

# Town of Blackfalds Registry Office Business Plan 2019



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## Location and Premises

### Details of Ownership or Lease

The Registry Office (called the office) will be in the upper floor of the Civic Centre in the Town of Blackfalds. This building is owned by the Town of Blackfalds and is the main government office. It is being paid for under a capital lease which will be completed in 2019.

### Size and Layout

The office will be located at the front of the building and share reception space with the Town Municipal operations. There is a large reception/waiting area which will be shared.

There is a separate counter on the west side of the area, This will have two stations for Registry Services.

There is also a low counter on the east side of the lobby that is designed for sitting

There is a separate office directly behind the counter area; this will have metal locking storage cabinets the length of the back wall, a work area and one or more of the required equipment, such as the picture taking machine and/or vision machine.

There is also access to a large photocopier, scanner and fax machine.

There is an open cubicle office area directly beside the counters. This will be for the manager to work. They will have direct line of vision on the counter, so they can assist with customers if required.

The driver testing station will be set up in the reception area, so the staff can always monitor them. If required a small portable wall will be put in front to block them from waiting customers.

There is also an elevator in the front of the building in the event someone needs access that cannot accommodate stairs.

There is a parking lot at the front of the building that will have designated stalls including handicapped parking. It is also used for staff and library parking. Three stalls will be designated for Registry customer's use to ensure there is access to the building.

### Sketch of Interior with Fixtures, Equipment and Exterior Signs

See attached floor plan.

### Details of Other Business on the Premises

The Civic Centre houses the Town of Blackfalds operations and the Public Library.

The library is in the lower level of the building as well as the Infrastructure and Planning department.

The main floor houses Administration, Council Chambers, Corporate Services and Community Services staff.

There is a Town reception counter on the east side of the reception area.

Office hours are 8:30 to 4:30 Monday to Friday and with closure on statutory holidays.

## Service Delivery Innovation

### Approaches that will be taken to innovate the service industry

The Town of Blackfalds will be creating a municipally-controlled for-profit Corporation as defined in the Municipal Government Act under Section 75.

This will provide autonomy of operation from the municipal side of the Town and still provide a structure for the business to operate within.

The financial operations will be consolidated into the year-end audited financial statements for the Town of Blackfalds, if they are a majority shareholder of the business.

The innovative service delivery is to enable Registry Office services for the Town by providing the infrastructure and existing service area to the Registry for it to function in.

The Town office can provide support and expertise to the operation while it becomes self-sustainable.

There is considerable traffic to the Civic Centre already, either for Town business or for the library. This will assist in developing an expanded awareness that the office is available for residential needs.

## Marketing Program

### Target Market and Three-Year Sales Projections

The target market will be vehicle owners and operators within the Blackfalds and surrounding area.

Other mandatory services include land titles, corporate registry, personal property, Alberta organ donor registration and vital statistics. The volume of these transactions is not known at this time. They will be accommodated as they occur.

There may be a good market for land titles as there have been significant development of new homes and sales of homes over the past five years. The five-year average growth rate for the Town is 6.89%. It has declined recently, however, as the market recovers it is expected that housing development will increase once again.

The Town currently has a population of 10,125 with 7,534 residents over the age of 16 (2018 Town of Blackfalds Census information)

The three-year sales projections have been based on estimates provided by Service Alberta. It is estimated that there will be 11,000 transactions in year 1 with an increase of 10,000 in each subsequent year up to 45,000 transactions per year.

An average of \$10 per transaction has been used so the revenue will range from \$110,000 in the first year (annual basis) up to \$300,000 in third year.

### Pricing Strategy

The pricing strategy will be to follow the recommended maximum for capped services. The majority of these are in the \$7 to \$9 range.

Services that are not capped have a range that goes above \$9 per item. A market comparison of surrounding areas will be undertaken, and rates set accordingly to stay competitive in the market. It is the Town's intention to stay within the price range of surrounding registry offices so there are no undue **loss of business**.

It is expected that, with the combination of capped and uncapped services, the average will be approximately \$10 per transaction which has been used in the forecast.

