



## **Audit and Budget Committee**

Council Chamber  
9909 Franklin Avenue, Fort McMurray

Saturday, November 16, 2013  
8:30 AM

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### **Agenda**

#### **Call to Order**

1. Carryover discussion from November 15th Audit and Budget Committee Meeting (8:30 - 10:00 a.m.)
2. Community Services (10:15 a.m. - 12:00 Noon)
3. Information Technology, Employee Development and Support Services, Advisory Services, Assessment and Taxation (12:30 - 1:45 p.m.)
4. Regional Emergency Services (2:00 - 2:30 p.m.)
5. Capital Budget Prioritization (2:45 - 4:30 p.m.)

# 2014 PROPOSED BUDGET & FINANCIAL PLAN

Expanding Financing  
and Funding Options:  
Delivery of Big Plans





REGIONAL MUNICIPALITY  
OF **WOOD BUFFALO**

## **Table of Contents**

1. Introduction
2. 2014 Proposed Operating & Capital Budget and Financial Plan Overview
3. 2014 Proposed Divisional Overviews
4. 2014 Proposed Capital Budget and Proposed 2015 – 2019 Capital Plan
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Regional Municipality of Wood Buffalo  
Alberta**

For the Fiscal Year Beginning

**January 1, 2013**

Executive Director



## **INTRODUCTION**





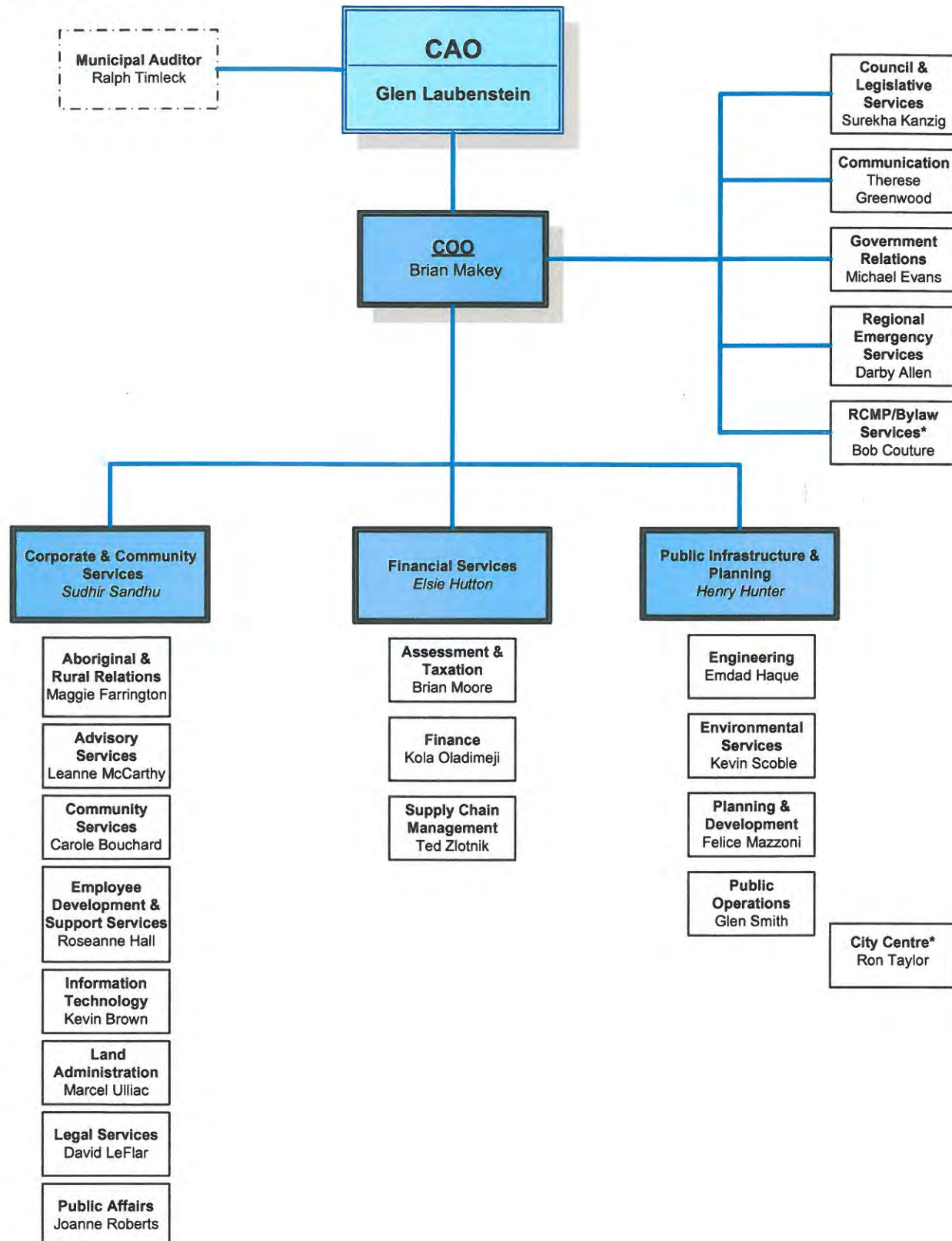
## **GOVERNANCE STRUCTURE**





REGIONAL MUNICIPALITY  
OF **WOOD BUFFALO**

REVIEWED:  
October 3<sup>rd</sup>, 2013





## **2014 BUDGET DOCUMENT READERS' GUIDE**





## 2014 PROPOSED BUDGET DOCUMENT READERS' GUIDE

The budget document describes how the Regional Municipality of Wood Buffalo plans to meet the public service and infrastructure needs of its residents. In addition, the budget document provides resourceful information for residents interested in learning about the operation of the Municipality.

The Regional Municipality of Wood Buffalo's budget document seeks to meet several functions:

- **POLICY DOCUMENT:** At the highest level, the budget document is a culmination of a comprehensive operational review. Council and Administration review the needs of the region, priorities and goals and then match resources against those needs, priorities and goals. Resources are limited, so choices must be made. The annual budget reflects those choices.
- **FINANCIAL PLAN:** The budget establishes the basic guidelines that the Municipality uses to measure and control expenditures and to track revenues.
- **OPERATING GUIDE:** The budget identifies work plans and goals to be achieved for each Division in the coming year.
- **COMMUNICATION TOOL:** The budget document is one of the means the Municipality uses to explain the various demands, needs, constraints, resources, and opportunities it faces. The document communicates the choices made and the direction in which the Municipality is headed.

The budget document has been arranged in a manner that assists the reader in understanding how and why the Municipality budgets as it does and to provide summary level information at the beginning of the budget document with more detailed information at the end. Not only is the entire document arranged from summary to more detail, each section is arranged in the same manner.

The Regional Municipality of Wood Buffalo's budget document is arranged into five (5) primary sections:

- **INTRODUCTION**
- **2014 PROPOSED OPERATING & CAPITAL BUDGET AND FINANCIAL PLAN OVERVIEW**
- **2014 PROPOSED DIVISION BUDGETS**
- **2014 PROPOSED CAPITAL BUDGET AND 2015 – 2019 PROPOSED CAPITAL IMPROVEMENT PLAN**
- **APPENDICES**

### Introduction

*Regional Municipality of Wood Buffalo Community Profile* – this subsection provides an overview of the Municipality's governance structure; elected officials and Administration. This is achieved through the inclusion of a map showing the elected officials and their associated wards as well as including an organization chart.

### 2014 Proposed Operating and Capital Budget and Financial Plan Overview

*2014 Proposed Operating Budget Overview* – this subsection contains budget analysis, discussion and provides brief overviews on; financial position, revenue, expenditure, personnel and debt from 2010 through 2016. The budget analysis and discussion focuses on the 2014 budget decisions and how these will meet community priorities in 2014 and their impact in the next two years. This section is designed to be a complete summary of the entire budget.



## 2014 Proposed Division Overviews

This section contains six subsections: Executive Director's Message; Division Profile; Accomplishments; 2014 Major Initiatives; Financial Summaries; and Personnel Summaries for each of the Regional Municipality of Wood Buffalo's Operating Divisions.

## 2014 – 2019 Proposed Capital Budget and 2015-2019 Plan

*Capital Budget and Plan Overview* – this section contains details about the Regional Municipality of Wood Buffalo's proposed 2014 Capital Budget and 2015–2019 Capital Plan. The section is broken into major capital program sections; public facilities, recreation and culture, and transportation.

## Appendix A – Budget Development Principles

Budget Development Principles outline the 2011 - 2030 Municipal Development Plan and the 2012-2016 Strategic Plans. These set the vision on how to accommodate anticipated growth responsibly while building a sustainable community.

## Appendix B – 2014 Operating Budget and 2015-2016 Operating Plan Guidelines

Budget guidelines are broken into three areas; general assumptions and guiding principles, operating budget guidelines and assumptions, and capital budget guidelines, funding sources, and funding allocations. This section provides context for the operating budget development.

## Appendix C – 2014 Capital Budget and 2015-2019 Capital Plan Guidelines

This section provides context for the capital budget development.

### Definitions

Annualization	- This is the process of calculating the annual equivalent of a cost.
Actuals	- This refers to unaudited accounting numbers as at given period.
Department	- This is a functional business unit comprising of one or more specialized sections.
Division	- This is an administrative unit comprising of one or more functional business units.
Projected	- This is an estimated year-end balance.
	-

### Abbreviations

CAO	- Chief Administrative Officer
CFO	- Chief Financial Officer
COO	- Chief Operating Officer
EA	- Executive Assistant
ED	- Executive Director
RCMP	- Royal Canadian Mounted Police
RMWB	- Regional Municipality of Wood Buffalo
SAA	- Senior Administrative Assistant
CUPE	- Canadian Union of Public Employees
IAFF	- International Association of Fire Fighters





# **FINANCIAL POLICIES**



# BUDGET AND FINANCIAL POLICIES

The Regional Municipality of Wood Buffalo's Budget and Financial Policies are intended to serve as a Council-approved set of values and expectations for Council Members, Municipal staff, citizens and other interested parties who may do business with the Municipality. The policies describe expectations for financial planning, budgeting, accounting, reporting and other management practices. They have been prepared to assure prudent financial management and responsible stewardship of the Municipality's financial and physical resources as well as ensure public trust.

## **BASIS OF BUDGETING**

Basis of budgeting refers to the timing factor concept in recognizing when resources are available to fund services, programs and acquisition of assets. The Regional Municipality of Wood Buffalo utilizes 'modified accrual' basis for its budget process. In this regard, revenues are recognized in the period they are deemed available and measurable to meet or pay for liabilities.

## **BALANCED BUDGET**

A balanced budget for the municipality refers to revenues and transfers equal to expenses exclusive of the amortization expense for each budget year.

## **BUDGET CYCLE**

The Municipality's budget cycle follows the calendar year, January 1 through December 31. Council approves one year operating and capital budgets. Two years of operating forecast and five years of capital plan are submitted as part of the annual budget package as information.

## **BUDGET AMENDMENTS**

### *Operating Budget*

Operating budget amendments are managed through a variance and projection process at the corporate level. Departments conduct variance analysis at the end of each month and project year end out turn. With the approval of the Fiscal Responsibility Policy by Council on April 26, 2011, the Chief Administrative Officer or designate is authorized to re-allocate operating funds provided that:

- i. the changes will result in efficient administrative and service delivery process;
- ii. service levels or standards are not altered or compromised;
- iii. no new services, programs or projects are undertaken; and
- iv. Council set total spending limit is not exceeded.

### *Capital Budget*

Amendments to the capital budget are approved by Council. With the approval of the Fiscal Responsibility Policy by Council on April 26, 2011, the Chief Administrative Officer or designate is authorized to re-allocate operating funds provided that:

- i. the changes will result in efficient administrative and service delivery process;
- ii. the change will not result in addition or cancellation of a capital project;
- iii. the underlying scope change does not alter the nature and type of capital project;



- iv. where additional funding is required, funds available from a combination of savings from fully tendered projects, other uncommitted sources such as grants and offsite levies, and cash flow management with other capital projects will be utilized; and
- v. Council set debt and debt service limits are not exceeded.

## KEY FINANCIAL POLICIES

### *User Fees/Charges for Services*

The Municipality relies on user fees or charges for services to offset some of the costs related to service delivery. User fees policies recognize and seek to protect vulnerable segments of the population such as youth and seniors and make attempts to balance need for service with ability to pay.

### *Debt Policy*

The debt policy establishes guidelines for debt financing that will provide needed capital equipment and infrastructure improvements while minimizing the impact of debt payments on current revenues.

The policy sets debt and debt service limit thresholds that satisfy the following objectives:

- Ensure the maximum debt and debt service limit is lower than the debt and debt service limit established under the Municipal Government Act and regulations;
- Provide flexibility during changing economic conditions;
- Effectively manage debt with ability to pay;
- Effectively support initiatives as identified in the Corporate Strategic Plan, Departmental Business Plans, and budgets and financial plans; and
- Establish thresholds for acquiring debt versus other funding sources.

RMWB Council approved debt and debt service limits are at 85% limits provided in the *Municipal Government Act*.

### *Investment Policy*

The Municipality's investment policy aims for the following objectives, in order of priority:

- **Safety** – Safety of principal is the foremost objective of the investment program. The Investment Committee will ensure that sufficient diversification exists within the investment portfolio;
- **Liquidity** – The investment portfolio will remain sufficiently liquid or (easily converted to cash) to enable the municipality to meet its operating and capital cash flow requirements, which may be reasonably anticipated in the short and long-term. To the extent possible, the municipality will attempt to match its investments with anticipated cash flow requirements;
- **Return on Investment** – The investment portfolio shall be designed with the objective of attaining a market rate of return, taking into consideration the municipality's investment risk constraints and liquidity requirements.

Further, the Municipality has an Investment Advisory Committee and investment activities are guided by the *Municipal Government Act*.





## RESERVES

As part of a deliberate long-term planning and fiscal sustainability efforts, the Municipality has put in place two major reserves; Emerging Issues and Capital Infrastructure:

➤ ***Emerging Issues Reserve (EIR)***

The municipality has put in place the Emerging Issues Reserve to stabilize operating revenues in response to unanticipated loss of revenue as well as provide funding flexibility in responding to emergencies, unplanned events, and significant price changes. The minimum EIR balance is \$50m while the maximum is set at 15% of prior years' audited net property tax revenue. Council approval is required to utilize funding from the Emerging issues Reserve.

➤ **Capital Infrastructure Reserve (CIR)**

The Municipality has put in place the Capital Infrastructure Reserve to fund unanticipated capital program requirements i.e. construction or acquisition of tangible capital assets. The minimum CIR balance is \$50m and Council approval is required to utilize funding from the Capital Infrastructure Reserve.





# **2014 PROPOSED OPERATING & CAPITAL BUDGET AND FINANCIAL PLAN OVERVIEW**

**“EXPANDING FINANCING AND FUNDING OPTIONS:  
DELIVERY OF BIG PLANS”**





# **2014 PROPOSED BUDGET OVERVIEW**



[illegible]

**2014 Proposed Budget -  
Departmental Financial Summary**

<b>DEPARTMENTS</b>	<b>Revenue</b>	<b>Expenses</b>	<b>2014 Proposed Operating Budget</b>	<b>2014 Proposed FTE</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	
<b>EXECUTIVE OFFICES (Incl. Mayor &amp; Council)</b>				
Mayor & Council	-	1,621,700	(1,621,700)	2
CAO & Municipal Auditor	-	3,080,600	(3,080,600)	11.0
Office of the COO	-	899,400	(899,400)	2.0
Council & Legislative Services	21,000	2,681,600	(2,660,600)	15.0
Communications	105,000	5,790,400	(5,685,400)	18.0
Government Relations	-	907,100	(907,100)	3.0
RCMP & Bylaw Services	7,320,600	46,628,500	(39,307,900)	152.0
Regional Emergency Services	8,965,800	36,948,900	(27,983,100)	188.0
<b>TOTALS</b>	<b>16,412,400</b>	<b>98,558,200</b>	<b>(82,145,800)</b>	<b>391.0</b>
<b>CITY CENTRE</b>	<b>3,200</b>	<b>10,225,200</b>	<b>(10,222,000)</b>	<b>23.0</b>
<b>CORPORATE &amp; COMMUNITY SERVICES</b>				
Office of the Executive Director	-	1,564,000	(1,564,000)	2.0
Advisory Services	-	10,837,800	(10,837,800)	34.0
Aboriginal & Rural Relations	19,900	7,054,420	(7,034,520)	40.5
Community Services	5,575,300	48,022,170	(42,446,870)	53.0
Employment Development & Support Services	263,200	19,927,200	(19,664,000)	70.0
Public Affairs	-	5,546,110	(5,546,110)	23.0
Information Technology	-	23,554,500	(23,554,500)	68.0
Land Administration	389,700	9,107,000	(8,717,300)	15.0
Legal Services	-	3,766,600	(3,766,600)	6.0
<b>TOTALS</b>	<b>6,248,100</b>	<b>129,379,800</b>	<b>(123,131,700)</b>	<b>311.5</b>
<b>FINANCIAL SERVICES</b>				
Office of the CFO	-	537,800	(537,800)	2.0
Finance	5,718,700	10,136,000	(4,417,300)	67.5
Assessment & Taxation	477,000	5,040,100	(4,563,100)	25.0
Supply Chain Management	488,400	6,580,300	(6,091,900)	41.0
<b>TOTALS</b>	<b>6,684,100</b>	<b>22,294,200</b>	<b>(15,610,100)</b>	<b>135.5</b>
<b>PUBLIC INFRASTRUCTURE</b>				
Office of the Executive Director	-	703,000	(703,000)	2.0
Public Operations	1,740,300	87,816,500	(86,076,200)	174.5
Engineering	8,600	14,354,300	(14,345,700)	47.0
Environmental Services	54,634,900	66,460,700	(11,825,800)	223.0
Planning & Development	9,032,500	13,355,800	(4,323,300)	64.5
<b>TOTALS</b>	<b>65,416,300</b>	<b>182,690,300</b>	<b>(117,274,000)</b>	<b>511.0</b>
<b>CORPORATE FINANCE</b>	<b>611,621,600</b>	<b>43,140,800</b>	<b>568,480,800</b>	<b>1.0</b>
Operating Surplus (Deficit)	706,385,700	486,288,500	220,097,200	1,373
Contribution to Capital	-	220,097,200	(220,097,200)	-
<b>SURPLUS / (DEFICIT)</b>	<b>706,385,700</b>	<b>706,385,700</b>	<b>-</b>	<b>1,373</b>





# **REVENUE SUMMARIES**

## **2010 - 2014**



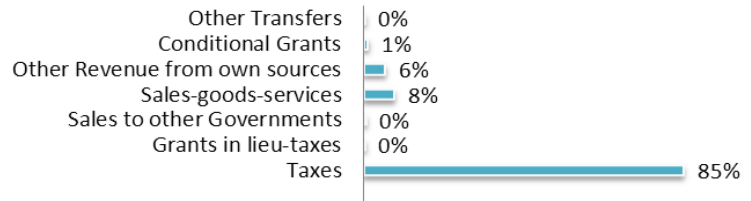
## REVENUE SUMMARIES

The Regional Municipality of Wood Buffalo has seven major sources of revenue; property taxes, grants in lieu of taxes, sales of goods/services to other governments, sales of goods/services, revenue from own sources, conditional transfers/grants and other transfers. The 2014 proposed operating budget total revenue is \$706,385,655.

