumulated surplus increased by \$500K.
 - The Board was accordingly informed the total carry over identified from FY 2018/19 is \$1,031,083

EXPENDITURES

BUDGET ADJUSTMENTS

Given the adjustment in revenue of \$1,031,083, EMRB Administration has therefore made the following budgetary adjustments in anticipation of carry over approval* from Municipal Affairs:

- Non-Committed deferred revenue is revised from \$2,145,471.77 to \$2,135,247.00 to reflect the actual amount after the completion of the 2018/19 Audit.

* See Briefing Note: *EMRB Revised 2019/2020 Budget* for additional information regarding carryover approval process and status.



- Upon GoA approval, the carry over grant extension of \$1,031,083.00 will increase total revenue from \$5,637,471.77 to \$6,655,830.00 (includes a minor \$2500 reduction in GoA Planning Intern Grant expenditure).
- Professional fees are increased from \$55,000.00 to \$95,000.00 for the completion of the Corporate Risk Profile and Board Policy Review.
- Professional development is increased from \$38,000.00 to \$56,500.00 to complete the Institute of Corporate Directors program.
- MRSP is increased from \$392,300.00 to \$404,200.00 for additional meeting expenses.
- RAMP & LESA are reduced from \$497,030.00 to \$472,930.00 due to a deferral of \$24,100.00 to 2010/21 in anticipation of project completion in June 2020.
- IRTMP is increased from \$135,290.00 to \$350,000.00 due to an adjustment of the workplan to include prioritization work in 2019/20.
- RECAS is now represented as \$150,000.00 for 2019/20 and a residual of \$18,520.00 (2020/21) due to an adjustment of the workplan. Prior budget representation distributed \$75K for each FY 2019/20 and 2020/21.
- SISB is increased from \$237,338.00 to \$250,000.00 due to an adjustment of the workplan resulting in increased costs for additional consulting services and meetings.
- Broadband is increased from \$150,400.00 to \$208,520.00 due to an adjustment to the workplan resulting in increased costs for additional consulting services.
- Marketing and Communications is increased from \$60,000.00 to \$120,000.00 for development of the Integrated Communication and Engagement Strategy.

* See Briefing Note: *EMRB Revised 2019/2020 Budget* for additional information regarding carryover approval process and status.



SUMMARY

An adjustment in **Total Revenue** of \$1,018,358.23

- Increase from \$5,637,471.77 to \$6,655,830.00.

An adjustment in **Total Expenditures** of \$466,792.00

- Increase from \$5,226,939.64 to \$5,493,731.64.

Attachments:

1. Quarterly Financial Report Q1
2. Interim Quarterly Financial Report Q2

2019/20 Budget

Item 4.1 Attachment 1

Quarterly Financial Report as of
June 30, 2019

	<u>Budget</u> <u>April 2019</u>	<u>Actual Q1</u> <u>2019-06-30</u>
<u>Revenue</u>		
GOA Regular Grant	\$ 2,000,000	\$ 2,000,000
GOA ACP Internship program	\$ 24,000	\$ -
Membership Contribution	\$ 1,468,000	\$ 561,023
Non-Committed Funds	\$ 2,135,247	\$ 2,135,247
Carry over/extension	\$ -	\$ 1,031,083
Deposit Interest	\$ -	\$ 17,060
Other Income	\$ -	\$ -
Total Revenue	<u>\$ 5,627,247</u>	<u>\$ 5,744,413</u>
<u>Expenditures</u>		
Board and Committees	\$ 169,400	\$ 25,685
Collaboration Events	\$ 20,000	\$ -
Honoraria	\$ 32,400	\$ 2,000
Travel	\$ 12,000	\$ 337
Meetings	\$ 25,000	\$ 8,275
Additional Meeting Support	\$ -	\$ -
Chair Retainer	\$ 80,000	\$ 15,073
Administration	\$ 2,604,182	\$ 568,402
Salaries/Benefits	\$ 1,953,387	\$ 450,782
Office Lease/Utilities	\$ 310,000	\$ 69,321
Legal & Professional Fees	\$ 55,000	\$ -
Office Communications	\$ 53,000	\$ 5,308
Travel / Professional Development	\$ 38,000	\$ 2,868
Office Supplies	\$ 31,295	\$ 6,899
Information Technology	\$ 77,500	\$ 30,060
GIS	\$ 20,000	\$ -
DMS/ Record Mangement	\$ 20,000	\$ 2,070
Insurance	\$ 6,000	\$ -
Meetings- Non Board/Committee	\$ 30,000	\$ 526
Bank Charges and Interest	\$ 2,000	\$ 567
Other Expenses	\$ 8,000	\$ -
Capital and Other	\$ 77,500	\$ 2,464
Planning Intern	\$ 50,000	\$ 2,464
Office Furniture/Equipment	\$ 27,500	\$ -
Consulting Fees*	\$ 2,175,858	\$ 143,750
REF	\$ 125,000	\$ 10,948
Regional Projects	\$ 2,050,858	\$ 132,802
Total Expenditures	<u>\$ 5,026,940</u>	<u>\$ 740,301</u>
Unallocated Project Funds	<u>\$ 600,307</u>	
Surplus (Deficit)	<u>\$ -</u>	<u>\$ 5,004,112</u>