It is recognized that in the first two years of operations there may not be a profit, based on sales and the cost of running the business. The Town is prepared to subsidize the operation through an intercompany loan from reserves which will be paid back as profits begin to be generated.

### Identify Additional Services that will be Provided

The mandatory services as outlined in the Registry Information Package will be provided. This will include products in the areas of:

- a. Drivers
- b. Vehicles
- c. Land Titles
- d. Corporate Registry
- e. Personal Property
- f. Alberta Organ and Tissue Donor Registration

The optional products will not be offered at this time until we have enough expertise and know that our staffing is adequate to accommodate these requests.

### Marketing or Promotional Plan

The Town has a Communications and Marketing department. We will have an internal marketing plan developed for the commencement and ongoing advertising of the new Registry Office in Blackfalds.

This will include press releases, newspaper advertisements, newsletter, promotional information on the Town website, Facebook and twitter, as well as posters with information in various civic buildings throughout the Town.

### Other Distinctive Marketing, Management and Service Ideas

Unknown at this time, but we have two Marketing and Communications staff that will be able to provide suggestions for innovative marketing and provide marketing & communication strategies for the start up of the operations. This can be highlighted in the marketing plan that is to be developed.

## Revenue/Expenditures/Capital Cost Estimates

### Indication of Expected Revenues and Costs

The attached document shows the cash flow projection for the first seven years.

The revenue is estimated at \$10 per transaction and commences at 11,000 in the first year with increases every year until 45,000.

It is planned to hire two staff in the first year; a manager and a clerk. A second clerk will be recruited as the volume increases and additional staffing is required.

The cash flow includes basic costs for supplies, insurance, rent (non-cash transactions), telephone, IT support (non-cash transaction) and accounting (year end) fees.

Any type of staffing support required in areas such as management, information systems, human resources or marketing will be provided by the Town at no cost. The transactions will be recorded as non-cash transactions in the ledger to recognize the support provided.

The Town will provide funding as required up to an approved limit of \$226,000. This amount is designed to recognize the cash required for initial set up, payment of expenses that are over the initial revenue estimates for the first two years and to provide a source of working capital as the revenues build in the first year.

Motions to provide this funding was presented and approved by Council at their November 27, 2018 meeting. (See Excerpt from Minutes for Motions)

If there are additional requirements beyond this amount, information and analysis will be provided to Town Council to request further support.

#### **Alberta Registries Update**

*Corporate Services Director Quinlan presented Council with an update on the progress of a municipal Alberta Registry office and asked for Council to approve with proceeding as presented.*

#### **RES. 346/18**

*Councillor Hoover moved that Council move to direct Administrative to advance processes in setting up an Alberta Registries Office in the Civic Cultural Centre including making application to Service Alberta for the Registry Office.*

**CARRIED UNANIMOUSLY**

#### **RES. 347/18**

*Councillor Olfert moved that Council approve first year financing of up to \$226,000 with funds to be drawn from the Operating Stabilization Reserve and allow the ability of the new Corporation to carry forward a balance owing to the Town for the first four years of operation.*

**CARRIED UNANIMOUSLY**

#### **RES. 348/18**

*Councillor Svab moved that Council direct Administration to undertake the necessary processes to create a municipally controlled for-profit corporation to operate the Registry Office.*

**CARRIED UNANIMOUSLY**

## Financing Plan

The financing plan is for the Town to provide cash in the amount of \$226,000 on an as-required basis during the first two years of operation.

This will be monitored as an intercompany loan and as the registry develops the ability to reimburse the funds, they will be returned to the Town of Blackfalds.

It will not be necessary to have operating loans or lines of credit.

The registry will be operated as a stand-alone controlled corporation and will maintain a separate financial system and bank accounts as required for operations.

### Estimate of Initial Capital Costs and Proposed Use of Funds

The initial capital costs are outlined in Appendix A – Cash Flow. Preliminary estimates are for \$42,000. This consists of:

- Office set up - \$10,000
- Vision & Testing equipment - \$6,200
- Furnishings & computers - \$15,000
- Accounting point of sale software and any information system hardware or software required - \$10,000.

There is driver's license equipment also required at an estimated cost of \$25,000 however, it has not been determined at this time if this asset will be provided by Service Alberta.