	<b>2014 Proposed Budget</b>
Taxes	598,985,800
Grants in lieu-taxes	963,900
Sales to other Governments	3,370,300
Sales of goods/services	56,089,986
Other Revenue from own sources	39,055,406
Conditional Grants	7,234,263
Other Transfers	686,000
	<b>\$ 706,385,655</b>

### 2014 Proposed Operating Budget \$706,385,655

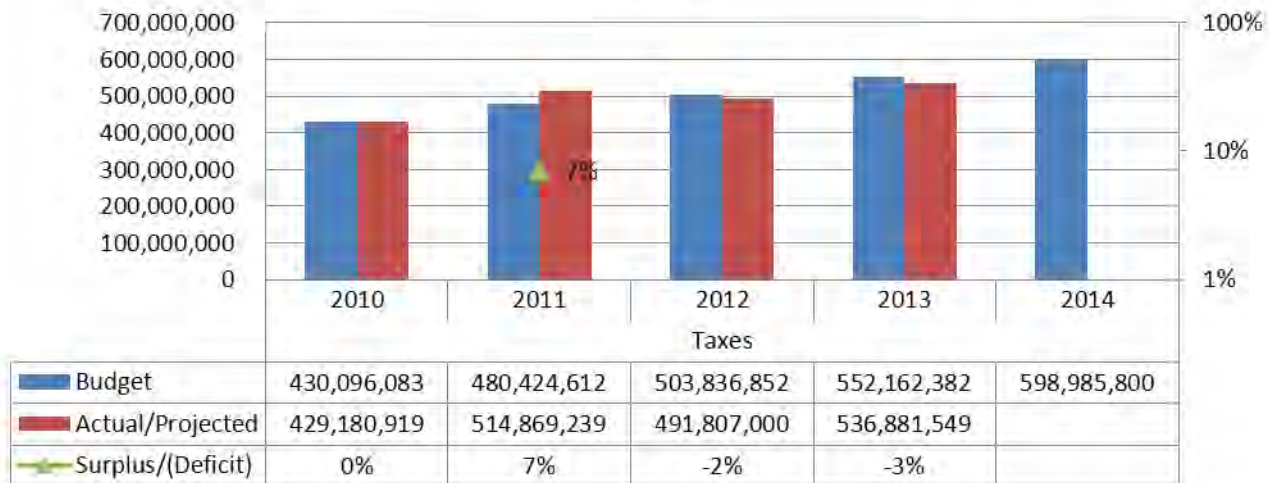
Where does the money come from?



## PROPERTY TAXES

### Property Taxes

2010-2014



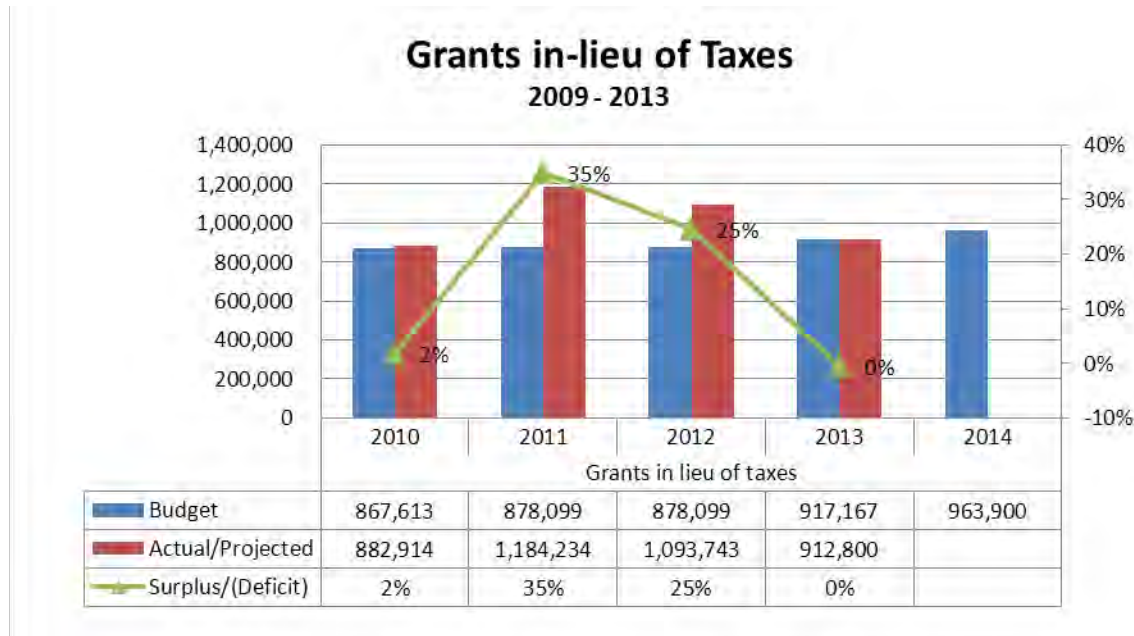
Property taxes are projected to account for 85% of total revenue in 2014. The recommended property taxes revenue of \$598,985,800.



The projected increase in property taxes consists of new assessment growth as anticipated in the 2013-2014 Fiscal Management Strategy that informed establishment of property tax rates for 2013. No property tax rates increases in 2014 are assumed in this recommendation.

Council sets the effective property tax rates for each budget year prior to the tax due date of June 30<sup>th</sup>.

## GRANTS IN LIEU OF TAXES



The 2014 recommended budget for grants in lieu-of-taxes is estimated to be \$963,900.

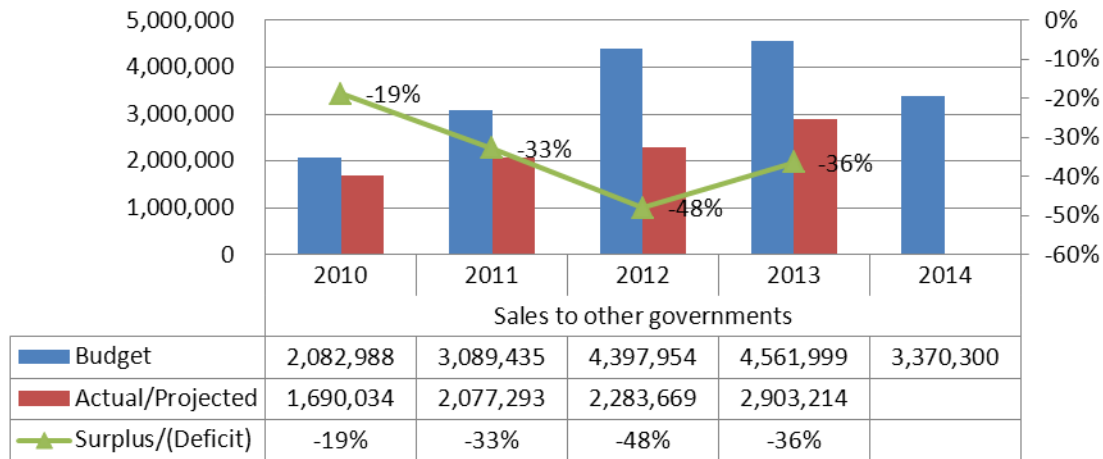
This revenue class represents grants that the province pays the municipality for various provincial real property that is within municipal jurisdiction that receive services from the municipality.



## SALE OF GOODS/SERVICES TO OTHER GOVERNMENTS

### Sales to Other Governments

2010-2014



Sales of goods/services to other governments include revenue arising from transactions between the Municipality and other public entities.

Projected revenues from transactions with other public agencies have trended below budget between 2010 and 2013.

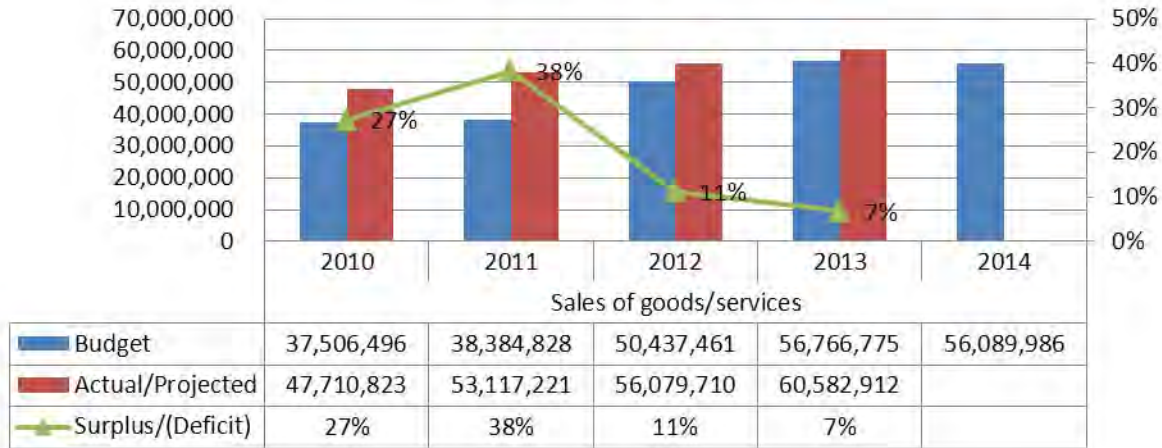
While the variances appear significant, the actual budgetary impact is immaterial as most are in form of reimbursements of actual spending. Sales to other governments account for 0% of total projected revenue budget in 2014.



## SALES OF GOODS/SERVICES

### Sales of Goods and Services

2010 - 2014



Sales of goods/services include several items but the major revenue line items are; utilities, ambulance fees, community programs and facility fees. The 2014 proposed budget is \$56,089,986. The increase is driven by volume changes experienced since 2010 for Environmental Services department.

Sales of goods/services account for 8% of projected total revenue for the 2014 recommended budget. Between 2010 and 2013, the Municipality has had favorable results comparing budget to actual except in years where contemplated rate changes were not implemented as planned.

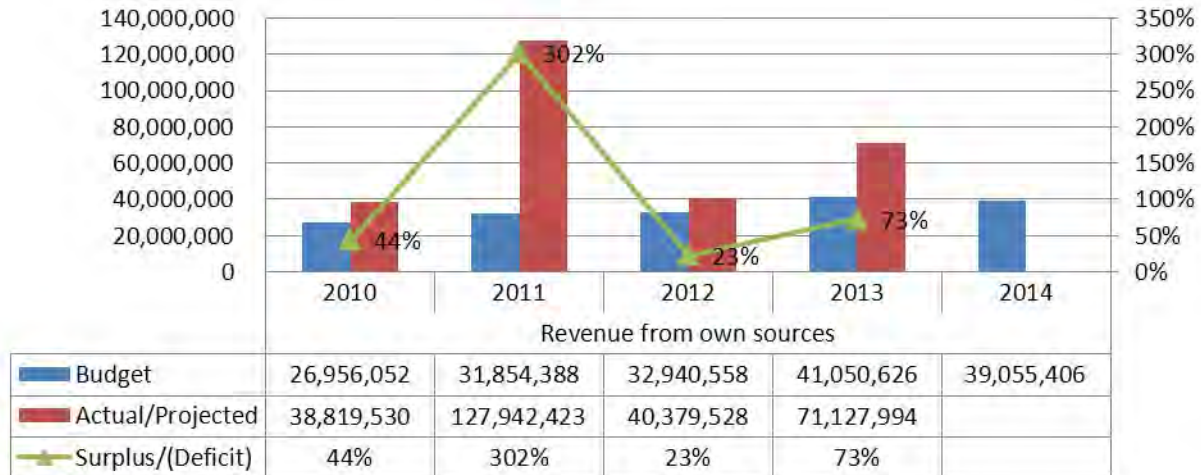




## OTHER REVENUE FROM OWN SOURCES

### Revenue from Own Sources

2010 - 2014



This category includes all receipts for permits, fines and penalties, franchise fees and the interest from investments. Revenue from this group accounts for 6% of forecasted total revenue in the 2014 recommended budget.

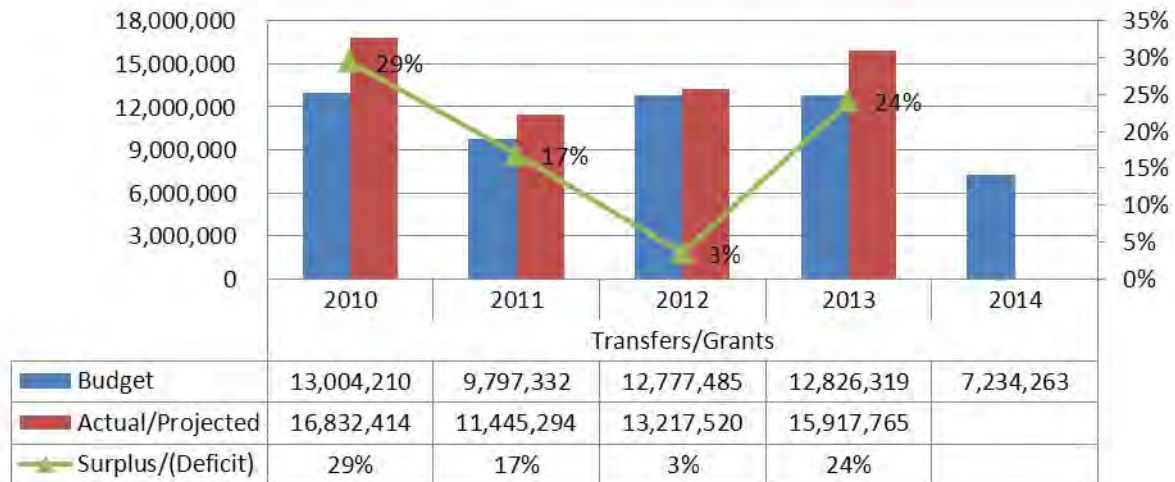
The projected favorable variance for 2013 is due to volume increases for services in planning and development. The projected revenue increase for 2013 budget outturn is driven largely by contributed assets valued at \$30.0M.



## CONDITIONAL TRANSFERS/GRANTS

### Conditional Tranfers/Grants

2010 - 2014



Conditional transfers or grants are amounts received from other levels of government; federal and provincial, to support operating programs.

Budget variances in this category are indicative of grants that the Municipality received over and above projected during the budget process. This is a function of changes in grant programs after the fact (budget approval) and the Municipality's own grant seeking initiatives.

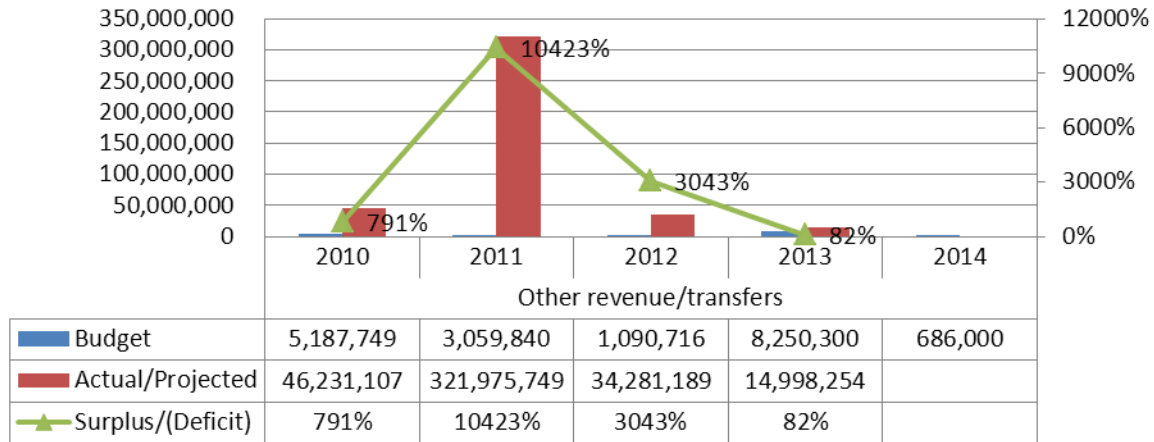
Operating grants account for only 1% to Municipality operating revenue.



## OTHER TRANSFERS

### Other Revenue/Transfers

2010 - 2014



Recorded in this category are internal charge allocations and transfers from reserves.

The variances over the years are largely due to transfers from reserves to cover costs of programs as well as contributed assets not budgeted for.

The projected transfer from reserves in 2014 is \$686,000.





## **EXPENSE SUMMARIES 2010 - 2014**



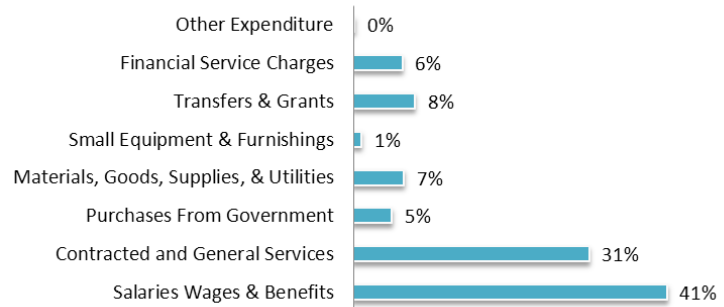
## OPERATING EXPENSES SUMMARIES

The Regional Municipality of Wood Buffalo has nine expense categories; salaries, wages and benefits, contracted and general services, purchases from other governments, materials/goods/supplies, small equipment & furnishings, finance charges and other transfers/write-offs. The 2014 proposed operating budget expenses total is \$706,385,700 consisting of \$486,288,455 for operations and \$220,097,245 transfer to capital improvement program;

	<b>2014 Proposed Budget</b>
Salaries Wages & Benefits	201,228,500
Contracted and General Services	151,113,397
Purchases From Government	24,735,500
Materials, Goods, Supplies, & Utilities	32,490,600
Small Equipment & Furnishings	5,069,900
Transfers & Grants	39,363,658
Financial Service Charges	31,428,400
Other Expenses	858,500
<b>Total</b>	<b>\$ 486,288,455</b>

### 2014 Proposed Operating Budget \$486,288,455

Where does the money go?



To understand cost structure and behavior, the following pages review individual expense category budget performance from 2010 to 2014.

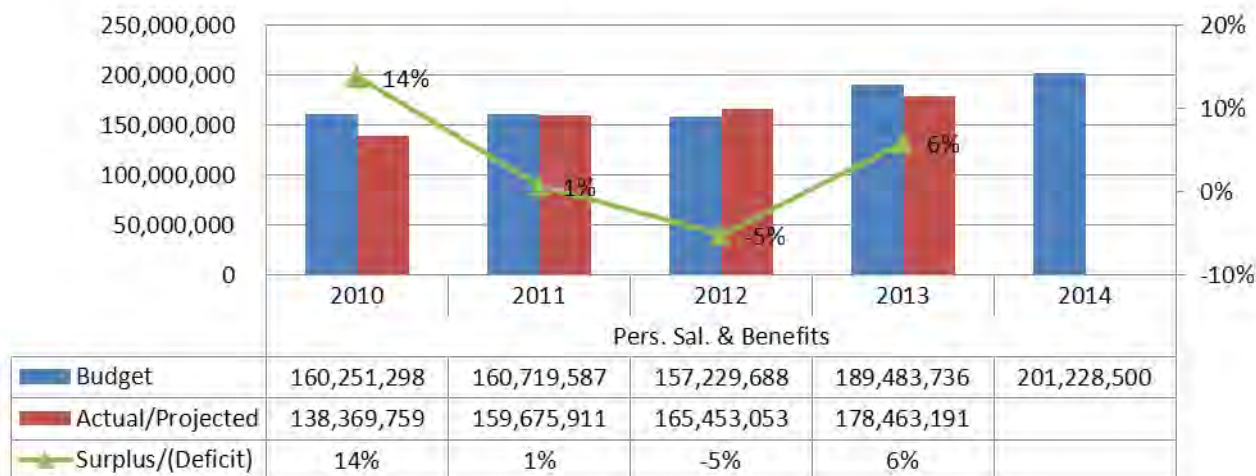




## SALARIES WAGES AND BENEFITS

### Salaries Wages & Benefits

2010-2014



The 2014 proposed salaries and benefits accounts for 41% of the total proposed operating budget and represents a 7% increase from the 2013 budget.