*see breakdown on Page 2

Consulting Fees

	<u>2019/20 Budget</u>	<u>Q1</u>
Regional Mandate		
MRSP	\$392,300	\$43,265
Audited Financials/Annual Report	\$38,500	\$0
Strategic Plan Preparation	\$0	\$0
REF	\$125,000	\$10,948
Total	\$555,800	\$54,213
Growth Plan Implementation		
RAMP & LESA	\$497,030	\$47,424
IRTMP Update	\$135,290	
Regional Energy Corridors Advocacy Strategy	\$75,000	
Total	\$707,320	\$47,424
Growth Plan Administration		
Growth Plan Amendments/Updates	\$25,000	\$0
Toolkit/Education/Interpretation	\$30,000	\$0
KPI Dashboard	\$125,000	\$23,000
Monitoring & Reporting	\$25,000	
Total	\$205,000	\$23,000
Strategic Plan Initiatives		
Shared Investment Shared Benefit	\$237,338	\$17,713
Broadband	\$150,400	\$0
KPI Targets for GP	\$50,000	\$0
Board Development&Strategic Planning	\$70,000	\$0
Advocacy	\$40,000	\$1,400
Total	\$547,738	\$19,113
Operations		
Board Stabilization Reserve	\$100,000	\$0
Marketing & Communications	\$60,000	\$0
Total	\$160,000	\$0
Total Regional Projects	\$2,175,858	\$143,750

2019/20 Budget

Item 4.1 Attachment 2

Quarterly Financial Report as of
September 04, 2019

	<u>Budget</u> <u>April 2019</u>	<u>Actual Q2</u> <u>2019-09-04</u>
<u>Revenue</u>		
GOA Regular Grant	\$ 2,000,000	\$ 2,000,000
GOA ACP Internship program	\$ 24,000	\$ -
Membership Contribution	\$ 1,468,000	\$ 580,479
Non-Committed Funds	\$ 2,135,247	\$ 2,135,247
Carry over/extension	\$ -	\$ 1,031,083
Deposit Interest	\$ -	\$ 17,060
Other Income	\$ -	\$ -
Total Revenue	\$ 5,627,247	\$ 5,763,869
<u>Expenditures</u>		
Board and Committees	\$ 169,400	\$ 44,297
Collaboration Events	\$ 20,000	\$ 229
Honoraria	\$ 32,400	\$ 7,400
Travel	\$ 12,000	\$ 1,052
Meetings	\$ 25,000	\$ 10,542
Additional Meeting Support	\$ -	\$ -
Chair Retainer	\$ 80,000	\$ 25,073
Administration	\$ 2,604,182	\$ 979,868
Salaries/Benefits	\$ 1,953,387	\$ 754,463
Office Lease/Utilities	\$ 310,000	\$ 138,643
Legal & Professional Fees	\$ 55,000	\$ 1,084
Office Communications	\$ 53,000	\$ 9,107
Travel / Professional Development	\$ 38,000	\$ 6,292
Office Supplies	\$ 31,295	\$ 11,843
Information Technology	\$ 77,500	\$ 51,521
GIS	\$ 20,000	\$ -
DMS/ Record Mangement	\$ 20,000	\$ 4,139
Insurance	\$ 6,000	\$ -
Meetings- Non Board/Committee	\$ 30,000	\$ 1,858
Bank Charges and Interest	\$ 2,000	\$ 917
Other Expenses	\$ 8,000	\$ -
Capital and Other	\$ 77,500	\$ 27,270
Planning Intern	\$ 50,000	\$ 26,895
Office Furniture/Equipment	\$ 27,500	\$ 375
Consulting Fees*	\$ 2,175,858	\$ 330,137
REF	\$ 125,000	\$ 60,972
Regional Projects	\$ 2,050,858	\$ 269,165
Total Expenditures	\$ 5,026,940	\$ 1,381,572
Unallocated Project Funds	\$ 600,307	
Surplus (Deficit)	\$ -	\$ 4,382,297