### Underlying Assumptions Used in Financial Projections

Initial transactions of 11,000 per year at an average of \$10 per transaction.

Increasing transactional revenue gradually increasing over a five-year period

Commence with staff of two consisting of a clerk and a manager. This will be increased as volume warrants it.

Basic supply and expenditure budgets provided.

All other services will be supported through the function of the Civic Centre and Town staff. These will be charged through non-financial transactions.

The Town is a unionized environment. Discussions regarding staffing and how this should be managed have been undertaken. The union is of the opinion that the clerk should be a unionized employee. This may not necessarily be required since it is a separate corporation. However, since they will be working side by side with municipal staff it is expected that the wages will be comparable. If a union position is required, a letter of understanding will be drafted to identify that this position is of a finite nature and will only be in place if the registry is being operated by the Town.

The manager position will not likely need to be in the union as it is supervising staff. It will be classified based on our existing out-of-scope positions.

Additional funds have been approved for the registry to operate in the first year so there is a cash flow until the receipts are starting to come in on a regular basis.



## Availability of Recent Corporate Financial Statements

The Town of Blackfalds is a municipality and is audited on a yearly basis. Audited financial statements are available and will be provided with the submission.

## Business Experience

### Another Applicant Business

The Town of Blackfalds operates all aspects of a municipal operation. This includes protective services, infrastructure operations including streets, water, sewer, garbage, planning and development, economic development, social services and various recreational activities including operation of parks, arenas, multiplex, community hall, swimming pool, recreational activities and the library.

The Town's variety of operations has created the ability to manage a variety of operational processes as well as the capital infrastructure required to maintain it.

Staff who will be managing or overseeing the Registry operation also have worked in a regulatory environment and have extensive experience with policies and working with various pieces of legislation. For example, the CAO and Director of Corporate Services have over 20 years plus working with government agencies and dealing with legislation. This will assist greatly in working through the new legislation that affects the Registry Office and understanding how the legislation affects operations and what steps need to be taken to be in compliance.

### Name and Duration of the Above Business

The Town of Blackfalds was officially incorporated as a Village on June 17, 1904 by the Lieutenant Governor in the Government of the North-West Territories of Canada. The Town was changed from a Village to a Town on February 6, 1980 by F. Lynch Staunton, Lieutenant Governor.

### What the Applicant Perceives as the Role of a Registry Agent

The role of the registry agent is to act on behalf of the Province of Alberta to issue various legal documents in the name of the Province.

### Why the Applicant Would be a Suitable Choice

The Town of Blackfalds would be a suitable choice as we have the infrastructure and management systems in place to operate this function. There is extensive departments and staffing that can provide backup to various services required should the registry office require them. The Town can provide the expertise, location, staffing, security and services needed for this function.

The Corporate Services Director will provide operational oversight, there is a full accounting department to provide support as well as Information Systems, Human Resources, Marketing and FOIP.

## Operational Plan

### Compliance with Government of Alberta Policies and Procedures

There will be a working manager hired to operate the Registry Office, as well as a clerk. They will be responsible for ensuring that the Government of Alberta Policies and Procedures are

maintained and that the office complies. The Manager will be responsible for the day to day operations of the Registry, completing the reporting and submission requirements to Alberta Registries as well as the monthly accounting and payroll for staff. (Note – if required, accounting support can be provided)

In addition, the Director of Corporate Services and the Manager of Corporate Services will be responsible for the overall management of the Registry Office in conjunction with the Manager that is hired. They will also work with the Manager to ensure there is compliance.

### Privacy and Protection of Personal Information

The Manager will be provided with FOIP training if necessary, to ensure that they are familiar with FOIP requirements for the Registry Office.

The Town also has a staff member who is trained in FOIP and can provide information as required.

### Tracking and Use of Government of Alberta Inventory

The inventory will be maintained in a set of locking storage cabinets within an office in the front that can also be locked.

Inventories of the items will be maintained, and counts conducted on a regular basis.

There will be controls in place as required if sign out and/or access needs to be maintained.

### Customer Service

There will be two staff working for the Registry Office.

They will be trained in customer service and how to deal with line ups, backlogs of people, questions and/or difficult customers.