The Municipality is currently in contract negotiations with the IAFF and CUPE unions and the effect will not be known until the negotiations are finalized.

In recent years, the Municipality increased staffing positions in response to increasing service and infrastructure demands related to the oil sands activity growth. However, as a public agency operating in a competitive labor environment, the Municipality could not attract the required staff complement. A review of salaries and benefits was undertaken coupled with changes to working culture, emphasizing work and life balance. The Municipality has become an employer of choice within the region.

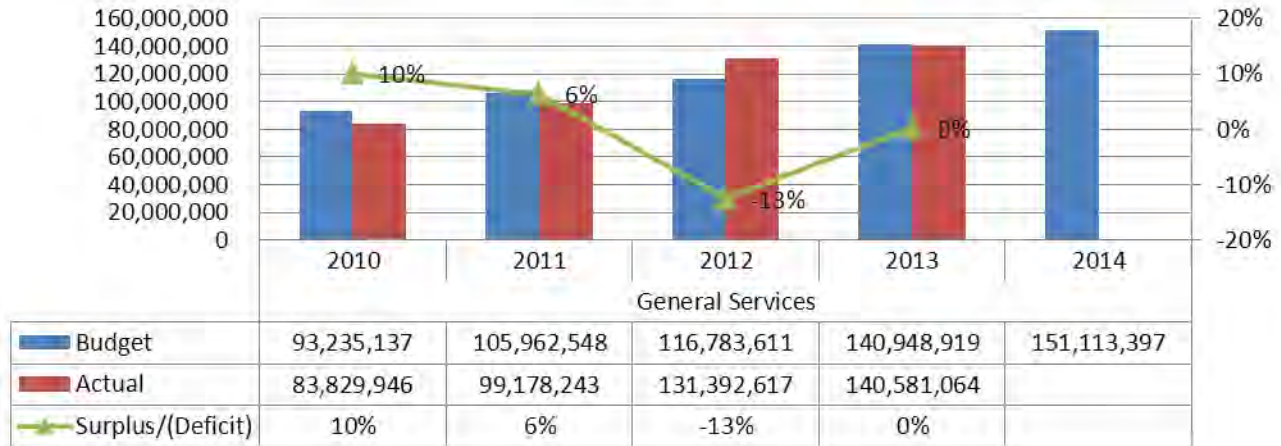
The region has remained at full employment through the recession. As has become tradition for employers in the region, recruitment drives outside the region have become a major source for new employees.

Detailed discussion of the changes in personnel, recruitment processes are in the personnel summaries section of this budget overview.

## CONTRACTED AND GENERAL SERVICES

### Contracted & General Services

2010 - 2014



The proposed 2014 general services proposed budget is \$151,113,397. This is an increase of 7% over the 2013 approved budget and an increase of 7% from the 2013 projection.

General services category comprises expenses such as recruitment, training, travel, telephones and internet, professional services, contracts, legal fees, insurance and a plethora of minor expense lines.

General services' budget performance has swung from significant surplus position to significant deficit between 2010 and 2013. This expense category is subject to allocation swings influenced by operating projects and changes in pricing of ongoing operations.

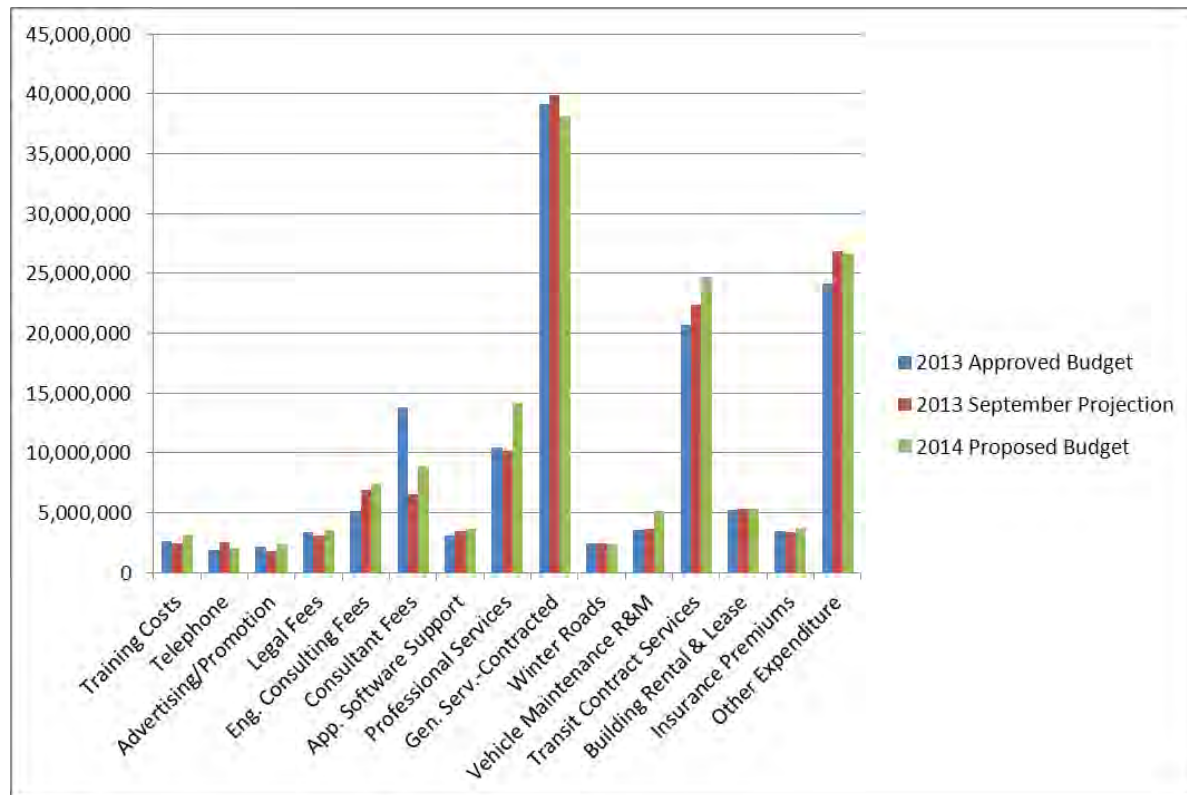
The 2014 proposed budget on General and Contracted services covers incremental costs driven by the following major elements:

- Increase in road maintenance for road sealing, repair of sidewalks, curbs and gutters, snow removal as additional costs arising from the summer floods related repairs.
- Service expansion and improvements in Transit.
- Contractual increases on existing contracts



## 2013 Approved to 2014 Proposed Budget Analysis for General & Contracted Services

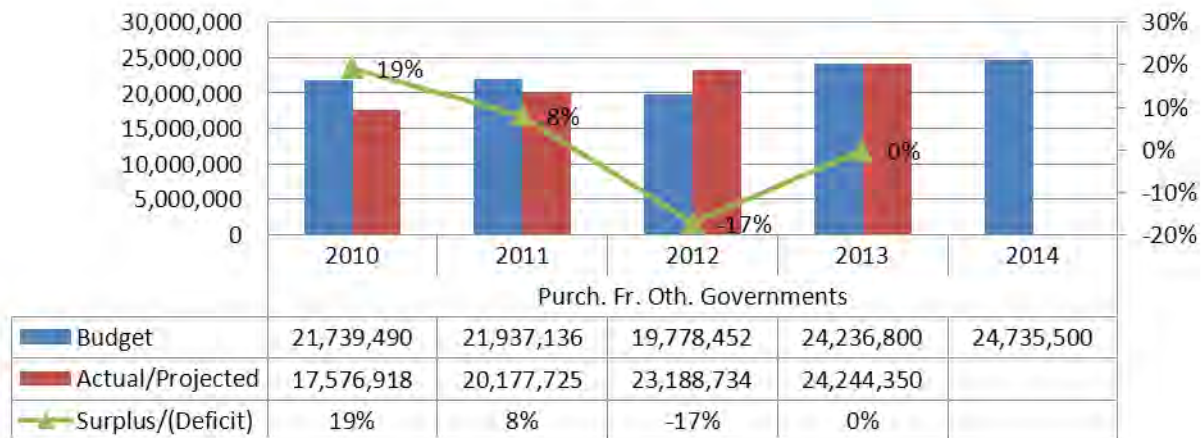
Contracted & General Services	2013 Approved Budget	2013 September Projection	2014 Proposed Budget
Training Costs	2,655,870	2,391,953	3,125,483
Telephone	1,825,705	2,475,457	2,091,570
Advertising/Promotion	2,177,000	1,815,051	2,391,400
Legal Fees	3,336,000	3,040,000	3,520,000
Eng. Consulting Fees	5,120,600	6,891,812	7,350,000
Consultant Fees	13,768,163	6,530,000	8,840,900
App. Software Support	3,037,018	3,451,211	3,638,100
Professional Services	10,447,696	10,193,608	14,210,680
Gen. Serv.-Contracted	39,165,482	39,890,681	38,092,959
Winter Roads	2,410,980	2,412,054	2,376,000
Vehicle Maintenance R&M	3,560,100	3,643,455	5,088,600
Transit Contract Services	20,700,300	22,325,910	24,703,200
Building Rental & Lease	5,187,876	5,304,100	5,279,000
Insurance Premiums	3,422,320	3,366,082	3,706,800
Other Expenditure	24,133,809	26,849,690	26,698,705
<b>Total</b>	<b>140,948,919</b>	<b>140,581,064</b>	<b>151,113,397</b>



## PURCHASES FROM GOVERNMENTS

### Purchases from Governments

2010 - 2014



Purchases from governments comprise transactions between the Municipality and other public agencies. A significant portion of these costs, 96% relate to the RCMP contract.

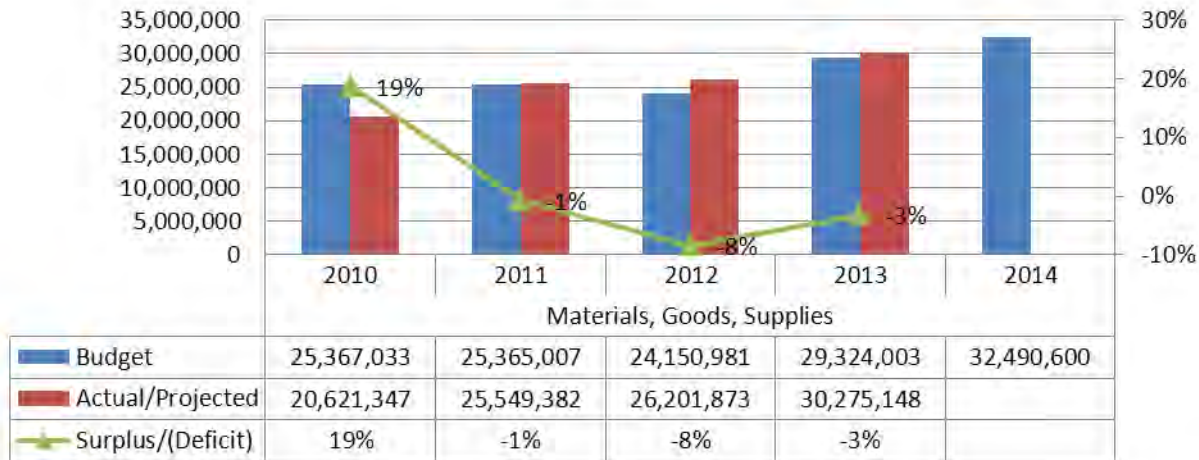




## MATERIALS, GOODS, SUPPLIES AND UTILITIES

### Materials, Goods, Supplies and Utilities

2010 - 2014



The materials, goods, supplies and utilities category consists of items required to operate and maintain the Municipality on a daily basis.

The major items include fuels & lubes, chemicals & salts, natural gas and electricity.

The 2014 proposed budget shows an increase of 10% from the 2013 approved budget. This is in keeping with ongoing review on actual needs and tying that to budget requests.

A 3% negative variance is projected in this expense category in 2013 due to volume and general price increases.



## SMALL EQUIPMENT & FURNISHINGS

### Small Equipment & Furnishings

2010 -2014



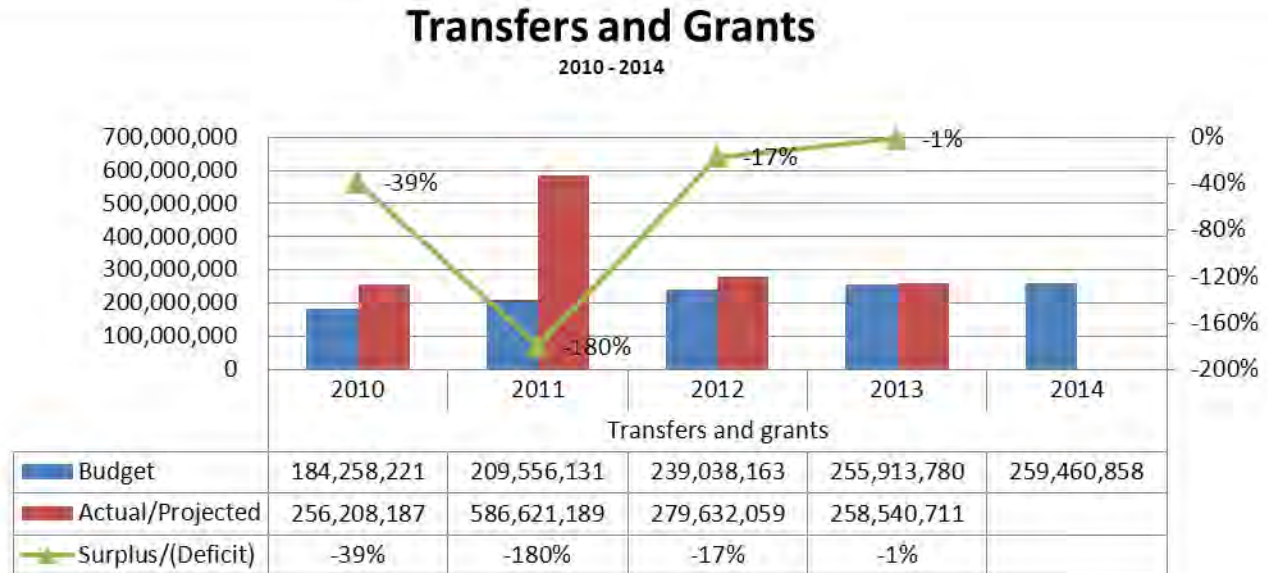
Budget	5,030,108	6,629,200	5,827,297	3,843,638	5,069,900
Actual/Projected	4,727,236	5,760,387	5,049,172	5,079,364	
Surplus/(Deficit)	6%	13%	13%	-32%	

Acquisition of office furniture and small equipment is included in this expense category. A 32% negative variance is projected in 2013. This level of expenditure is anticipated to stay the same in 2014.





# TRANSFERS AND GRANTS



Included in the 2014 proposed budget of \$259,460,858 is a transfer of \$220,097,152 to the capital program.

Transfers to capital program, reserves, and internal charges are recorded in this expense category.

The transfer for 2011 included \$287M to capital program. This amount has been committed to future capital requirements as identified in the 2012 – 2014 Fiscal Management Strategy. The funds will also allow the Municipality to keep property tax rates low through 2012 – 2014 save for additional costs that might arise. Contributed assets also flow through this category for accounting purposes.



## FINANCIAL SERVICE CHARGES

### Finance Charges

2010 - 2014



	2010	2011	2012	2013	2014
Budget	20,473,628	35,183,143	32,333,407	31,759,077	31,428,400
Actual/Projected	89,593,480	76,918,411	32,362,819	32,099,052	
Surplus/(Deficit)	-338%	-119%	0%	-1%	

Bank charges, debenture principal, and interest and amortization are recorded in this expense category.

Debt service budget provisions are based on actual drawn debt. Each debenture would have an associated payment schedule that indicates annual payments.

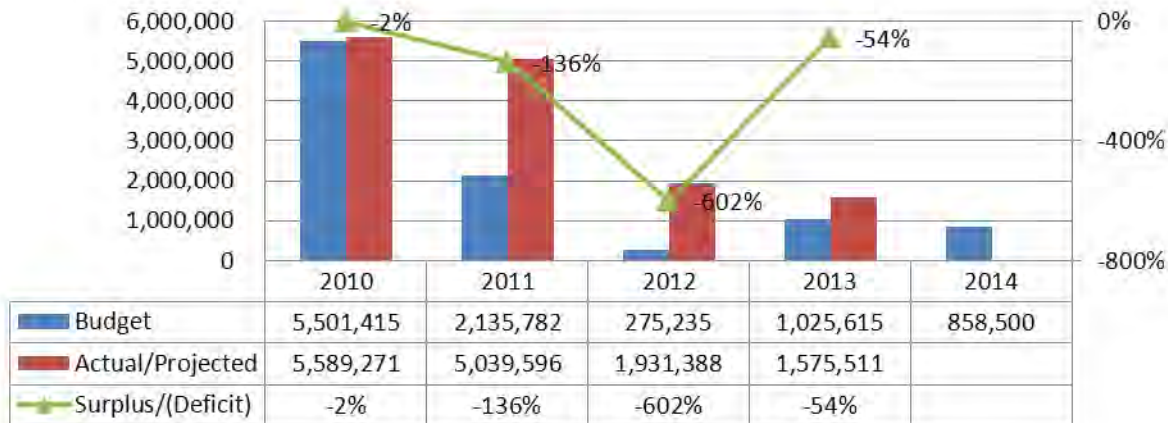
The variance in 2010 and 2011 includes the depreciation expense which is a non-cash item that the Municipality does not fund and was therefore not included in the approved budget.



## OTHER TRANSFERS

### Other Transfers

2010 - 2014



Allowance for bad debts, inventory shrinkage, and internal charges are recorded in this category.

A project to review cost allocation methods for internal services is planned for 2014. At the end of the review, internal charges will be based on best practices and also better reflect the true cost of providing services by including some costs incurred in support by other departments.





# **PERSONNEL SUMMARIES 2010 - 2014**



## PERSONNEL SUMMARIES

The Regional Municipality of Wood Buffalo's corporate values declare the organization's commitment and investment in human resources. At the heart of the corporate values are such statements;

- **EMPOWER OUR PEOPLE**, "Encourage our people to take calculated risks, make informed decisions, learn from their mistakes, achieve more, and operate "outside of the box." We will facilitate this by providing resources to get the job done, celebrating successes, listening to our people and team building",
- **OUR PEOPLE**, "We value safety, meaningful work, work-life balance, learning, mutual support and respect".