*see breakdown on Page 2

Consulting Fees

	<u>2019/20 Budget</u>	<u>Q2</u>
Regional Mandate		
MRSP	\$392,300	\$53,993
Audited Financials/Annual Report	\$38,500	\$24,618
Strategic Plan Preparation	\$0	\$0
REF	\$125,000	\$60,972
Total	\$555,800	\$139,583
Growth Plan Implementation		
RAMP & LESA	\$497,030	\$64,933
IRTMP Update	\$135,290	
Regional Energy Corridors Advocacy Strategy	\$75,000	
Total	\$707,320	\$64,933
Growth Plan Administration		
Growth Plan Amendments/Updates	\$25,000	\$0
Toolkit/Education/Interpretation	\$30,000	\$0
KPI Dashboard	\$125,000	\$43,500
Monitoring & Reporting	\$25,000	
Total	\$205,000	\$43,500
Strategic Plan Initiatives		
Shared Investment Shared Benefit	\$237,338	\$49,008
Broadband	\$150,400	\$0
KPI Targets for GP	\$50,000	\$0
Board Development&Strategic Planning	\$70,000	\$15,001
Advocacy	\$40,000	\$18,113
Total	\$547,738	\$82,122
Operations		
Board Stabilization Reserve	\$100,000	\$0
Marketing & Communications	\$60,000	\$0
Total	\$160,000	\$0
Total Regional Projects	\$2,175,858	\$330,137



EMRB Revised Draft 2019-2020 Budget

Recommended Motion: That the Audit & Finance Committee endorse and recommend the Revised Draft 2019-2020 Budget, as amended, to the Edmonton Metropolitan Region Board for approval.

Background

A revised budget for 2019/2020 was presented to the Board for approval on April 11, 2019 and identified a surplus of \$610,532.13 (B2019-15).

Subsequent to the presentation of the revised budget, the results of the independent auditor's report and amended 2018-2019 Financial Statements required a prior period adjustment and restatement of Budget 2018/19. The audit report and findings, including the identification of a total carry over of \$1,031,083 was approved by the Board on June 13, 2019 (B2019-23).

- The audit results determined that the Province of Alberta operating grant funding was incorrectly represented in the 2018/2019 financial statements. As a result, operating grant funding increased by \$500K, deferred revenue decreased by \$500K and annual surplus and ending accumulated surplus increased by \$500K.

The carry over of any Government of Alberta (GoA) Conditional Grant Agreement (CGA) funding requires the approval of Municipal Affairs; therefore, EMRB Administration sought to obtain an amendment to the CGA seeking a time extension to allow for the expenditure of carryover funds within FY 2019/20.

On July 22, 2019, EMRB Administration sent a letter to Meryl Whittaker, Deputy Minister of Municipal Affairs, requesting departmental approval on behalf of the Minister, to carry over the amount of \$1.03M to the subsequent grant period of April 1, 2019 to March 31, 2020.

The letter to the department included the requisite amendment application, supporting rationale, expenditure plans, project schedules, progress monitoring, and mitigation strategies (see attachment 1).

In accordance with the request for approval from EMRB Administration, on August 29, 2019 Municipal Affairs prepared and sent EMRB Administration an amending conditional grant agreement for a time extension from March 31, 2019 to March 31, 2020 to complete the 2018/19 Core Operating Expenses project, funded by the 2017/18 Alberta Community Partnership.