There are also numerous Town staff on site ranging from the Chief Administrative Officer, Directors, Managers and Accounting staff that can aid or backup and cover off as required.

### Plans for Providing Road Test Services

It is the Town's understanding that Road Test Services has been retrieved by the Government and that they will be responsible for recruiting and assigning driving test staff.

The Registry Office will work with the Province to book tests as required and make any necessary arrangements.

## Management and Staffing

### Details of Management Operations

A Manager for the Registry Office will be recruited. They will receive Alberta Registries training and will report to either the Director of Corporate Services or Manager of Corporate Services.

They will be responsible for the day to day operation of the office. The Corporate Services department will have overall responsibility for ensuring that the operation functions accordingly.

### Proposed Hours of Operations

Currently, the plan is to operate the office during the same business hours as the Town of Blackfalds. This would be 8:30 to 4:30 Monday to Friday and closed during statutory holidays.

### Qualifications of Manager

Preferred experience in Registry operations.

Over 18 and satisfactory Police Information Check

High school diploma

Post-secondary courses in business or diploma in Business Administration

Strong Microsoft Office skills, particularly excel required

Supervisory experience and/or training

Familiarity with financial accounting software to manage finances of the operation, including payroll

Ability to:

- i. Manage customer service
- ii. Work in office environment
- iii. Work with the public
- iv. Develop and follow policies and procedures
- v. Reconcile large volumes of transactions and complete financial paperwork with accuracy
- vi. Strong computer skills
- vii. Speak, read, write and understand English (the ability to speak in other languages used by customers is an asset)
- viii. Ability to work in large databases

### Connections with Another Agent Outlet, Driver Training School, Driver Examiner

There will be no connection with another Agent Outlet, Driver Training School or Driver Examiner

### Number of Proposed Employees

One Manager and one registry agent clerk – full time

Additional registry clerk as volume of transactions increases

Part time coverage for vacation as required

### Staff Required Qualifications

Preferred experience in Registry operations.

Over 18 and satisfactory Police Information Check

High school diploma

Post-secondary courses in business or diploma in Business Administration an asset

Strong Microsoft Office skills, particularly excel an asset

Ability to:

- i. Strong customer service skills
- ii. Work in office environment
- iii. Work with the public
- iv. Follow policies and procedures
- v. Strong computer skills
- vi. Speak, read, write and understand English (the ability to speak in other languages used by customers is an asset)
- vii. Ability to work in large databases

### Employees Connections with Another Agent Outlet, Driver Training School, Driver Examiner

There are none.

## Start Up Plan

### Scheduled Timeline of Major Tasks and Activities and Completion Dates

#### Timeline

The timeline for creating and setting up the Registry Office for operation is from December 2018 to April 2019.

The intent is to get the approvals in place, create the corporation and simultaneously start recruitment, remodelling, ordering equipment and supplies so the operation is ready for training and operations in April.

#### Completion Dates

Application and Corporation Set up – December 2018 early January 2019

Recruitment – February 28, 2019

Equipment Ordering – Mid January 2019

Marketing Plan – January 2019

IT equipment and line setup – February 2019

Training – late March early April 2019

Opening - April 2019

#### Major Tasks

1. Obtain Council approval to proceed and ensure approval for funding is in place.
2. Prepare application for Registry Office submission.
3. Create a working group to implement, plan and set up the registry office.
4. Complete the Request for Approval of the Minister to procure a Registry Agent Outlet by the Town of Blackfalds Registry Corporation.

5. Apply for creation of municipal corporation to operate the registry office.
6. Meet with Service Alberta Staff to determine equipment requirements and internet setup.
7. Order required equipment and stock.
8. Set up information systems equipment and get internet lines installed.
9. Determine specific space requirements and contract for any changes required.
10. Develop job descriptions, advertise and recruit staffing.
11. Hire manager ahead of other staff if possible, to assist with the implementation, organization and setup of the operation.
12. Arrange training with staff through Service Alberta
13. Develop advertising campaign regarding opening of the service.
14. Organize registry office

### Demonstration of How the Applicant will be Self-Sufficient in Terms of Service Delivery

There will be two trained staff on site

They will be provided organizational and operational support by the Town of Blackfalds