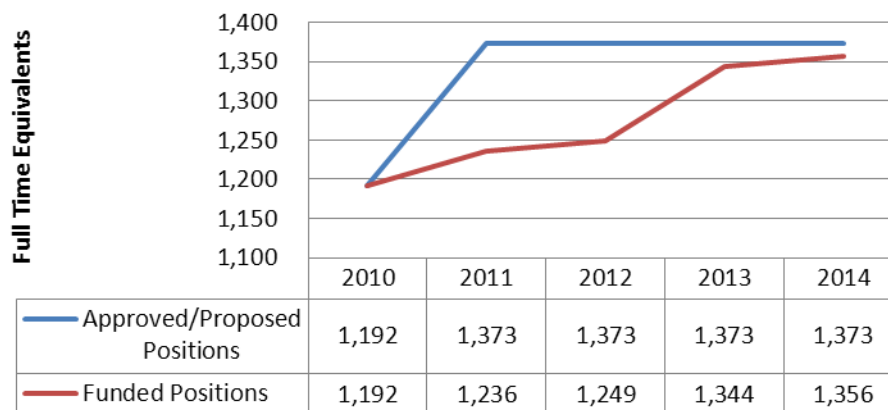
The Municipality remains committed to these values and endeavors to remain an employer of choice.

## OVERVIEW

The Regional Municipality of Wood Buffalo has 1,373 approved staff positions. As of the end of the 3<sup>rd</sup> quarter of 2013, 1,356 positions were active. 17 positions are defunded in the proposed 2014 budget. This is in line with ongoing staffing rationalization. While departments have requested for additional staff in 2014, new requirements will be accommodated within existing approved positions.

The graph below shows the trend from 2010 to 2014:

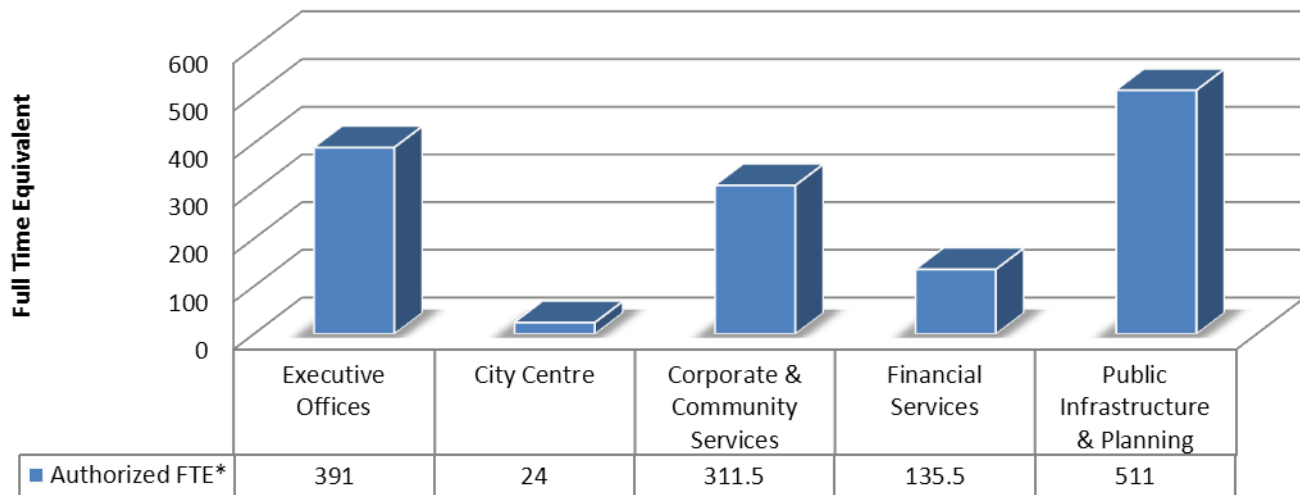
### Position Control and Funding 2010 - 2014



The 1,373 staff positions are distributed among the operating and support divisions as follows:

## Proposed Personnel Positions

**Total: 1,373**



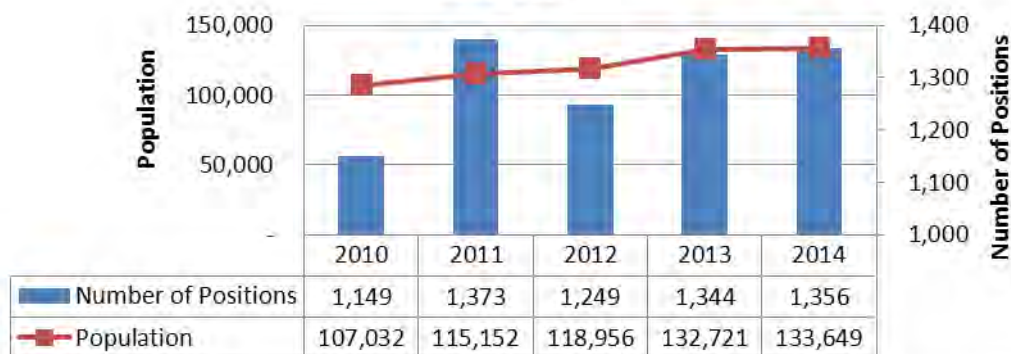
\* FTE – Full time Equivalent

## POPULATION AND EMPLOYEES

Total employee count has grown in tandem with population growth. This is expected as service and infrastructure demand has also increased.

### Population and Positions

2010 - 2014



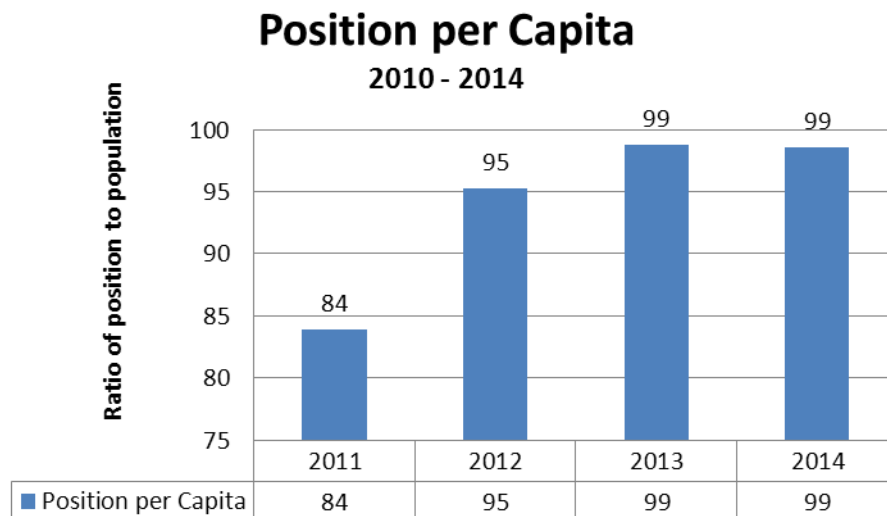
Population Data provided by RMWB Planning & Development Department  
See Appendix A



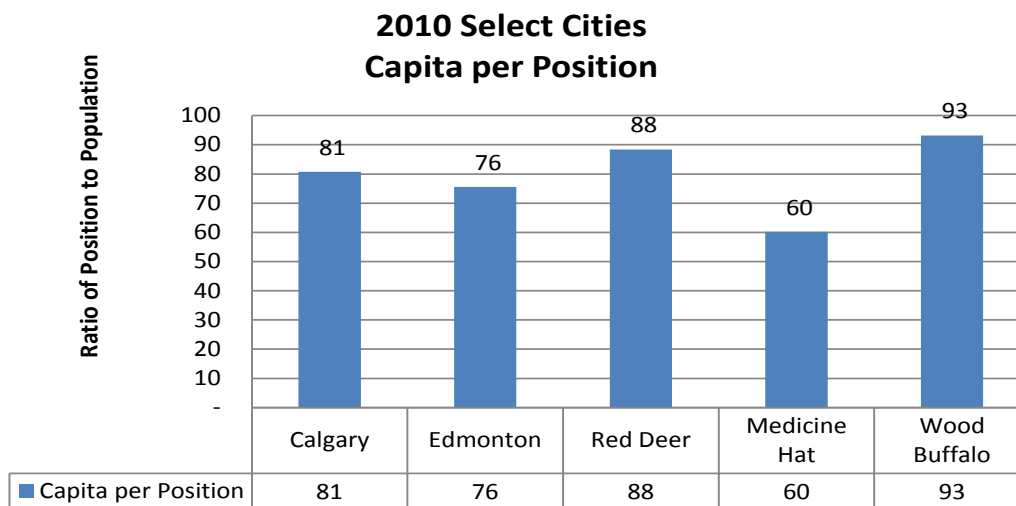


## EMPLOYEE PER CAPITA

A benchmark measure that is used to evaluate relative workload per employee is the ratio of employee count to total population. For the Regional Municipality of Wood Buffalo the 2008 ratio of 1:139 indicated a high ratio compared to other jurisdictions and was in line with prevailing situation at the time when it was extremely difficult to recruit and the labor market was excessively competitive in the region. This ratio has improved over the time to a projected ratio of 1:99 for 2014.



This ratio can also be used to evaluate the size of total employees for an organization relative to other organizations. The chart below is a comparison of the employee to population ratios for 2010 in selected municipalities.



Source: Alberta Municipal Affairs



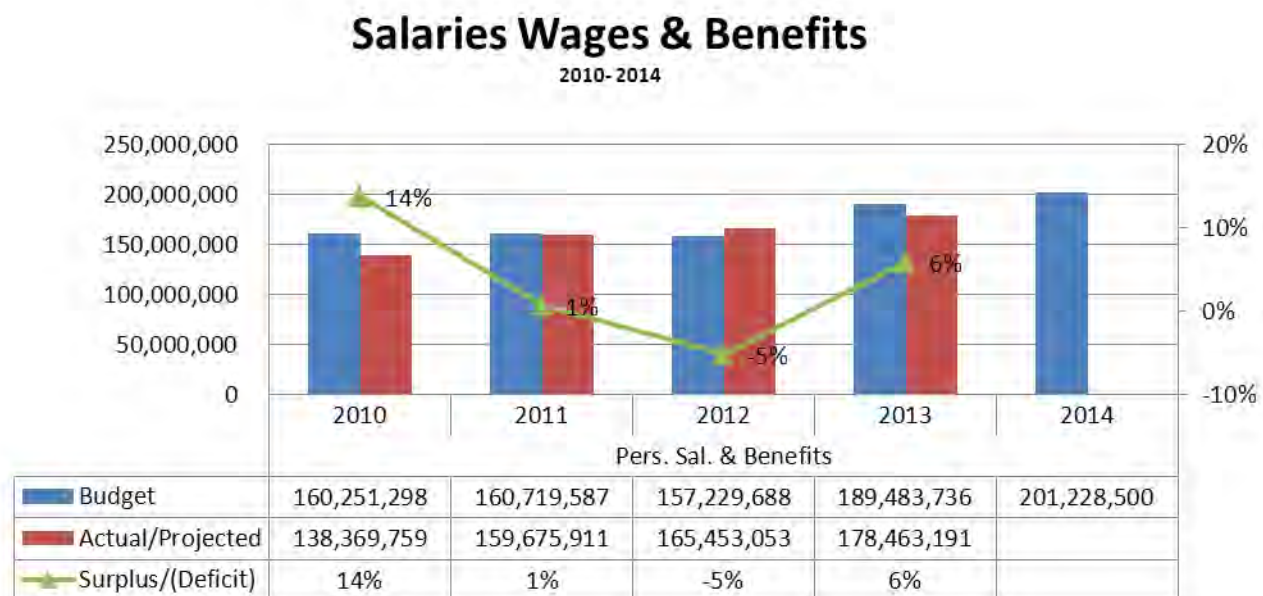
Comparatively, in 2010, the Regional Municipality of Wood Buffalo had a ratio of staff position to population of 1:93. This was within trend in relation to selected Municipalities. Current data for other municipalities is not available. However, the Regional Municipality of Wood Buffalo's ratio is projected to have a ratio of 1:99 in 2012.

However, this measure is critical and yet contextual.

- The comparison is based on 2010 official population and employee counts published by Alberta Municipal Affairs. For Regional Municipality of Wood Buffalo, the official population number is significantly lower in comparison to Municipal population records.
- While this comparison is a useful tool, it does need to be adjusted for differences in the service delivery models and sophistication of Enterprise Resource Planning technology.
- The measure must be adjusted for relative labor market structure and competition.
- A given ratio is a function of levels of automation as well as use of external resources such as contractors.
- Fluctuations between years may be a function of labor market and talent mobility or lack of as well as reorganization and realignment within an organization.

## 2014 PROPOSED PERSONNEL BUDGET

The proposed 2014 personnel budget is \$201,228,500. This represents a 7% increase over the 2013 approved budget. The Municipality has experienced challenges regarding its personnel budget that have resulted in persistent positive variances in recent budget years. Steps were taken to address contributing factors to these positive variances in the past two budgets that have been successful. The graph below indicates personnel budget performance from 2010 to 2014.



The Municipality has made progress over the past two years to manage challenges arising from perennial vacancies and the resultant surpluses. A number of considerations have been incorporated in developing 2014 proposed personnel budget:

- **Regional Full Employment Rate:** The regional labor market remains at full employment. This requires considerable effort to attract potential employees from outside the region.
- **Union Agreements:** Union contract provisions have directed preference to internal candidates. This has resulted in placement of internal candidates or at least consideration, a process which takes considerable time. If an internal candidate is successful, their placement creates a vacancy. This has resulted in a structural vacancy rate as 45% of placements have been internal. In instances where, a decision is made to consider external candidates, potential candidates would have secured employment elsewhere. The new agreements with unions have relaxed some of the preference for internal candidates so as to limit internal mobility without jeopardizing opportunity for employees.
- **Budgeting Model:** Up until 2009, most departments provided full year budget allocations for vacant previously approved and new positions. Some departments prorated newly approved positions based on hiring schedules. A consistent approach that aligns budget provisions to hiring delays is now in place.
- **Limited Labor Market:** The region has limited labor resources and depends on labor markets external to the region. Relocation is not an easy decision. In that regard, incentives attractive enough are required to entice potential employees to the region.

## 2014 Budget Development Principles

A number of tactical approaches have been employed in developing the 2014 proposed personnel budget and 2015 – 2016 plan. These strategies are designed to act in concert towards increasing recruitment success rate and retention. The majority of these strategies have been in place since 2011 and indications are that some significant cost containment has been realized with resultant reduction in variances.

The major strategies include:

- Live within the approved 1,373 approved positions. Defunding 17 positions resulting to only funding 1,356 positions funded for 2014.
- Assign new staffing requests to existing positions that have been difficult to recruit or have remained unfilled for a long time and partially fund vacancies based on estimated hiring dates in 2014.
- Review business need for all long-term vacancies.
- Review lines of business and service delivery models.
- Review recruitment processes to achieve efficiencies in a competitive labor region.

## 2014 Personnel Budget Pressures

As an employer, the Municipality does experience certain budgetary pressures related to personnel benefits. The major ones are; pension contributions, health, dental, and cost of living adjustments.

### Health and Dental Contributions:

The Regional Municipality of Wood Buffalo after solicitation of health and dental carriers engaged a new provider in recent years. This change has resulted in significant savings for both the Municipality and employees in financial and process terms.



**Cost of Living Adjustments:**

CUPE and IAFF contracts expire at the end of 2013 and negotiations are currently ongoing for the 2014 – 2017 contracts.

**PERSONNEL CHANGES IN 2014**

In light of the organization rationalization since 2011 as well as strategies put in place to address a structural vacancy rate, all staffing requests have been considered and accommodated within existing approved positions and associated funding. Of the 1,373 approved positions, 17 have been defunded and 1,356 funded for the 2014 proposed budget.





# **DEBT AND DEBT MANAGEMENT SUMMARIES 2010 - 2014**



# DEBT AND DEBT MANAGEMENT SUMMARIES 2010 - 2014

## INDEBTEDNESS

Authority to incur debt for Municipalities in Alberta is granted through Alberta Regulation (AR) 255/2000 and the Alberta Municipal Government Act (MGA) and in special cases, variation can be granted through a Ministerial Order. Sections 251 through 274 of the MGA provide guidance regarding indebtedness for operating and capital purposes. These sections provide instructions related to process and levels of indebtedness.

The general debt limits for Municipalities in Alberta allow for debt of 1.5 x revenue and .25 x revenue for debt service. Regional Municipality of Wood Buffalo's debt limit is set at 2 x Revenue and debt service limit is set at .35 x revenue through AR255/2000. Three other Alberta Municipalities: Calgary, Edmonton and Medicine Hat have similar limitations. AR 255/2000 is due for review on December 31, 2015. The regulation may be re-passed in its present or amended form based on deemed necessity and relevance.

Council in turn, through policy, has set its limits at 85% of AR 255/2000 in November 2012.

The Regional Municipality of Wood Buffalo's debt policy is rooted in best practices that include the following deliberate choices:

- Promotes attainment of financial planning and management objectives;
- Takes a comprehensive approach to affordability;
- Reflects the community's attitudes and Council philosophy towards indebtedness;
- Sets limits but preserve flexibility; and
- Requires periodic review of indebtedness guidelines.

The Regional Municipality of Wood Buffalo uses debt to finance its capital budget through the capital budget process. Use of debt in this regard is based on the principle of '*inter-generation equity*', which states that each generation that benefits from an asset must pay or be financially responsible for an equitable share based on benefits derived or received. This approach is also known as '*pay-as-you-use*'. The Municipality employs a best practice debt mix strategy that utilizes reserve or cash financing for assets with shorter useful lives and long-term debt for assets with longer useful lives. This approach is in keeping with the inter-generational equity principle.

Long term debt falls under two categories: *general obligation debt* and *revenue or secured debt*. General obligation debt also falls into two categories: *limited general tax debt* and *unlimited general tax debt*. Unlimited general tax debt is secured by a pledge of a Municipality's full faith and credit and unlimited taxing power. In this instance, the Municipality promises to use its power to levy property tax to pay the debt. Since property tax revenue is from all property owners in a community, such type of financing is appropriate for projects benefiting the community as a whole. A variation of this type of debt is where statutory limitations are placed such as limiting the debt and debt service to set percentages of property values or of total revenue or some other variation thereof. Such is the case for Alberta Municipalities where levels of indebtedness are specified through the MGA or a Ministerial Order. On the other hand revenue or secured debt is secured by resources generated from fees and charges paid by users of the financed facilities or from dedicated revenue streams. The Regional Municipality of Wood Buffalo utilizes general obligation debt limited by statutory provisions of the Alberta Municipal Government Act as amended through a ministerial order or by an act of the provincial legislature.

Further, the Regional Municipality of Wood Buffalo's debt policy directs that Alberta Capital Finance Authority (ACFA) is the Municipality's lender of choice. ACFA was established in 1956 to provide inexpensive capital finance to local authorities in Alberta. ACFA pools capital finance requirements from various local authorities and by virtue of size of the





pool, the authority is able to secure lower interest rates which would otherwise not be available to a single jurisdiction acting independent or alone in the capital markets. This is critical to understand as borrowing through ACFA determines subsequent debt management options available. Since ACFA borrows in the open market as a cohort of various organizations, refinancing or prepayment of such debt would incur penalties.

## DEBT OVERVIEW

In discussing levels of debt and debt service for the Regional Municipality of Wood Buffalo, an understanding of two terms is imperative: *actual debt* and *committed debt*. *Actual debt* refers to amounts that the Municipality has borrowed and is now paying debt service for. These are amounts that would have been drawn for completed capital projects commissioned and in use. On the other hand, *committed debt* is a total of actual debt and amount of debt that Council has approved through the capital budget process but has not been drawn.