On August 30, 2019, the amending conditional grant agreement was signed by the EMRB CEO and returned to the department for the signature of the Deputy Minister.



Next Steps

EMRB is presently awaiting the signature of the Deputy Minister and final approval of the extension.

Final approval of the amending conditional grant agreement will require that EMRB must expend any carry over funds before the extension period ending March 31, 2019.

EMRB has therefore reviewed and revised expenditure plans as reflected in the EMRB draft 2019/2020 budget (attachment 2) to ensure the carry over of GoA grant funding is fully expended.

Attachments:

1. Amending Request – Supporting Rationale
2. Revised Draft 2019-2020 Budget

**ALBERTA COMMUNITY PARTNERSHIP / REGIONAL COLLABORATION PROGRAM
AMENDMENT REQUEST – ADDITIONAL INFORMATION**

PROJECT	REASON FOR DELAY	SCHEDULE	MONITOR PROGRESS	MITIGATION STRATEGIES	CARRY OVER AMOUNT
<p>Shared Investment for Shared Benefit</p> <ul style="list-style-type: none"> Two-year project will work at a Board level to determine a formula and agreement for the Region that will define SISB. The shared and equitable contributions, investments and efforts by the EMRB will result in measurable benefits for the Region. 	<ul style="list-style-type: none"> Organizational transition Organizational capacity 	Two-Year Project Commenced 2019/2020	Monthly assessment against workplan and deliverables.	<p>Quarterly Variance Reporting (activities and expenditures)</p> <p>Key personnel now on strength</p>	\$250,000
<p>Regional Energy Corridors Advocacy Strategy</p> <ul style="list-style-type: none"> One-year project that will involve meeting with government and industry stakeholders to review and analyze corridor protection models for consideration in the Region. 	<ul style="list-style-type: none"> Organizational transition Organizational capacity 	One-Year Project Commenced 2019/2020	Monthly assessment against workplan and deliverables.	<p>Quarterly Variance Reporting (activities and expenditures)</p> <p>Key personnel now on strength</p>	\$150,000
<p>Integrated Regional Transportation Plan</p> <ul style="list-style-type: none"> Two -year project to update the IRTMP based on the new Growth Plan. 	<ul style="list-style-type: none"> Organizational transition Organizational capacity 	Two-Year Project Commenced 2019/2020	Monthly assessment against workplan and deliverables.	<p>Quarterly Variance Reporting (activities and expenditures)</p> <p>Key personnel now on strength</p>	\$350,000

<p>Regional Broadband</p> <ul style="list-style-type: none"> One-year project to review recommendations made in the environmental scan and determine the best way to implement a Regional Strategy. 	<ul style="list-style-type: none"> Organizational transition Organizational capacity 	<p>One -Year Project Commenced 2019/2020</p>	<p>Monthly assessment against workplan and deliverables.</p>	<p>Quarterly Variance Reporting (activities and expenditures)</p> <p>Key personnel now on strength</p>	<p>\$150,000</p>
<p>Corporate Risk Profile and Integrated Risk Management Organizational Approach</p> <ul style="list-style-type: none"> Project to assist in the assessment of risk to the organization and project implementation, and the development of mitigation strategies 	<ul style="list-style-type: none"> Organizational transition Organizational capacity 	<p>One-Year Project Commenced 2019/2020</p>	<p>Monthly assessment against workplan and deliverables.</p>	<p>Quarterly Variance Reporting (activities and expenditures)</p> <p>Key personnel now on strength</p>	<p>\$20,000</p>
<p>Mandated Board Policy Review</p> <ul style="list-style-type: none"> Project to review all governance, administrative and financial policies of the organization and ensure adherence to organizational best practices and corporate oversight. 	<ul style="list-style-type: none"> Organizational transition Organizational capacity 	<p>One-Year Project Commenced 2019/2020</p>	<p>Monthly assessment against workplan and deliverables.</p>	<p>Quarterly Variance Reporting (activities and expenditures)</p> <p>Key personnel now on strength</p>	<p>\$20,000</p>
<p>Integrated Communications & Outreach and Engagement Strategy</p> <ul style="list-style-type: none"> Development of comprehensive communication, engagement, marketing and outreach plan to support the strategic priorities of the Region and respective strategic initiatives. 	<ul style="list-style-type: none"> Organizational transition Organizational capacity 	<p>One-Year Project Commenced 2019/2020</p>	<p>Monthly assessment against workplan and deliverables.</p>	<p>Quarterly Variance Reporting (activities and expenditures)</p> <p>Key personnel now on strength</p>	<p>\$60,000</p>
TOTAL					\$1,000,000