An intercompany transfer of funds has been approved and provided by the Town to enable them to operate

A reporting structure will be developed to ensure the Town can monitor operations and provide support as required

## Additional Information added subsequent to Council Approval on January 8, 2019

As per Section 75 of the Municipal Government Act (MGA) the information provided to the public must include the following:

1. Services to be provided – an Alberta Registry Office
2. Names of the Shareholders/Directors – the owner of the Municipally Controlled Corporation will be the Town of Blackfalds, the Directors of the corporation will be the CAO, Myron Thompson, Director Corporate Services, Betty Quinlan and the Director Community Services, Sean Barnes.
3. Regular reporting will be provided to the Town Council on the operations.
4. The geographic locations that the MCC intends to provide services – Blackfalds Alberta
5. A projected rate structure – rates as per Alberta Registry for the capped services. Uncapped services will be as per other registry offices operating in the region.

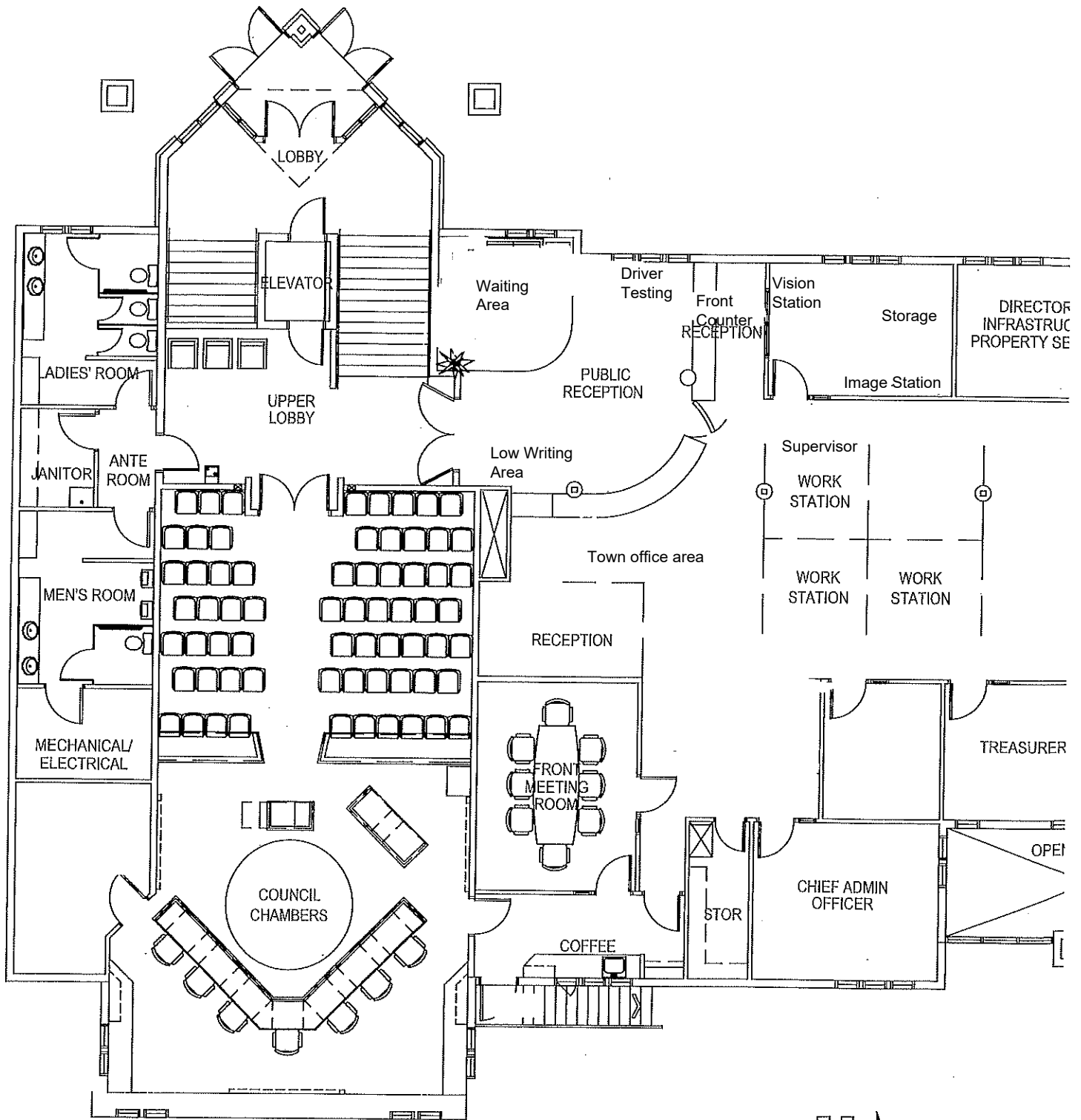
**Town of Blackfalds  
Alberta Service Registry - Cash Flow Projection**