The following chart and graph depict actual and projected debt levels for the Regional Municipality of Wood Buffalo:

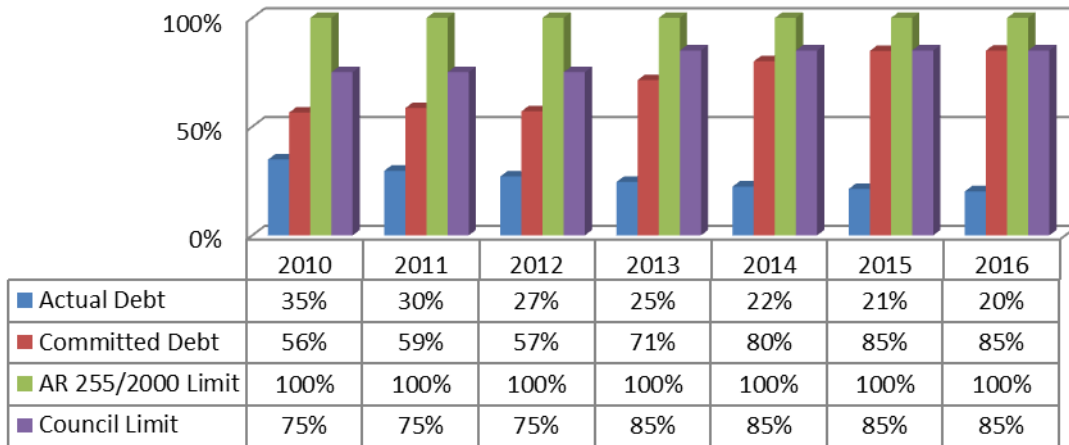
	<b>Actual Debt</b>	<b>Actual %</b>	<b>Committed Debt</b>	<b>Committed %</b>
2010	377,259,054	34.86%	611,375,616	56.49%
2011	362,295,537	29.68%	714,567,814	58.53%
2012	347,350,484	27.09%	731,686,994	57.05%
2013	332,247,146	24.56%	966,353,023	71.42%
2014	317,013,230	22.46%	1,129,075,674	80.00%
2015	301,240,816	21.34%	1,197,303,260	84.82%
2016	285,538,478	20.24%	1,199,000,922	84.98%

The difference between actual debt and committed debt is a function of project delivery and scheduling. Actual debt will increase as capital projects are undertaken or completed.

There is significant increase between committed debt in 2012 and 2013 because of the bold undertaking by Council to redevelop the City Centre and expand MacDonald Island Recreational Facility. Both the City Centre Area Redevelopment and MacDonald Island Projects require significant investments which have resulted in a great impact to debt levels from 2013 onwards.



## Debt Limit Percentage of 2 x Revenue

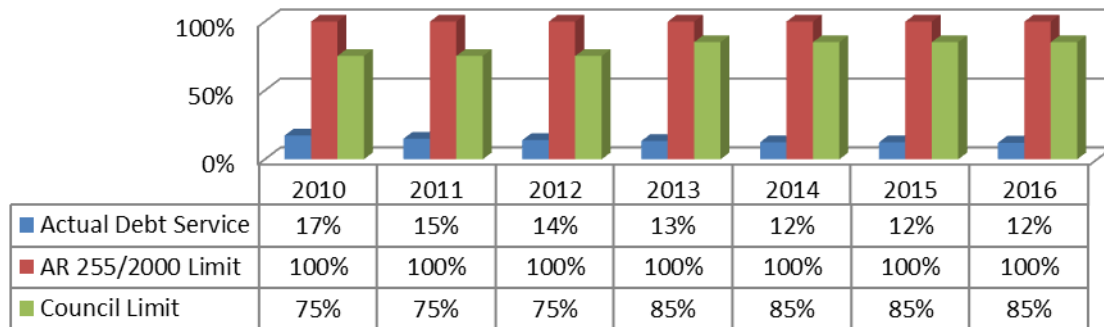


Council debt limit was decreased from 85% in 2009 to 75%. In November 2012, the limit was revised up to 85% to accommodate financing needs arising from new capital initiatives.

Continuous review of legal and policy compliance from 2009 to date indicates responsible and conservative use of debt. The Municipality's debt levels are within legal and policy limits.

Another limitation is placed on debt service, level of principal and interest payments as a percentage of revenue. The Municipality's debt service level is under both legal and policy limits.

## Debt Service Limit Percentage of Revenue



In both limits, debt amount and debt service, the Regional Municipality of Wood Buffalo has committed to levels significantly lower than legal limits. The debt the Municipality has incurred has all been invested in tangible capital



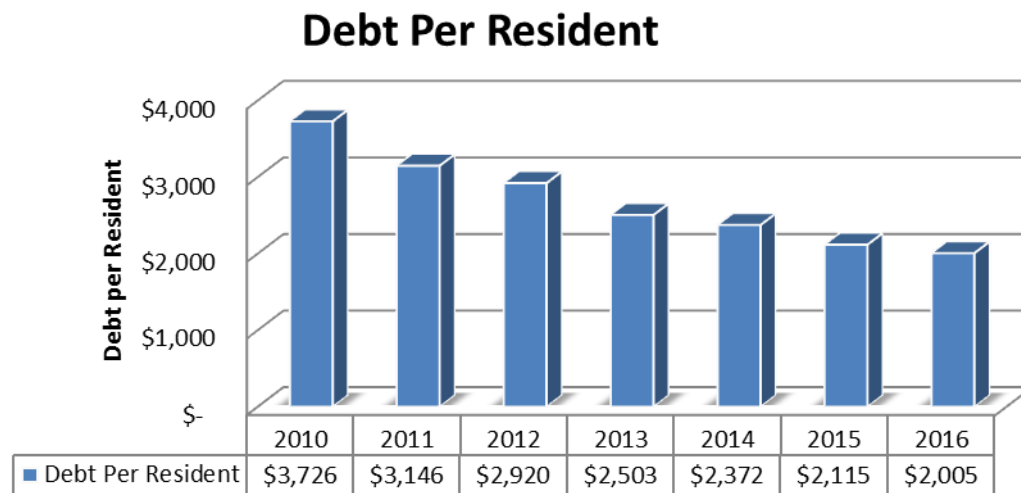
assets. Over time, once the infrastructure gap is significantly reduced, less debt financing will be required. More resources at that point will be required for asset maintenance.

## 2014 DEBT & DEBT SERVICE CHANGES

The proposed 2014 capital budget requires **\$177,956,567** in debenture financing. **\$136,956,567** is for continuing is for continuing projects while **\$41,000,000** is for new projects. Associated debenture bylaws will be brought forward for Council consideration subsequent to the approval of the 2014 capital budget.

## DEBT BURDEN

Debt financing requires recurring payments of principal and interest over the term. Debt service funding is levied through property taxes on an annual basis. Two measures are used to gauge the financial weight on residents as well as on available resources: debt per resident and debt service as a percentage of total expenses.



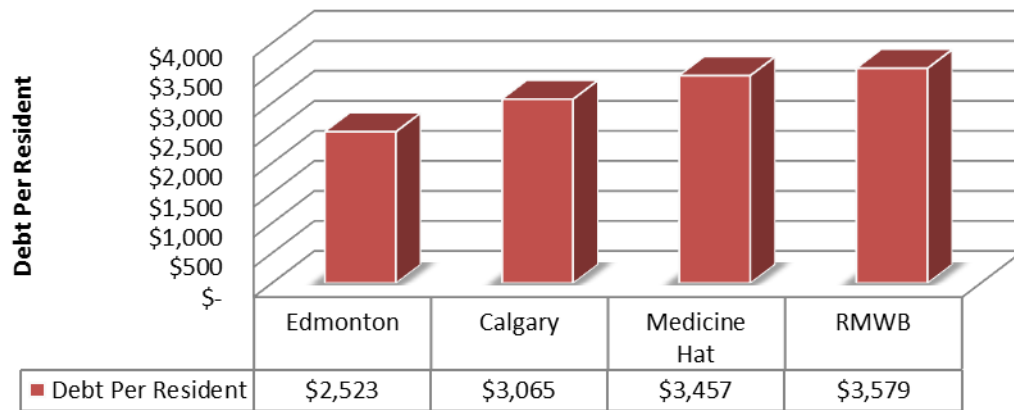
Debt per resident is a ratio of debt to total population. 2010 onwards debt per resident is shown as decreasing which is a function of population growth and debt repayment.

Comparatively in 2011, the graph below compares a select group of Cities and Municipalities' debt per capita.



## 2011 Debt Per Resident

### Select Cities

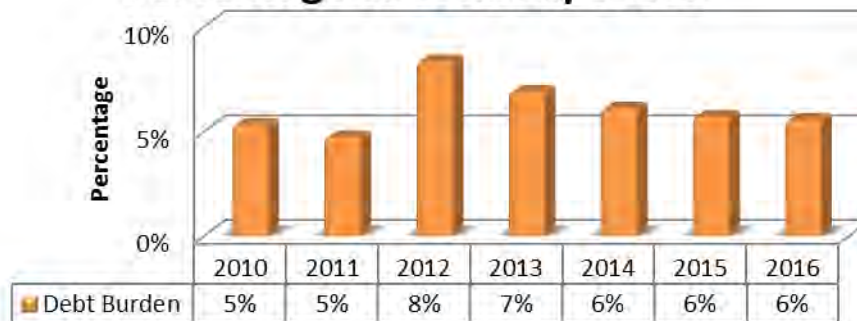


Debt service payments as a percentage of total expenditure indicates how much of available resources are directed towards debt service payments.

Best practice is to limit debt service payments to 25% of total expenses.

## Debt Burden

### Percentage of Total Expenses

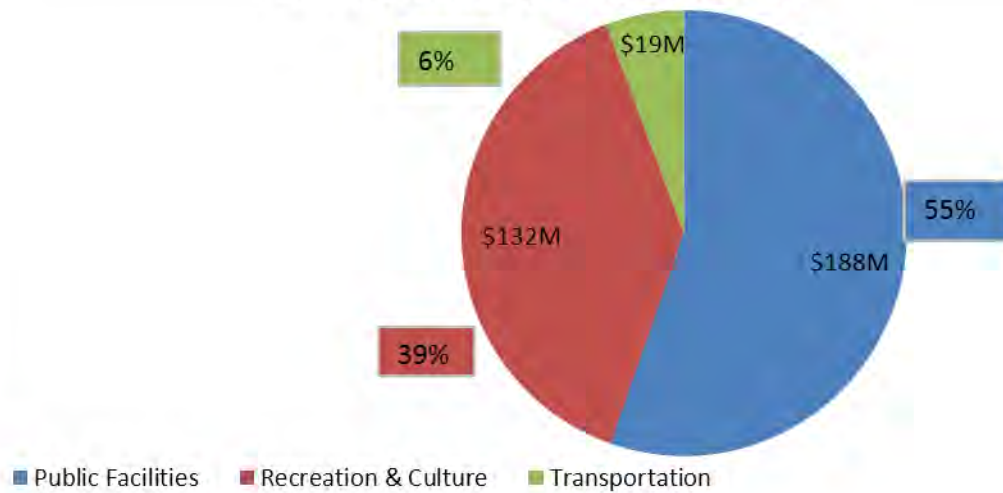


Actual debt burden has averaged 6% of total expenses between 2010 and 2013 and is projected to continue at 6%.

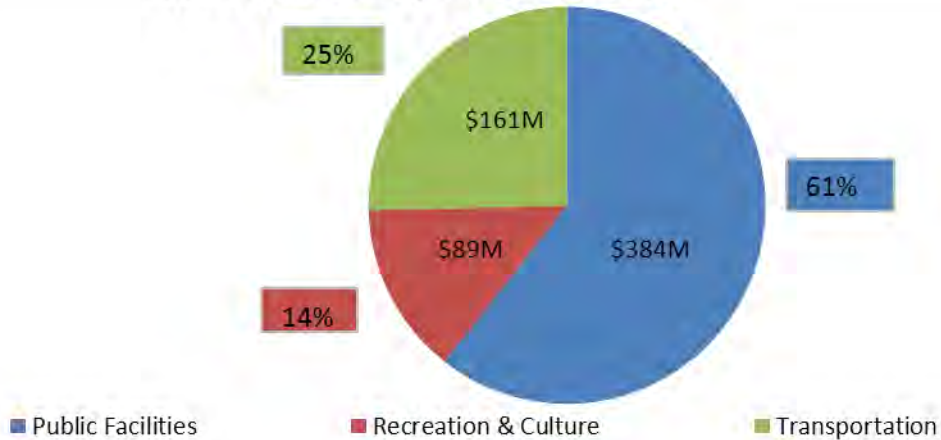


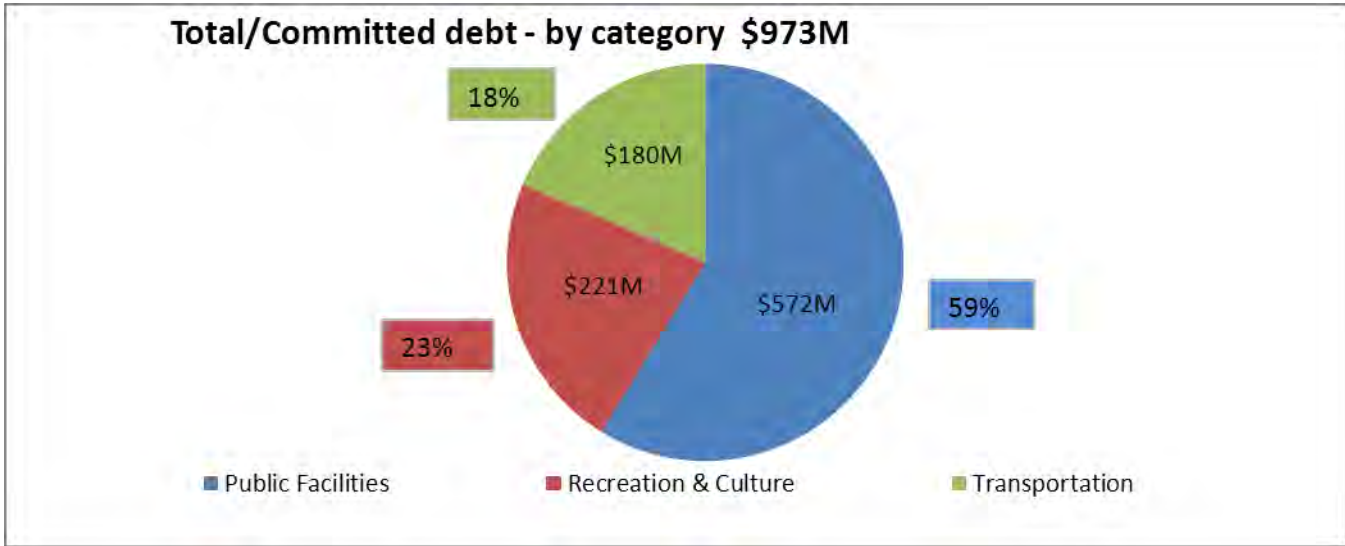
## 2013 Actual/Commitment Debt Overview

Undrawn debt - by category \$634M



Undrawn debt - by category \$634M





Actual as of September 30, 2013







## **2014 DIVISIONAL OVERVIEWS**



## 2014 OPERATING BUDGET SUMMARY BY DIVISION

Regional Municipality of Wood Buffalo	CAO & COO (Exutive Offices) \$	City Centre \$	Financial Services \$	Corporate & Community Services \$	Public Infrastructure \$	Corporate Finance ** \$	RMWB Total 2014 Proposed Operating Budget \$
<b>REVENUES</b>							
Taxes	-	-	-	-	418,100	598,567,700	598,985,800
Grants in Lieu - Taxes	-	-	-	-	-	963,900	963,900
Sales to Other Governments	157,900	-	-	-	3,212,400	-	3,370,300
Sales - Goods - Services	2,538,100	-	298,400	449,000	52,804,500	-	56,090,000
Other Revenue from Own Services	5,128,300	3,200	5,952,300	906,300	8,975,300	18,090,000	39,055,400
Sale of Fixed Assets	-	-	-	-	-	-	-
Conditional Grants	8,588,100	-	-	4,640,200	6,000	(6,000,000)	7,234,300
Other Transfers	-	-	-	252,600	-	-	252,600
<b>TOTAL REVENUES</b>	<b>16,412,400</b>	<b>3,200</b>	<b>6,250,700</b>	<b>6,248,100</b>	<b>65,416,300</b>	<b>611,621,600</b>	<b>705,952,300</b>
<b>EXPENDITURES</b>							
Salaries Wages & Benefits	55,412,600	3,773,200	15,306,800	44,453,300	73,382,600	8,900,000	201,228,500
Contracted & General Services	14,500,000	5,429,500	6,094,100	40,883,600	81,390,850	2,815,300	151,113,350
Purchases from Government	23,989,800	-	-	45,500	700,200	-	24,735,500
Materials Goods Supplies & Utilities	3,548,000	840,000	190,800	3,556,700	24,355,150	-	32,490,650
Small Equipment & Furnishings	638,900	182,500	132,500	1,375,800	2,740,200	-	5,069,900
Transfers & Grants	28,000	-	26,700	38,979,000	-	-	39,033,700
Financial Service Charges	1,500	-	144,200	5,900	116,300	31,160,500	31,428,400
Other Expenditure	439,400	-	149,100	-	5,000	265,000	858,500
Depreciation Expenses***	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>98,558,200</b>	<b>10,225,200</b>	<b>22,044,200</b>	<b>129,299,800</b>	<b>182,690,300</b>	<b>43,140,800</b>	<b>485,958,500</b>
Operating Surplus (Deficit)	(82,145,800)	(10,222,000)	(15,793,500)	(123,051,700)	(117,274,000)	568,480,800	219,993,800
Contribution to Capital	-	-	-	-	-	(220,097,200)	(220,097,200)
Transfer to Reserve	-	-	250,000	80,000	-	-	(330,000)
Transfer from Reserve	-	-	433,400	-	-	-	433,400
<b>SURPLUS/(DEFICIT)</b>	<b>(82,145,800)</b>	<b>(10,222,000)</b>	<b>(15,610,100)</b>	<b>(123,131,700)</b>	<b>(117,274,000)</b>	<b>348,383,600</b>	<b>-</b>

\* as at September 30, 2013

\*\* excluded from Divisional Analyst Notes

\*\*\*excluded Depreciation Expenses of \$57,099,400

**2013 & PRIOR BUDGET CARRYFORWARD\***

	Executive Offices \$	City Centre \$	Corporate & Community Services \$	Financial Services \$	Public Infrastructure & Planning \$	2013 & Prior Budget Carryforwards** \$
Public Facilities	4,003,286	19,873,304	107,679,123	-	148,131,791	279,687,504
Recreation & Culture	-	30,540,947	54,057,336	-	23,152,089	107,750,372
Transportation	-	23,066,377	3,149,328	-	75,599,572	101,815,277
<b>TOTAL</b>	<b>4,003,286</b>	<b>73,480,628</b>	<b>164,885,787</b>	<b>-</b>	<b>246,883,452</b>	<b>489,253,153</b>

\* As of September 30, 2013

\*\* Excludes capital funds for Fort McMurray Community Development Plan

**2014 PROPOSED CAPITAL BUDGET CORPORATE SUMMARY BY DIVISION**

	Executive Offices \$	City Centre \$	Corporate & Community Services \$	Financial Services \$	Public Infrastructure & Planning \$	RMWB 2014 Proposed Capital Budget \$
Public Facilities	4,630,000	49,309,000	27,538,000	-	121,338,000	202,815,000
Recreation & Culture	-	65,819,917	65,919,758	-	18,160,000	149,899,675
Transportation	-	58,400,000	-	-	67,260,567	125,660,567
<b>TOTAL</b>	<b>4,630,000</b>	<b>173,528,917</b>	<b>93,457,758</b>	<b>-</b>	<b>206,758,567</b>	<b>478,375,242</b>
<i>Division Percentage</i>	<i>1%</i>	<i>36%</i>	<i>20%</i>	<i>0%</i>	<i>43%</i>	<i>100%</i>

**2013 & 2014 - 2019 TOTAL PROPOSED CAPITAL**

	Executive Offices \$	City Centre \$	Corporate & Community Services \$	Financial Services \$	Public Infrastructure & Planning \$	2013 & 2014 - 2019 Proposed Budget \$
Public Facilities	8,633,286	69,182,304	135,217,123	-	269,469,791	482,502,504
Recreation & Culture	-	96,360,864	119,977,094	-	41,312,089	257,650,047
Transportation	-	81,466,377	3,149,328	-	142,860,139	227,475,844
<b>TOTAL</b>	<b>8,633,286</b>	<b>247,009,545</b>	<b>258,343,545</b>	<b>-</b>	<b>453,642,019</b>	<b>967,628,395</b>



## OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

### ***MANDATE***

The Office of the Chief Administrative Officer (CAO) includes the Offices of the CAO and the Chief Operating Officer (COO).