Revised EMRB Budget 2019/20 thru 2021/22

	2019/20 Approved	2019/20 Budget Updated	2020/21	2021/22
Revenue				
GOA Operating Grant	\$ 2,000,000.00	\$ 2,000,000.00	\$ 1,750,000.00	\$ 1,750,000.00
GOA Planning Intern Grant	\$ 24,000.00	\$ 21,500.00	\$ -	\$ -
13 Member Contribution	\$ 1,468,000.00	\$ 1,468,000.00	\$ 1,898,454.11	\$ 1,872,017.89
Non-Committed Deferred Revenue ¹	\$ 2,145,471.77	\$ 2,135,247.00	\$ 1,162,098.36	\$ 370,538.23
Carry Over/Grant extension	\$ -	\$ 1,031,083.00	\$ -	\$ -
Total Revenue	\$ 5,637,471.77	\$ 6,655,830.00	\$ 4,810,552.47	\$ 3,992,556.12
Expenditures				
Board & Committees				
Board & Committees Collaboration Events	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
Honoraria	\$ 32,400.00	\$ 32,400.00	\$ 32,400.00	\$ 32,400.00
Meetings	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00
Additional Meeting Support	\$ -	\$ -	\$ -	\$ -
Travel	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00
Chair Retainer	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00
Total Board & Committees	\$ 169,400.00	\$ 169,400.00	\$ 169,400.00	\$ 169,400.00
Administration				
Salaries & Benefits	\$ 1,953,386.64	\$ 1,953,386.64	\$ 2,011,988.24	\$ 2,072,347.89
Office Lease	\$ 310,000.00	\$ 310,000.00	\$ 310,000.00	\$ 310,000.00
Professional Fees- Legal/Advisory ²	\$ 55,000.00	\$ 95,000.00	\$ 55,000.00	\$ 55,000.00
Travel/Professional Development ³	\$ 38,000.00	\$ 56,500.00	\$ 38,000.00	\$ 38,000.00
Information Technology	\$ 77,500.00	\$ 77,500.00	\$ 25,000.00	\$ 25,000.00
Records Management	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 15,000.00
Office Communications	\$ 53,000.00	\$ 53,000.00	\$ 53,000.00	\$ 53,000.00
Office Supplies	\$ 31,295.00	\$ 31,295.00	\$ 31,295.00	\$ 31,295.00
Insurance	\$ 6,000.00	\$ 6,000.00	\$ 6,200.00	\$ 6,500.00
Meetings - Non Board/Committee	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00
GIS	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
Bank Charges & Interest	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
Other Expenses	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00
Total Administration	\$ 2,604,181.64	\$ 2,662,681.64	\$ 2,610,483.24	\$ 2,666,142.89
Capital & Other				
Planning Intern	\$ 50,000.00	\$ 50,000.00	\$ 5,000.00	\$ -
Office Furniture/Equipment	\$ 27,500.00	\$ 27,500.00	\$ 7,500.00	\$ 7,500.00