Account	2019	2020	2021	2022	2023	2024	2025	Explanation
<b>Revenue</b>								
Estimated # of Transactions	11,000	20,000	30,000	35,000	45,000	45,000	45,000	
Transactional Revenue	110,000	200,000	300,000	350,000	450,000	450,000	450,000	Estimated \$10 per transaction based on estimates provided by Service Alberta
Town Support	117,016	45,275	-	-	-	-	-	
<b>Total Revenue</b>	<b>227,016</b>	<b>245,275</b>	<b>300,000</b>	<b>350,000</b>	<b>450,000</b>	<b>450,000</b>	<b>450,000</b>	
<b>Expenses</b>								
Staffing								
Clerk	49,140	98,280	98,280	98,280	98,280	98,280	98,280	1 FTE 1st Year, 2 FTE second
Team Lead	67,340	67,340	67,340	67,340	67,340	67,340	67,340	Manager position
Short Term Coverage	11,375	11,375	22,750	22,750	22,750	22,750	22,750	0.25 Cover off increase with growth
Benefits	24,461	34,780	34,780	34,780	34,780	34,780	24,843	21% benefits, CPP, UI, benefits, WCB
Supplies	6,000	6,000	6,000	6,000	6,000	6,000	6,000	Supplies estimate
Insurance	2,000	2,000	2,000	2,000	2,000	2,000	2,000	Insurance estimate
Building	12,000	12,000	12,000	12,000	12,000	12,000	12,000	Rental 1,000 per month - in kind transaction to the Town
Telephone	500	500	500	500	500	500	500	Portion of phone system
Audit fees	4,000	4,000	4,000	4,000	4,000	4,000	4,000	Annual audit/year end fees
IT Support	9,000	9,000	9,000	9,000	9,000	9,000	9,000	Estimate 10 hours per month @ \$75 per hour; in kind transaction
<b>Total Expenses</b>	<b>185,816</b>	<b>245,275</b>	<b>256,650</b>	<b>256,650</b>	<b>256,650</b>	<b>256,650</b>	<b>246,713</b>	
<b>Surplus(Deficit)</b>	<b>41,200</b>	<b>(0)</b>	<b>43,350</b>	<b>93,350</b>	<b>193,350</b>	<b>193,350</b>	<b>203,287</b>	
<b>Start Up Costs</b>								
Office Setup - minor changes, signage, dividers, etc.	10,000							Minor changes to foyer, dividers, signage, etc. Provided by Service Alberta - \$25,000
Drivers License Equipment	0							
Vision & Testing Equipment	6,200							
Furnishings & Computers	15,000							2 to 3 computers, work stations, storage cabinets, etc. Accounting software and point of sale equipment, any IT requirements for Provincial connections
Accounting & Point of Sale Software, IT setup	10,000							
<b>Total Start Up Costs</b>	<b>41,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Surplus/(Deficit)</b>	<b>0</b>	<b>(0)</b>	<b>43,350</b>	<b>93,350</b>	<b>193,350</b>	<b>193,350</b>	<b>203,287</b>	
<b>Balance due to the Town</b>	<b>117,016</b>	<b>162,291</b>	<b>118,941</b>	<b>25,591</b>	<b>0</b>	<b>0</b>	<b>0</b>	



# Town of Blackfalds Civic Building

## Registry Office Layout



UPPER FLOOR  
SCALE: N.T.S.