The CAO is responsible for the administration of the Regional Municipality of Wood Buffalo and is accountable to Council. The COO oversees the operational functions of the Municipality while supporting the CAO in administrative governance and oversight activities.



## A MESSAGE FROM THE OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

With the successful adoption of the Municipal Development and Strategic Plans, we look forward to working with the 2014 Council to review commitments of the past to ensure consistency with direction for the future. Behind the scenes efforts are underway to build a solid foundation for effecting and managing sustainable growth throughout the region. Over the last year, the Municipality has embraced the opportunity of re-establishing a foundation and framework to prepare the organization to meet the present and future needs of the region.

Our goal is to continue to build positive working relationships with individuals and groups, both internal and external to the organization. Our employees throughout this great organization have demonstrated their commitment to this community and are dedicated to providing its citizens with a high standard of municipal services. As an organization, we are proud of our progress and accomplishments over the past year, and will continue to support the strategic direction of Council into 2014 and onward.

Sincerely,

Glen Laubenstein  
Chief Administrative Officer  
Regional Municipality of Wood Buffalo

Brian Makey  
Chief Operating Officer  
Regional Municipal of Wood Buffalo



## DIVISION PROFILE

The Chief Administrative Officer (CAO) provides leadership in the development, implementation, and administration of all policies and programs established and approved by Council. The CAO provides guidance and advice to council regarding legislation and municipal operations, and provides background information in order for Council to make informed decisions. The Municipal Auditor, Ralph Timleck, reports directly to the CAO.

The office of the Chief Operating Officer (COO) is responsible for overseeing the operational functions of the Municipality. This includes ensuring an alignment of operational efforts with the Municipal Development Plan and Strategic Plan. The COO provides leadership and support to the Executive Leadership Team of the Regional Municipality of Wood Buffalo. Executive Directors are accountable to the COO to ensure the delivery of departmental business plans and budgets, as approved by Council.

The Chief Operating Officer is responsible for all operational functions of the Municipality and is supported by the three Executive Directors:

- Elsie Hutton – Chief Financial Officer/Financial Services
- Sudhir Sandhu – Corporate and Community Services
- Henry Hunter - Infrastructure and Planning

In addition to the above, the Chief Operating Officer is directly responsible for the following Municipal Departments:

- Communication Department
- Government Relations Department
- Council and Legislative and Council Services
- RCMP Support/ Bylaw Services
- Regional Emergency Services





## MAJOR INITIATIVES 2014

### **Communication Department is planning to add the following new services:**

- Strategic and effective marketing to increase awareness, build positive image, and promote attraction and retention
- Gateway signage design
- Website redesign and an emphasis on integrated social media
- Public outreach with a focus on community sponsorships including the Safer 63/881 Coalition

### **Government Relations is planning to add the following services:**

- Further work to facilitate the transfer of the Crown lands within the Urban Development Sub Region (UDSR) to municipal jurisdiction, including resolving nearly 400 existing surface land dispositions
- Develop alternative approaches to accelerate the financing and delivery of critical transportation infrastructure
- Expanding collaborative efforts with government and industry to identify, assess, measure and mitigate the socio-economic impacts of oil sands development on the Wood Buffalo region

### **Legislative and Council Services is planning to add the following services:**

- Comprehensive review of the existing Elected Officials Remuneration, Travel, Expense and Support Policy will be conducted in 2014
- A focus on maintaining a strong, cohesive Council with regular team-building activities and events that will be coordinated
- Mobile app and workflow components of the meeting management system/program known as SIRE will be implemented, enabling Council members to use their technology more effectively
- Implement formal Council Report training throughout the organization
- Restructure the Subdivision and Development Appeal Board to more closely mirror the Assessment Review Board
- Complete the Directory of Personal Information Banks required by the Freedom of Information and Protection of Privacy (FOIP) Act
- Continued training for municipal staff on Freedom of Information and Protection of Privacy (FOIP) Act

### **RCMP/Bylaw Support Services is planning to add the following services:**

- Implementation of South Policing Facility into an operational facility
- Implementation and opening of store front operation downtown supporting Bylaw/RCMP operations
- Victim Services becoming fully integrated as employees of the RMWB
- Development of Responsible Pet Ownership Bylaw

### **Regional Emergency Services (RES) is planning to add the following services**

- Finalize ground ambulance contract with Alberta Health Services
- Launch of a non-emergency contact number that can be accessed by the public outside of regular business hours, during holidays and weekends
- Design phase of RES facility
- Join Pilot project with Environmental Services, using biodiesel in fire apparatus
- Initiation of an RES Company Officer Development Program



# FINANCIAL SUMMARY

## DIVISIONAL OPERATING BUDGET SUMMARY

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER & OFFICE OF THE CHIEF OPERATING OFFICER	2013 Approved Operating Budget (a) \$	2013 Operating Projection* (b) \$	2014 Proposed Operating Budget (c) \$	Change 2013 Approved Budget vs 2014 Proposed Budget (a) to (c) \$ %		Change 2013 Operating Projection vs 2014 Proposed Operating Budget (b) to (c) \$ %	
<b>REVENUES</b>							
Taxes	-	-	-	-	-	-	-
Grants in Lieu - Taxes	-	-	-	-	-	-	-
Sales to Other Governments	308,500	235,975	157,900	(150,600)	-	(78,075)	(33)
Sales - Goods - Services	2,598,697	2,989,282	2,538,100	(60,597)	(2)	(451,182)	(15)
Other Revenue from Own Services	4,278,400	5,960,500	5,128,300	849,900	20	(832,200)	(14)
Sale of Fixed Assets	-	-	-	-	-	-	-
Conditional Grants	8,354,000	8,647,598	8,588,100	234,100	-	(59,498)	(1)
Other Transfers	-	120	-	-	-	(120)	(100)
<b>TOTAL REVENUES</b>	<b>15,539,597</b>	<b>17,833,475</b>	<b>16,412,400</b>	<b>872,803</b>	<b>6</b>	<b>(1,421,075)</b>	<b>(8)</b>
<b>EXPENSES</b>							
Salaries Wages & Benefits	53,384,632	52,364,000	55,412,600	2,027,968	4	3,048,600	6
Contracted & General Services	10,704,404	10,417,974	14,500,000	3,795,596	35	4,082,026	39
Purchases from Government	23,511,400	23,511,400	23,989,800	478,400	2	478,400	2
Materials Goods Supplies & Utilities	2,902,192	2,678,279	3,548,000	645,808	22	869,721	32
Small Equipment & Furnishings	553,450	578,277	638,900	85,450	15	60,623	10
Transfers & Grants	51,075	28,000	28,000	(23,075)	(45)	-	-
Financial Service Charges	4,170	2,209	1,500	(2,670)	(64)	(709)	(32)
Other Expense	750,700	807,000	439,400	(311,300)	(41)	(367,600)	(46)
Depreciation Expenses	-	-	-	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>91,862,023</b>	<b>90,387,140</b>	<b>98,558,200</b>	<b>6,696,177</b>	<b>7</b>	<b>8,171,060</b>	<b>9</b>
Operating Surplus (Deficit)	(76,322,426)	(72,553,664)	(82,145,800)	(5,823,374)	8	(9,592,136)	13
Contribution to Capital	-	-	-	-	-	-	-
Transfer to Reserve	-	-	-	-	-	-	-
Transfer from Reserve	-	110,979	-	-	-	(110,979)	-
<b>SURPLUS/(DEFICIT)</b>	<b>(76,322,426)</b>	<b>(72,442,685)</b>	<b>(82,145,800)</b>	<b>(5,823,374)</b>	<b>8</b>	<b>(9,703,115)</b>	<b>13</b>

\*as at September 30, 2013

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER & OFFICE OF THE CHIEF OPERATING OFFICER			2014 Proposed Operating Budget \$	2014 Proposed FTE
	Revenues \$	Expenses \$		
<b>DEPARTMENTS</b>				
Mayor & Council	-	1,621,700	(1,621,700)	2
Chief Administrative Officer	-	1,245,100	(1,245,100)	3
Municipal Auditor	-	1,835,500	(1,835,500)	8
Chief Operating Officer	-	899,400	(899,400)	2
Council & Legislative Services	21,000	2,681,600	(2,660,600)	15
Communication Services	105,000	5,790,400	(5,685,400)	18
Government Relations	-	907,100	(907,100)	3
RCMP Bylaw Services	7,320,600	46,628,500	(39,307,900)	152
Regional Emergency Services	8,965,800	36,948,900	(27,983,100)	188
<b>TOTALS</b>	<b>16,412,400</b>	<b>98,558,200</b>	<b>(82,145,800)</b>	<b>391</b>

# PERSONNEL SUMMARY

## FULL TIME EQUIVALENTS (FTE) SUMMARY

<b>OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER &amp; OFFICE OF THE CHIEF OPERATING OFFICER</b>	<b>2013 Authorized FTE *</b>	<b>2013 Budgeted FTE</b>	<b>2013 Actual FTE*</b>	<b>2013 Projected FTE**</b>	<b>2014 Proposed FTE</b>
<b>Full Time Equivalents (FTE)</b>					
Mayor and Council	2	2	2	2	2
Chief Administrative Officer	3	3	2	3	3
Municipal Auditor	8	8	6	6	8
Chief Operating Officer	2	3	2	2	2
Council & Legislative Services	16	16	13	15	15
Communication Services	17	17	14	17	18
Government Relations	3	2	3	3	3
RCMP Bylaw Services	139	122	118	135	152
Regional Emergency Services	194	183	187	190	188
<b>Total Full Time Equivalents (FTE)</b>	<b>384</b>	<b>356</b>	<b>347</b>	<b>373</b>	<b>391</b>

\* as at September 30, 2013

\*\* as at December 31, 2013



# CAPITAL BUDGET SUMMARIES

## 2013 & PRIOR CAPITAL BUDGET

Depart.	Major Category	Project	Financial Update		
			Budget (\$)	Cost * (\$)	CarryFwd (\$)
RCMP	Public Facilities	Bylaw Expansion	1,425,533	1,326,680	98,853
RCMP	Public Facilities	South Policing Centre and Cellblock	20,000,000	17,088,954	2,911,046
RCMP	Public Facilities	RCMP Project Room Fit-Up	75,000	61,600	13,400
		<b>RCMP - Subtotal</b>	<b>21,500,533</b>	<b>18,477,234</b>	<b>3,023,299</b>
RES	Public Facilities	Fire Hall Traffic Advisory Lights	133,400	107,580	25,820
RES	Public Facilities	South Minicipal Facility (Component 1) - South Station	24,500,000	23,881,911	618,089
RES	Public Facilities	Fort MacKay Fire Hall Pre-design	200,000	91,395	108,605
RES	Public Facilities	Fire Investigation Van	150,000	92,171	57,829
RES	Public Facilities	Pumper Truck 2012	750,000	684,374	65,626
RES	Public Facilities	Ambulance Fleet Replacements	450,000	418,820	31,180
RES	Public Facilities	Anzac Fire Hall Pre-Design	150,000	83,498	66,502
RES	Public Facilities	Off Road Rescue Vehicle	60,000	53,664	6,336
		<b>RES - Subtotal</b>	<b>26,393,400</b>	<b>25,413,413</b>	<b>979,987</b>
		<b>Total</b>	<b>47,893,933</b>	<b>43,890,647</b>	<b>4,003,286</b>

\*includes actual costs & commitments as of September 30, 2013



## 2014 PROPOSED CAPITAL BUDGET

<b>Legend:</b>
<b>First year of a multiple year project</b>
<b>Other than first year of a multiple year project</b>
<b>Single year project</b>

Depart.	Major Category	Project	Annual Cost (\$)
RES	Public Facilities	SCBA Technician/Inventory Control Truck	50,000
RES	Public Facilities	Light Fleet Replacement (4 vehicles) 2014	200,000
RES	Public Facilities	2 Ambulances Fleet Replacements 2014	450,000
RES	Public Facilities	Rural & Urban Emergency Vehicle Replacement for (Pumper truck 307)	750,000
RES	Public Facilities	Dangerous Goods Truck & Trailer	500,000
RES	Public Facilities	Anzac Fire Hall - Design	560,000
RES	Public Facilities	Saprae Creek Fire Hall Expansion - Design	200,000
RES	Public Facilities	Fire Hall # 6 - Pre-Design and Design	1,120,000
	Public Facilities	Fort MacKay Fire Hall - Design	800,000
		<b>Total</b>	<b>4,630,000</b>

## 2015 PROPOSED CAPITAL PLAN

Depart.	Major Category	Project	Annual Cost (\$)
RES	Public Facilities	<b>Fire Hall # 1 Relocation - Pre-design &amp; Design</b>	520,000
RES	Public Facilities	Fire Hall # 6 - Construction & Equipment (Parsons Creek)	4,000,000
RES	Public Facilities	Fire Training Centre - Pre-design & Design	350,000
RES	Public Facilities	Anzac Fire Hall - Construction	2,000,000
RES	Public Facilities	Saprae Creek Fire Hall Expansion - Construction	750,000
RES	Public Facilities	Light Fleet Replacement (2 vehicles) 2015	100,000
RES	Public Facilities	Ambulance Fleet Replacements 2015	225,000
RES	Public Facilities	Fort MacKay Fire Hall - Construction	2,800,000
			-
			-
		<b>Total</b>	<b>10,745,000</b>



## 2016 PROPOSED CAPITAL PLAN

<b>Legend:</b>
<b>First year of a multiple year project</b>
<b>Other than first year of a multiple year project</b>
<b>Single year project</b>

Depart.	Major Category	Project	Annual Cost (\$)
RES	Public Facilities	Fire Hall # 1 Relocation - Pre-design & Design	600,000
RES	Public Facilities	Fire Hall # 6 - Construction	5,000,000
RES	Public Facilities	Fire Training Centre - Pre-design & Design	600,000
RES	Public Facilities	Anzac Fire Hall - Construction	945,000
RES	Public Facilities	Saprae Creek Fire Hall Expansion - Construction	750,000
RES	Public Facilities	Rural & Urban Emergency Vehicle Replacement 2016	800,000
RES	Public Facilities	Ambulance Fleet Replacements 2016	225,000
RES	Public Facilities	Light Fleet Replacement (1 vehicle) 2016	50,000
			-
			-
		<b>Total</b>	<b>8,970,000</b>

## 2017- 2019 PROPOSED CAPITAL PLAN

Depart.	Major Category	Project	Annual Cost (\$)
	<b>2017</b>		
RES	Public Facilities	Anzac Fire Hall - Construction	487,000
RES	Public Facilities	Fire Hall # 1 Relocation - Construction	4,000,000
RES	Public Facilities	Ambulance Fleet Replacements 2017	225,000
RES	Public Facilities	Replacement Rescue Truck	400,000
RES	Public Facilities	Light Fleet Replacement (5 vehicles) 2017	250,000
RES	Public Facilities	Emergency Communication Technology Upgrades	200,000
	<b>Subtotal</b>		<b>5,562,000</b>
	<b>2018</b>		
RES	Public Facilities	Fire Hall # 1 Relocation - Construction	5,000,000
RES	Public Facilities	Rural & Urban Emergency Vehicle Replacement 2017 for (Pumper Truck 310)	800,000
RES	Public Facilities	Ambulance Fleet Replacements 2018	225,000
RES	Public Facilities	Light Fleet Replacement (6 vehicles) 2018	300,000
	<b>Subtotal</b>		<b>6,325,000</b>
	<b>2019</b>		
RES	Public Facilities	Fire Training Centre - Construction	3,000,000
RES	Public Facilities	Ambulance Fleet Replacements 2019	225,000
RES	Public Facilities	Rural & Urban Emergency Vehicle Replacement 2018 for (Pumper Truck 311)	800,000
RES	Public Facilities	Fort MacKay Water Tanker	400,000
	<b>Subtotal</b>		<b>4,425,000</b>
		<b>Total</b>	<b>16,312,000</b>





## CITY CENTRE

### DIVISION MANDATE

Promote, initiate and implement the vision of the City Centre Area Redevelopment Plan. “We will build City Centre on the foundations of our cultural heritage and natural beauty as a model of an intelligent, sustainable and a vital 21<sup>st</sup> century community – an active, vibrant and quality urban place that provides opportunities for all the people in our community to work, live, learn, and play.”



## A MESSAGE FROM THE EXECUTIVE DIRECTOR

With the repeal of the 2009 Lower Town-site Area Redevelopment Plan, the City Centre Area Redevelopment Plan (CCARP) and City Centre Land Use Bylaw (CCLUB) provides Council guidance on the redevelopment of the City Centre Redevelopment Area. It also establishes a comprehensive framework that guides the redevelopment by balancing economic, cultural, social and environmental values.

The City Centre is being redeveloped through a program of specific actions and includes significant consultation with community stakeholders and direction from Council that will be regularly updated and kept relevant to achieve the Plan's objectives.

Empowered by Council, the City Centre Redevelopment Entity will implement key initiatives such as:

- Establish a City Centre “Advisory Cabinet” of local and international experts, recognized in fields associated with high quality innovative urban development.
- Develop strategic branding and communications that target key audiences – citizens, businesses, investors, and developers.
- Implement a series of Catalyst Projects that;
  - Kick-start development of key areas of City Centre;
  - Affirm the Municipality's commitment to building City Centre;
  - Establish confidence with investors and developers; and
  - Demonstrate municipal leadership.
- Encourage and facilitate further investment and development led by the private sector.
- Determine Key Success Factors and mechanisms for measuring performance and results.

For this process to work effectively stakeholder involvement is crucial; The Redevelopment Entity will take the lead in building and maintaining key relationships and will ensure the following:

- Engagement of the public throughout the process;
- Build collaborative relationships with all municipal departments working towards a common goal;
- Establish partnerships with the private sector; and
- Maintain an alignment of interests among the public, government and the private sector.

Much was accomplished throughout 2013. It was a year of refining the plan and launching projects on a trial basis. In 2014 we transition into the implementation and construction of many key projects. I am proud to be a key part of this project and appreciate the collaboration of the many people throughout the Regional Municipality of Wood Buffalo and the community that have worked together to create this catalyst towards success.