Total Capital & Other	\$ 77,500.00	\$ 77,500.00	\$ 12,500.00	\$ 7,500.00
Regional Projects & Programs				
EMRB Regulation Mandate				
Growth Plan	\$ -	\$ -	\$ -	\$ -
MRSP ⁴	\$ 392,300.00	\$ 404,200.00	\$ -	\$ -
Annual Report/ Auditors	\$ 38,500.00	\$ 38,500.00	\$ 38,500.00	\$ 38,500.00
Public Engagement Policy	\$ -	\$ -	\$ -	\$ -
Strategic Plan	\$ -	\$ -	\$ -	\$ -
REF	\$ 125,000.00	\$ 125,000.00	\$ 150,000.00	\$ 125,000.00
Total	\$ 555,800.00	\$ 567,700.00	\$ 188,500.00	\$ 163,500.00
Growth Plan Implementation				
RAMP & LESA ⁵	\$ 497,030.00	\$ 472,930.00	\$ 42,085.00	\$ -
Integrated Regional Open Space Master Plan	\$ -	\$ -	\$ 145,475.00	\$ 145,475.00
Regional Infrastructure Master Plan	\$ -	\$ -	\$ -	\$ 200,000.00
Complete Communities	\$ -	\$ -	\$ -	\$ -
IRTMP Update ⁶	\$ 135,290.00	\$ 350,000.00	\$ 243,375.00	\$ -
Regional Energy Corridors Approach Project	\$ 75,000.00	\$ 150,000.00	\$ 18,520.00	\$ -
Total	\$ 707,320.00	\$ 972,930.00	\$ 449,455.00	\$ 345,475.00
Growth Plan Administration				
Growth Plan Amendments/Updates	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ -
Toolkit/Education/Interpretation	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00
KPI Dashboard	\$ 125,000.00	\$ 125,000.00	\$ -	\$ -
Monitoring & Reporting	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00
Total	\$ 205,000.00	\$ 205,000.00	\$ 80,000.00	\$ 55,000.00
Strategic Plan Initiatives				
Shared Investment Shared Benefit ⁸	\$ 237,338.00	\$ 250,000.00	\$ 574,676.00	\$ -
Broadband ⁹	\$ 150,400.00	\$ 208,520.00	\$ -	\$ -
KPI Targets for GP	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ -
Regional Symposium	\$ -	\$ -	\$ 100,000.00	\$ -
Board Development & Strategic Planning	\$ 70,000.00	\$ 70,000.00	\$ 50,000.00	\$ 50,000.00
Advocacy	\$ 40,000.00	\$ 40,000.00	\$ 20,000.00	\$ 30,000.00
Total	\$ 547,738.00	\$ 618,520.00	\$ 794,676.00	\$ 80,000.00
Operations				
Board Stabilization Reserve	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00
Marketing & Communications ¹⁰	\$ 60,000.00	\$ 120,000.00	\$ 35,000.00	\$ 35,000.00
Trans & Transit Working Group	\$ -	\$ -	\$ -	\$ -
Total	\$ 160,000.00	\$ 220,000.00	\$ 135,000.00	\$ 135,000.00
Total Regional Projects & Programs	\$ 2,175,858.00	\$ 2,584,150.00	\$ 1,647,631.00	\$ 778,975.00

Total Expenditures

Unallocated Funds

Surplus (Deficit)

Accumulate Surplus Beginning of Year

Accumulate Surplus End of Year

\$ 5,026,939.64	\$ 5,493,731.64	\$ 4,440,014.24	\$ 3,622,017.89
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\$ 610,532.13	\$ 1,162,098.36	\$ 370,538.23	\$ 370,538.23
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Budget Notes

- 1 Non-Committed Deferred Revenue- Actual amount after completion of 2018/19 audit
- 2 Professional Fees- Legal/Advisory - Increase of \$40,000 to complete Corporate Risk and Board Policy Review
- 3 Travel/Professional Development- Increase of \$18,500 to complete Institute of Corporate Directors
- 4 MRSP- Increase of \$11,900 due to adjustment of the Work Plan resulting in additional costs (Meetings)
- 5 RAMP & LESA- Deferral of \$24, 100 to 2020/21 in anticipation of project completion in June 2020
- 6 IRTMP Update - Increase of \$272,795 due to adjustment of the Work Plan to include prioritization work in 2019/20
- 7 RECAS- now represented as \$150,000 for 2019/20 and a residual of \$18,520 (2020/21) due to an adjustment of the workplan. Prior budget representation distributed \$75,000 for each fiscal year 2019/20 and 2020/21
- 8 Shared Investment Shared Benefit - Increase of \$12,662 due to adjustment of the Work Plan resulting in additional costs (Consulting)
- 9 Broadband - Increase of \$58,120 due to adjustment of Work Plan resulting in additional costs (Consulting)
- 10 Marketing & Communications - Increase of \$60,000 for Integrated Communications & Outreach and Engagement Strategy