Sincerely,

Ron Taylor  
Executive Director  
City Centre Redevelopment Entity  
Regional Municipality of Wood Buffalo



## DIVISION PROFILE

City Centre Redevelopment Division is established to initiate, promote and implement projects that are consistent with the vision of the City Centre Area Redevelopment Plan (CCARP).

The Entity consists of the following departments:

- **Operations and Administration Department** - focuses on internal communications and provides administrative supports for the Division. This department ensures fiscal stewardship with financial reporting and budgeting.
  - **Planning and Design Department** - plans and regulates land use and development activities within City Centre. The department is driven by the City Centre Area Redevelopment Plan and City Centre Land Use Bylaw. It is supported by the design review panel with advices to build a sustainable and high quality urban centre in the region.
  - **Community Relations Department** - focuses on engaging citizens, stakeholders and special interest groups at community events and where appropriate work closely with the Regional Municipality of Wood Buffalo (RMWB) communications department to engage the media on the activities of City Centre. The department's mandate is to build strong community relationships through the sharing of information and hosting of events resulting in a strong presence within the community.
  - **Business Development Department** - supports City Centre business opportunities, develops strategic branding and communications that target key audiences, and facilitates investment and development led by the private sector. This department also builds partnership and strategic alliances with groups and organizations to improve the quality of life in City Centre.
- Construction Department** - is responsible to oversee and implement the development, design and construction of Catalyst Projects that will kick-start the re-development of the City Centre. This department ensures that infrastructure and Catalyst Projects are implemented to the highest standards by ensuring innovation and through the employment of sustainability principles.



## ACCOMPLISHMENTS

In 2013 City Centre Redevelopment Division was focused on the feasibility and pre-development for several Catalyst Projects including:

**Infrastructure Projects** – An efficient and sustainable transportation network is a major factor in achieving the objectives of the CCARP. Current projects underway in this category, specifically relate to road extensions as follows:

- ***Fraser & Mcleod Extension*** – This includes the design (2013) and construction (2013 – 2014) of two road extensions of Fraser Avenue easterly towards McLeod Street and the Road extension of McLeod Street northerly towards Prairie Loop Boulevard. The design will consist of extending the existing lane geometry, width, and plan and profile to match the proposed plan and profiles of the joining roads. The design will also include designing of the associated drainage systems.
- ***Prairie Loop Boulevard (PLB)*** – This multi-year project includes the pre-design, design and construction of (PLB) delivered through the Engineering Department of the RMWB. The project started in 2010 and the roadway consists of two lanes in each direction from Franklin Ave to Main St. along the Clearwater River. It also includes storm sewer, waste water, water main, side walk, bike trails and planting strips. The road has been categorized as a pedestrian friendly corridor with mid-block crossings and on-street off peak hours parking. The design follows the guidelines provided in the City Centre Area Redevelopment Plan. The project is currently being delivered through Engineering Department but has been categorized as part of the City Centre Area Redevelopment and is being reported here. Prairie Loop Boulevard will be built in 4 phases: Phase 1 from Riedel to Mcleod St, Phase 2 from Mcleod Street to Hardin Street, Phase 3 from Riedel St to Franklin Ave, and Phase 4 from Hardin to Morrison St. In 2013 it is anticipated that phase 1 will be completed. Phase 2, 3 and 4 will be delayed due to the investigation of options for flood protection to potentially be incorporated into the roadbed design.
- ***District Energy*** – The District Energy System (DES) includes the design and construction of DES supply and return pipes only. This project is linked to the Municipal wide mega project of Green Utilities Distribution System (GUDS). To synergize the construction efforts, the supply and return pipes will be installed along the alignment of the Prairie Loop Boulevard with associated connection vaults at the intersecting north and south streets. These pipes will be eventually connected to the GUDS. The scope of DESC will be completed by the end of November 2014. It is anticipated that the pipes will be purchased in 2013 and actual construction will commence by the end of year.
- ***Waste/Water*** – City Centre McMurray is forecasting explosive growth in the next 10 to 15 years, placing significant demand on the local environment and infrastructure. The resources and infrastructure required to service the demands of the growing population are significant. The availability and treatment of potable and wastewater are critical to servicing the demands of the growing population and commercial sector. Recognition of the need to conserve our resources is also driving awareness and delivery of sustainable solutions. As a result, this project is intended to look at water conservation



approaches: capture and reuse, which bring environmental and economic benefits and reduce capital and operational expenditure for potable and wastewater treatment. Currently in 2013 we are researching all available options and working closely with Environmental Services to determine the direction that this project will take to meet the coming needs of future population growth.

## **Public Realm Projects**

**Waterfront Program** – City Centre McMurray is located at the confluence of the Snye, Athabasca, and Clearwater Rivers. The natural surrounding creates an attractive and culturally significant waterfront for residents to enjoy year round. Access to nature improves the quality of life in our community, and the Waterfront program provides design principles, site programming options, and actions for public parks and a continuous eight kilometre trail system. Enhanced waterfront will make the area a focal point in City Centre McMurray and a source of pride for the entire regional community. Current projects underway in this category include:

- ***Snye Remediation*** – This project is intended to remediate the Snye water body by improving water quality and fish habitat. Part of this strategy includes the introduction of flow from the Athabasca River via a constructed culvert underneath the MacDonald Island Drive causeway. The increase of flow will enhance circulation, increase turn-over of fresh water within the Snye water body, decrease sedimentation and reduce aquatic macrophyte (vegetation) congestion, ultimately promoting a healthier local ecosystem. The remainder of the project includes: support for utility upgrades and relocations along the Snye, dredging, and regulatory approvals. In 2013, pre design and design for Snye Water Quality and Development support will be complete, leading into the construction phase which will continue into the spring or summer of 2014.
- ***Snye Park*** – The Snye Waterfront will develop into a key waterfront destination providing a collection of commercial and retail venues, key civic buildings, residential housing, and valuable waterfront open spaces. A series of design and planning principals have been established to develop a framework that will be used to help direct the growth and development along the Snye Waterfront and to help achieve a vibrant destination for City Centre Residents. Currently the design phase will be completed in 2013 and some construction will begin within the park by late fall. It is anticipated that this construction will begin the winter of 2013 and it is anticipated to be completed in 2015.
- ***MacDonald Island Pedestrian Bridge*** – The bridge will connect the new proposed Civic Centre and Civic Precinct buildings on the south side of the Snye to the new Shell Place project expansion on MacDonald Island to the north, providing increased pedestrian access and connectivity to MacDonald Island and the downtown and waterfront trail networks. The bridge will also provide an alternative route for emergency vehicles to access the Island. In 2013 a successful proponent was engaged to lead a Design Build delivery of this exiting project. Currently designs are almost complete and it is anticipated that construction will begin and continue throughout the winter of 2013 and be completed in time for the Western Canada Summer Games in 2015.
- ***Partial design of Borealis, Clearwater, Waterways and Horsepasture Park Systems***. A small amount of pre-design and design work was done in relation to these park systems, In order to gain





some efficiencies and consistencies in design throughout the entire park system. This work was completed as part of the Snye Park project in 2013 and will allow an easy transition into completing design work to correspond with each park system implementation in future years.

**Urban Spaces** – At the heart of City Centre McMurray lies the vibrant Central Business District, a dynamic offering of mixed-use office, commercial, and residential buildings designed with public safety and accessibility in mind. The current project underway in this category is:

- ***Jubilee Plaza Design (2013) & Construction (2013 -2014)*** – Jubilee Plaza is an important component of the vision of the CCARP; beautiful spaces for residents to gather, socialize, perform together. In keeping with our goal of creating quality outdoor urban space for residents, Jubilee Plaza will be located on the corner for Franklin Avenue and Hardin Street besides the Jubilee Centre municipal building. This central area will be highly visible and accessible for residents using a variety of transportation methods. From public art to landscaping, Jubilee Plaza will incorporate and celebrate the many facets of our community in one place. We envision cultural festivals, markets and small organized events in this vibrant and central location. The rest of the time Jubilee Plaza will be a space to meet up with friends, have lunch or coffee, watch impromptu performances or sit and enjoy the sun. The goal for Jubilee Plaza is to create an urban gathering place. In 2013 predesign work will be complete, lease with Alberta Infrastructure will be in place and construction

**Municipal Buildings and Facilities** – Sports and Entertainment Centre (SEC) – The SEC will create an indoor and year-round spectator destination for sports, concerts, family shows, cultural festivals and trade shows. In 2013 an economic impact assessment was done by Price Waterhouse Coopers (PWC) to determine the approximate size of the venue, the ability to attract events and the approximate number of events that could be hosted throughout the year. As a compliment to this study, PWC also looked at the potential debt/equity/municipal contributions scenarios for this facility. It is anticipated that we will receive proposals from four shortlisted proponents regarding the Design/Build/Operate and Maintenance of this facility by November 2013, and a preferred proponent will be selected in the early months of 2014. Substantial geotechnical work and site preparation has also been done in 2013 and will continue throughout the early months of 2014.

## **OPERATING ACCOMPLISHMENTS:**

### ***Operations and Administration Department***

- Development of Administrative procedures and orientation guidelines for City Centre employees which provide a comprehensive document that incorporates RMWB procedures as well as specific internal procedures for City Centre
- Completion of the Public Art Policy
- Preparation and issuance of an Aging In Place Request for Expressions of Interest
- Coordinate with RMWB departments regarding Land Acquisition Strategy, and Development of Land Release Strategy

### ***Planning & Design Department***

- Establishment of the Design Review Panel
- Completed City Centre Carbon Audit





- Completed the Residential Market Feasibility Study which looks at the apartment market potential and absorption rate for this type of development
- Adoption of the City Centre Area Redevelopment Plan (CCARP) and the City Centre Land Use Bylaw (CCLUB)
- Adoption of the City Centre Waterfront Program
- Completion of a parking study to provide guidance surrounding the estimated need for parking in relation to planned development and the requirements of the Land Use Bylaw
- Prepared and issued an RFP regarding the implementation of a Signage and Way-finding plan to be incorporated throughout the City Centre

#### ***Community Relations Department***

- Improved public engagements through the establishment of the Community Relations branch
- Launch of the City Centre McMurray Half Marathon
- Launch of Young Business Professional Network Club

#### ***Business Development Department***

- Launch of the City Centre Website ([www.citycentremcmurray.com](http://www.citycentremcmurray.com))
- Establishment of the City Centre Urban Market program and the successful launch of four public markets
- Launch of the City Centre McMurray Entrepreneurship Initiative and offering of several boot camps to support local businesses

#### ***Construction & Infrastructure Department***

- Most projects are currently being managed through a representative through Engineering Services of the RMWB, as we move into more complex projects in 2014 it is anticipated that this department will be staffed to be able to lead the implementation of key complex projects



# MAJOR 2014 INITIATIVES

## ***Operations and Administration Department***

- Development of Financial and Real Estate Analysis Model
- Initiate a concept design and procurement process for new Civic Centre Complex
- Continue to hire staff for approved FTE's within the organizational chart and add a full complement of staff for City Centre

## ***Planning & Design Department***

- Exploration of an innovative approach to Waste and Water recycling
- Establish clearly defined guidelines for the implementation of Arts and Events within the entire City Centre
- Develop a clearly defined program for Way-finding and Signage within the City Centre

## ***Community Relations Department***

- Expansion of City Centre Half Marathon to a full sanctioned marathon
- Increase efforts to engage the public through the newly created community relations department

## ***Business Development Department***

- Implementation of Search Engine Optimization to promote City Centre Website
- Develop the McMurray Experience to effectively engage residents and investors on the opportunities available in City Centre McMurray

## ***Construction & Infrastructure Department***

- Lead the project management for large scale Public Private Partnership projects such as the Civic Centre, Performing Arts Centre

## **Infrastructure Projects –**

- Initiate projects to enhance major corridors and street connections to create a high quality public realm
- Initiate projects to provide convenient and adequate parking solutions
- Completion of first phase of installation of underground piping for the District Energy System
- Significant portion of work related to the construction for Snye Park System in 2014
- Work closely with Information and Technology Branch to determine the fiber needs within the downtown core and create opportunities to enhance the City Centre as an Intelligent City
- Completion of significant phases 2 and 3 of Prairie Loop Boulevard project

## **Public Realm Projects -**

- Complete the Construction of Jubilee Plaza Project
- Commencement of the MacDonald Island Pedestrian Bridge Construction
- Initiate Flood Protection as a part of City Centre infrastructure improvement
- Begin construction of portions of the Clearwater Park System



**Municipal Buildings and Facilities –**

- Award of contract and commence predesign of a Sports and Entertainment Centre

Note: These initiatives are based on the previously approved strategic plan until a new strategic plan is adopted



# FINANCIAL SUMMARY

## DIVISIONAL OPERATING BUDGET SUMMARY

	2013 Approved Operating Budget (a) \$	2013 Operating Projection* (b) \$	2014 Proposed Operating Budget (c) \$	Change 2013 Approved Budget vs 2014 Proposed Budget (a) to (c) \$ %		Change 2013 Operating Projection Vs 2014 Proposed Operating Budget (b) to (c) \$ %	
<b>REVENUES</b>							
Taxes	-	-	-	-	-	-	-
Grants in Lieu - Taxes	-	-	-	-	-	-	-
Sales to Other Governments	-	-	-	-	-	-	-
Sales - Goods - Services	-	-	-	-	-	-	-
Other Revenue from Own Services	-	-	3,200	3,200	-	3,200	-
Sale of Fixed Assets	-	-	-	-	-	-	-
Conditional Grants	-	-	-	-	-	-	-
Other Transfers	-	64,000	-	-	-	(64,000)	-
<b>TOTAL REVENUES</b>	-	<b>64,000</b>	<b>3,200</b>	<b>3,200</b>	-	<b>(60,800)</b>	<b>(95)</b>
<b>EXPENSES</b>							
Salaries Wages & Benefits	2,381,616	2,260,261	3,773,200	1,391,584	58	1,512,939	67
Contracted & General Services	6,782,151	6,619,820	5,429,500	(1,352,651)	(20)	(1,190,320)	(18)
Purchases from Government	-	-	-	-	-	-	-
Materials Goods Supplies & Utilities	1,490,000	450,900	840,000	(650,000)	(44)	389,100	86
Small Equipment & Furnishing	7,000	37,000	182,500	175,500	2,507	145,500	393
Transfers & Grants	-	-	-	-	-	-	-
Financial Service Charges	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-
Depreciation Expenses	-	-	-	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>10,660,767</b>	<b>9,367,981</b>	<b>10,225,200</b>	<b>(435,567)</b>	<b>(4)</b>	<b>857,219</b>	<b>9</b>
Operating Surplus (Deficit)	(10,660,767)	(9,303,981)	(10,222,000)	438,767	(4)	(918,019)	10
Contribution to Capital	-	-	-	-	-	-	-
Transfer to Reserve	-	-	-	-	-	-	-
Transfer from Reserve	-	-	-	-	-	-	-
<b>SURPLUS/(DEFICIT)</b>	<b>(10,660,767)</b>	<b>(9,303,981)</b>	<b>(10,222,000)</b>	<b>438,767</b>	<b>(4)</b>	<b>(918,019)</b>	<b>10</b>

\*As at September 30, 2013

			2014 Proposed Operating Budget	2014 Proposed FTE
<b>CITY CENTRE</b>	<b>Revenues</b>	<b>Expenses</b>		
	\$	\$	\$	
<b>DEPARTMENTS</b>				
Operations and Administration	-	3,357,900	(3,357,900)	8
Business Development	3,200	2,605,600	(2,602,400)	7
Planning and Design	-	2,540,900	(2,540,900)	7
Construction and Infrastructure	-	252,500	(252,500)	-
Community Relations	-	1,468,300	(1,468,300)	1
<b>TOTALS</b>	<b>3,200</b>	<b>10,225,200</b>	<b>(10,222,000)</b>	<b>23</b>

## PERSONNEL SUMMARY

### FULL TIME EQUIVALENTS (FTE) SUMMARY

CITY CENTRE	2013 Budgeted FTE	2013 Authorized FTE*	2013 Actual FTE*	2013 Projected FTE**	2014 Proposed FTE
<b>Department</b>					
Operations and Administration	5.00	8.00	8.00	8.00	8.00
Business Development	8.00	12.00	5.00	8.00	7.00
Planning and Design	4.00	10.00	5.00	10.00	7.00
Construction and Infrastructure	1.00	-	-	-	-
Community Relations	-	-	-	-	1.00
<b>Total Full Time Equivalent (FTE)</b>	<b>18.00</b>	<b>30.00</b>	<b>18.00</b>	<b>26.00</b>	<b>23.00</b>

\*As of September 30, 2031

\*\* As of December 31, 2013



# CAPITAL BUDGET SUMMARIES

## 2013 & PRIOR CAPITAL BUDGET

**Legend:**

First year of a multiple year project

First year of a preapproved multiple year project - Construction Phase

Other than first year of a multiple year project

Single year project

Major Category	Project Name	Budget (\$)	Cost* (\$)	Carryfwd (\$)
Public Facilities	Business Incubator-City Centre-Pre Con.	500,000	-	500,000
Public Facilities	District Energy System - Construction	12,786,204	314,502	12,471,702
Public Facilities	Snye Remediation	12,993,885	6,592,283	6,401,602
Public Facilities	Water / Water Pre-Construction	500,000	-	500,000
<b>Public Facilities Total</b>		<b>26,780,089</b>	<b>6,906,785</b>	<b>19,873,304</b>
Recreation & Culture	Arena Site Preparation	781,326	208,065	573,261
Recreation & Culture	Arts and Events - Construction	2,279,678	-	2,279,678
Recreation & Culture	Civic Centre - Festival Plaza Pre-Construction	2,431,063	49,995	2,381,068
Recreation & Culture	Jubilee Centre/McMurray Experience Construction	5,000,000	-	5,000,000
Recreation & Culture	Jubilee Centre/McMurray Experience Pre-Construction	2,000,000	-	2,000,000
Recreation & Culture	Jubilee Plaza Design and Construction	8,000,000	781,923	7,218,077
Recreation & Culture	Performing and Visual Arts Center Pre-Construction	300,000	-	300,000
Recreation & Culture	Snye Park System - Construction	14,878,107	9,652,290	5,225,817
Recreation & Culture	Snyeside Park System - Pre-Construction	7,830,673	3,274,485	4,556,188
Recreation & Culture	Sports & Entertainment Centre - Pre-Construction	1,006,858	-	1,006,858
<b>Recreation &amp; Culture Total</b>		<b>44,507,705</b>	<b>13,966,758</b>	<b>30,540,947</b>
Transportation	City Centre Downtown Core Streetscapes - Construction	1,583,110	-	1,583,110
Transportation	Fraser Av. and McLeod St. Extension - Design and Construction	2,500,000	155,044	2,344,956
Transportation	MacDonald Island Bridge Construction	10,000,000	500,000	9,500,000
Transportation	MacDonald Island Bridge Pre Construction	9,389,425	1,115,122	8,274,303
Transportation	Parking Garage Entertainment District Pre-Construction	246,965	-	246,965
Transportation	Signage & Wayfinding - City Centre Pre-Construction	383,746	-	383,746
Transportation	Surface Parking Relocation/Improvement - Construction	250,000	-	250,000
Transportation	Surface Parking Relocation/Improvements Pre-Construction	500,000	16,703	483,297
<b>Transportation Total</b>		<b>24,853,246</b>	<b>1,786,869</b>	<b>23,066,377</b>
<b>Grand Total</b>		<b>96,141,040</b>	<b>22,660,413</b>	<b>73,480,627</b>

\*includes actual and committed costs as at September 30, 2013



## CAPITAL BUDGET SUMMARY 2014 PROPOSED CAPITAL BUDGET

<b>Legend:</b>
<b>First year of a multiple year project</b>
<b>First year of a preapproved multiple year project - Construction Phase</b>
<b>Other than first year of a multiple year project</b>
<b>Single year project</b>

<b>Major Category</b>	<b>Project</b>	<b>Annual Cost (\$)</b>
Public Facilities	District Energy System - Construction	14,509,000
Public Facilities	Water / Waste - City Centre Construction	1,200,000
Public Facilities	Water / Water Pre-Construction	1,300,000
Public Facilities	Clearwater Park System (Riverside Park System) - Remediation	14,300,000
Public Facilities	Flood Protection - Construction	13,000,000
Public Facilities	Flood Protection - Pre-Construction	5,000,000
<b>Subtotal</b>		<b>49,309,000</b>
Recreation & Culture	Arts and Events - Construction	1,200,000
Recreation & Culture	Jubilee Plaza Design and Construction	8,919,900
Recreation & Culture	Snye Park System - Construction	23,000,000
Recreation & Culture	Sports & Entertainment Centre - Pre-Construction	16,600,000
Recreation & Culture	Borealis Park Construction	8,600,000
Recreation & Culture	Clearwater Park System (Riverside Park System) - Construction	3,200,000
Recreation & Culture	Waterways & Horse Pasture Park - Construction	1,300,000
Recreation & Culture	Waterways & Horse Pasture Park - Preconstruction	200,000
Recreation & Culture	Borealis Park Pre-Construction	2,800,000
<b>Subtotal</b>		<b>65,819,900</b>
Transportation	City Centre Downtown Core Streetscapes - Construction	3,300,000
Transportation	Fraser Av. and McLeod St. Extension - Design and Construction	1,100,000
Transportation	MacDonald Island Bridge Construction	40,000,000
Transportation	Parking Garage Entertainment District Pre-Construction	2,100,000
Transportation	Surface Parking Relocation/Improvement - Construction	2,600,000
Transportation	Surface Parking Relocation/Improvements Pre-Construction	1,300,000
Transportation	Gateways Construction	3,000,000
Transportation	Signage & Wayfinding - Construction	1,800,000
Transportation	City Centre Downtown Core Streetscapes - Pre-Construction	2,200,000
Transportation	Gateways Pre-Construction	500,000
Transportation	Fraser and Manning Pre-Construction	500,000
<b>Subtotal</b>		<b>58,400,000</b>
<b>Grant total</b>		<b>173,528,900</b>

## 2015 PROPOSED CAPITAL PLAN

<b>Legend:</b>	
First year of a multiple year project	
First year of a preapproved multiple year project - Construction Phase	
Other than first year of a multiple year project	
Single year project	

Major Category	Project	Annual Cost (\$)
Public Facilities	Clearwater Park System (Riverside Park System) - Remediation	6,500,000
Public Facilities	Flood Protection - Construction	36,000,000
Public Facilities	Flood Protection - Pre-Construction	3,000,000
Public Facilities	Water / Waste - City Centre Construction	3,600,000
Public Facilities	Business Incubator - Construction	1,800,000
<b>Subtotal</b>		<b>50,900,000</b>

Recreation & Culture	Arts and Events - Construction	1,200,000
Recreation & Culture	Borealis Park Construction	7,000,000
Recreation & Culture	Clearwater Park System (Riverside Park System) - Construction	21,000,000
Recreation & Culture	Performing and Visual Arts Center Pre-Construction	16,900,000
Recreation & Culture	Snye Park System - Construction	2,500,000
Recreation & Culture	Waterways & Horse Pasture Park - Preconstruction	500,000
<b>Subtotal</b>		<b>49,100,000</b>

Transportation	City Centre Downtown Core Streetscapes - Construction	17,700,000
Transportation	City Centre Downtown Core Streetscapes - Pre-Construction	1,300,000
Transportation	Fraser and Manning Pre-Construction	1,600,000
Transportation	MacDonald Island Bridge Construction	17,000,000
Transportation	Parking Garage Entertainment District Pre-Construction	1,900,000
Transportation	Signage & Wayfinding - Construction	1,800,000
Transportation	Surface Parking Relocation/Improvement - Construction	2,700,000
Transportation	Fraser and Manning Construction	4,500,000
Transportation	Morrison Street Upgrades - Construction	3,800,000
Transportation	Franklin Avenue Transit Infrastructure - Pre Construction	6,400,000
Transportation	Morrison Street Upgrades - Preconstruction	2,600,000
<b>Subtotal</b>		<b>61,300,000</b>

<b>Grand Total</b>		<b>161,300,000</b>
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## 2016 PROPOSED CAPITAL PLAN

<b>Legend:</b>	
First year of a multiple year project	
First year of a preapproved multiple year project - Construction Phase	
Other than first year of a multiple year project	
Single year project	

Major Category	Project	Annual Cost (\$)
Public Facilities	Business Incubator - Construction	7,900,000
Public Facilities	Flood Protection - Construction	24,000,000
Public Facilities	Flood Protection - Pre-Construction	2,000,000
Public Facilities	Water / Waste - City Centre Construction	2,500,000
Public Facilities	Safety/Security Facility - City Centre Construction	3,900,000
<b>Subtotal</b>		<b>40,300,000</b>
Recreation & Culture	Arts and Events - Construction	1,200,000
Recreation & Culture	Civic Centre - Festival Plaza Pre-Construction	1,251,000
Recreation & Culture	Clearwater Park System (Riverside Park System) - Construction	4,000,000
Recreation & Culture	Performing and Visual Arts Center Pre-Construction	9,600,000
Recreation & Culture	Waterways & Horse Pasture Park - Construction	13,500,000
Recreation & Culture	Waterways & Horse Pasture Park - Preconstruction	1,000,000
<b>Subtotal</b>		<b>30,551,000</b>
Transportation	City Centre Downtown Core Streetscapes - Construction	19,000,000
Transportation	City Centre Downtown Core Streetscapes - Pre-Construction	7,100,000
Transportation	Fraser and Manning Construction	4,500,000
Transportation	Fraser and Manning Pre-Construction	1,600,000
Transportation	Gateways Construction	6,400,000
Transportation	Gateways Pre-Construction	1,200,000
Transportation	Morrison Street Upgrades - Construction	6,300,000
Transportation	Parking Garage Entertainment District Pre-Construction	300,000
Transportation	Signage & Wayfinding - Construction	1,800,000
Transportation	Surface Parking Relocation/Improvement - Construction	2,800,000
Transportation	Franklin Avenue Transit Infrastructure - Pre Construction	39,300,000
<b>Subtotal</b>		<b>90,300,000</b>
<b>Grand Total</b>		<b>161,151,000</b>



## 2017- 2019 PROPOSED CAPITAL PLAN

<b>Legend:</b>	
First year of a multiple year project	
First year of a preapproved multiple year project - Construction Phase	
Other than first year of a multiple year project	
Single year project	

Major Category	Project	Annual Cost (\$)
<b>2017</b>		
Public Facilities	Flood Protection - Construction	36,000,000
Public Facilities	Flood Protection - Pre-Construction	2,000,000
Public Facilities	Safety/Security Facility - City Centre Construction	8,100,000
<b>Subtotal</b>		<b>46,100,000</b>
Recreation & Culture	Arts and Events - Construction	1,300,000
Recreation & Culture	Civic Centre - Festival Plaza Pre-Construction	1,251,000
Recreation & Culture	Waterways & Horse Pasture Park - Construction	7,250,000
Recreation & Culture	Waterways & Horse Pasture Park - Preconstruction	750,000
<b>Subtotal</b>		<b>10,551,000</b>
Transportation	City Centre Downtown Core Streetscapes - Construction	18,400,000
Transportation	City Centre Downtown Core Streetscapes - Pre-Construction	4,900,000
Transportation	Fraser and Manning Construction	4,500,000
Transportation	Gateways Construction	3,300,000
Transportation	Gateways Pre-Construction	600,000
Transportation	Signage & Wayfinding - Construction	1,800,000
Transportation	Surface Parking Relocation/Improvement - Construction	2,900,000
Transportation	Franklin Avenue Transit Infrastructure - Pre Construction	10,100,000
<b>Subtotal</b>		<b>46,500,000</b>
<b>2017 Grand Total</b>		<b>103,151,000</b>
<b>2018</b>		
Public Facilities	Flood Protection - Construction	41,000,000
Public Facilities	Flood Protection - Pre-Construction	1,000,000
Public Facilities	Safety/Security Facility - City Centre Construction	8,400,000
<b>Subtotal</b>		<b>50,400,000</b>
Recreation & Culture	Arts and Events - Construction	1,300,000
<b>Subtotal</b>		<b>1,300,000</b>
Transportation	City Centre Downtown Core Streetscapes - Construction	14,300,000
Transportation	Fraser and Manning Construction	4,500,000
Transportation	Signage & Wayfinding - Construction	1,800,000
Transportation	Surface Parking Relocation/Improvement - Construction	1,500,000
<b>Subtotal</b>		<b>22,100,000</b>
<b>2018 Grand Total</b>		<b>73,800,000</b>
<b>2019</b>		
Public Facilities	Safety/Security Facility - City Centre Construction	8,600,000
<b>Subtotal</b>		<b>8,600,000</b>
Transportation	City Centre Downtown Core Streetscapes - Construction	26,600,000
Transportation	Signage & Wayfinding - Construction	7,200,000
<b>Subtotal</b>		<b>33,800,000</b>
<b>2019 Grand Total</b>		<b>42,400,000</b>
<b>2017 - 2019 GRAND TOTAL</b>		<b>219,351,000</b>



## **CORPORATE AND COMMUNITY SERVICES DIVISION**

### **DIVISION MANDATE**

The Corporate and Community Services Division is mandated to provide a wide range of internal and external services.

- Internally, service delivery is focused on supporting Municipal Departments and employees by adopting a service dominant focus to understand internal needs. This is achieved by providing the support required by staff so they can further support and deliver the strategic objectives of the Municipality.
- Externally, service delivery is focused on building sustainable community capacity and delivering urban and rural services to enhance quality of life in the Region



## A MESSAGE FROM THE EXECUTIVE DIRECTOR

The Corporate and Community Services Division includes departments that provide a wide range of programs and services. The Division focuses on building community capacity and delivering urban and rural programs and services that enhance quality of life in the region.

The Division is guided by, and aligns with, Council's core principles as articulated in the Strategic Plan 2012-2016, to:

- engage our citizens;
- champion innovation;
- collaborate effectively,
- empower our people; and
- deliver best value.

Collectively, these departments are creating a more responsive, effective municipal government structure by enhancing and aligning our services with the strategic objectives of the Regional Municipality of Wood Buffalo.

Sincerely,

Sudhir Sandhu  
Executive Director  
Corporate and Community Services  
Regional Municipality of Wood Buffalo





## DIVISION PROFILE

The full departmental breakdown of the division is:

- Information Technology
- Employee Development and Support Services
- Advisory Services
- Community Services
- Legal Services
- Aboriginal & Rural Relations
- Public Affairs
- Land Administration

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## ACCOMPLISHMENTS

Last year's highlights include:

- New geographic tools for the RCMP and the Assessment and Taxation Department.
- Improved electronic documentation for Legal and Land Administration Departments.
- The acquisition of several parcels of land for the City Centre Area Redevelopment Plan (CCARP), completed within the approved land acquisition capital budget.
- Created an Urban Aboriginal Initiative.
- Established a five-year funding agreement with Aboriginal Affairs and Northern Development Canada (AANDC) regarding cost-sharing of infrastructure operations and capital improvements.
- Successfully partnered with Keyano College to build a community playground in Fort Chipewyan (construction expected to be completed in Fall 2013).
- Coordinated multiple community engagement sessions (open houses)
  - 5 - Fort Chipewyan
  - 4 - Conklin
  - 1 - Janvier
  - 1 - Anzac
  - 3 – Sapræe Creek
- Through the Community Investment Program, the Community Services Department partnered with 57 non-profit agencies in the region to build a strong and thriving community. In 2013, the Municipality invested over \$29 million in operational grant funding for social, recreation, culture, heritage, safety and wellness initiatives.
- Allocation of \$88 million in capital funding for life cycling, sustainability and expansion of facilities.
- The Roots of Empathy Steering Committee celebrated 10-years of developing the region's youngest teachers. Since 2003, more than 250 babies and parents have volunteered their time to assist with the program.
- A banquet was held to celebrate the 20<sup>th</sup> anniversary of Mayors Advisory Council on Youth (M.A.C.O.Y.) on Saturday, May 18, 2013, at MacDonald Island in the Miskanaw Ballroom.
- The Social Prosperity Wood Buffalo Project received an Honourable Mention in the innovation category for the Minister's Awards for Municipal Excellence.
- A Three-Year Progress Report on Wood Buffalo's 10-Year Plan to End Homelessness demonstrated the fact that outcomes identified in the Plan are being met.
- Over 8,000 copies of the Spring/Summer/Fall Community Guide to Recreation, Culture and Social Services were distributed to companies and residents. Copies of the guide are also available online.
- Participation in the Words in Motion program increased 200 per cent with a total of 380 poems being submitted by students and residents.
- The Beautification Team engaged 16 schools and more than 700 students in the Amazing Waste Race, contributing to a positive urban image by promoting the need for litter control and environmental stewardship.
- Mayor and Council toasted nine deserving residents at the Toast of Champions through the Citizen Recognition Program for their significant contributions to the community. Social media was used for the first time to create a legacy.
- 9,010 volunteers participated in 2013 Spring Clean Up.
- In the first six months of 2013, 52 groups and 500 volunteers cleaned up 94 kilometres of trails.



- In support of the 2015 Western Canada Summer Games, the Wood Buffalo Security Group was created in February 2013, to facilitate education, crime prevention, situational awareness and mobilization for private and public community safety and security professionals.
- The incorporation of four branches into the Aboriginal and Rural Relations Department:
  - Aboriginal Relations
  - Rural Relations, Community Development and Infrastructure
  - Rural Operations
  - Fort Chipewyan Hamlet Operations
- Data Centre relocation has commenced to a Shared Cloud SAAS (Infrastructure As A Service) environment with hardware installed and to a second facility at Firehall 5. Work will continue through 2014 on moving current applications and services from Jubilee to the new centres.
- As a result of the work being done on the ERP system (see below) the Data Warehouse project requirements will be incorporated within later phases of that project.
- As a result of the work being done on the ERP system (see below) the E-government call centre project requirements will be scheduled within later phases of that project.
- The Agenda and voting system for Council Chambers is installed and operational. Further enhancements will be required during 2014 as a result of feedback and usage.
- The replacement of the ERP system is underway with design completed. Work is underway to build the solution and update RMWB processes to adopt best practices in the areas of Finance, Supply Chain and Employee Services.
- IT Windows Terminal project awaits rollout of ERP Phase I to ensure new technology does not impact this critical system rollout. Conceptual analysis will commence in 2014.
- The wireless infrastructure is installed and currently in testing mode. It will be operational in most buildings in 2013.



## MAJOR 2014 INITIATIVES

In 2014, the Division will work to improve alignment between resources (financial, human and information) and goals outlined the MDP.

Some exciting new goals include:

- Enhanced safety and emergency geographic tools
- Implementation of a business intelligence program
- Strategic alignment plan
- Improved electronic documentation systems
- Improve participation levels and enhance customer service delivery in rural communities
- Develop an Aboriginal relations policy and agreements
- Comply with all Transport Canada Regulations for the safe operation of the Fort Chipewyan airport
- Review all Municipal programs and services to enhance their effectiveness in increasing self-reliance and well-being of Aboriginal communities
- Review, and update service agreements with user groups, as necessary.
- Draft a Rural Engagement Strategy and Procedures for potential implementation.
- Complete a Social Sustainability Framework for the region
- Continuing conversations with the community in order to development of a Poverty Reduction Strategy.
- The newly established Regional Recreation Corporation will move the Anzac Multi-Use Recreation Centre from construction to operational phase
- Complete program and operational plans for Jubilee Plaza in partnership with City Centre.
- Open the Eagle Ridge Community Centre in the fall of 2014
- Establish a Community Beautification Grant program in 2014
- A Public Art Policy
- Implement a Crime Prevention Grant program
- Rural buildings not currently connected and enhancements of services identified as a result of feedback on installation.
- Community Accessibility – Rural project is in conceptual design with delivery expected to be completed in 2014
- IT Infrastructure upgrades are in conceptual design. Upgrades will be assessed and implemented as applications are moved to the new Data Centres during 2014
- Computerized Routing/Scheduling needs are to be met through services provided by Tok Transit Limited in 2014
- Phase II of electronic permitting is completed with all further identified work to be addressed through IT operational (sustainment) budget. This project will be closed in 2014
- Sharing the economic story of our region through publishing the Economic Profile biannually. The current 2013 profile is titled *Canada's Greatest Economic Treasure*.
- Initiatives to promote the region including; engaging visiting delegations to the region, hosting dignitaries in partnership with the offices of the Mayor and CAO, presenting at conferences as subject matter experts, and participating in technical and business focused conferences, including hosting the 2014 Leading The North conference
- Developing a regional Workforce Development Strategy
- Developing standards for Corporate Social Responsibility within our region
- Working towards future public engagement strategies with other internal departments
- Leading and informing a variety of multi-stakeholder projects that are examining social impacts in the region. These include Shared Measurement and *On the Move: Employment--Related Geographical Mobility (ERGM) in Canada* funded by the Social Sciences and Humanities Research Council of Canada (SSHRC).



- Working with key municipal departments to develop a Project Accommodations Policy.
- Representing the Municipality in negotiating *Memorandums of Understanding* with industry.

Note: These initiatives are based on previously approved strategic plan until a new strategic plan is adopted



# FINANCIAL SUMMARY

## DIVISIONAL OPERATING BUDGET SUMMARY

CORPORATE AND COMMUNITY SERVICES DIVISION	2013	2013	2014	Change		Change 2013	
	Approved	Operating	Proposed	2013 Approved		Operating Projection	
	Budget	Projection*	Operating	Budget		Vs 2014 Proposed	
	(a)	(b)	(c)	vs		Operating Budget	
	\$	\$	\$	(a) vs (c)	%	(b) vs (c)	%
<b>REVENUES</b>							
Taxes	-	-	-	-	-	-	-
Grants in Lieu - Taxes	-	-	-	-	-	-	-
Sales to Other Governments	-	-	-	-	-	-	-
Sales - Goods - Services	654,964	549,784	449,000	(205,964)	(31)	(100,784)	(18)
Other Revenue from Own Service	992,973	911,986	906,300	(86,673)	(9)	(5,686)	(1)
Sale of Fixed Assets	-	-	-	-	-	-	-
Conditional Grants	4,454,264	6,939,079	4,640,200	185,936	4	(2,298,879)	(33)
Other Transfers	1,750,300	4,866,306	252,600	(1,497,700)	(86)	(4,613,706)	(95)
<b>TOTAL REVENUES</b>	<b>7,852,501</b>	<b>13,267,155</b>	<b>6,248,100</b>	<b>(1,604,401)</b>	<b>(20)</b>	<b>(7,019,055)</b>	<b>(53)</b>
<b>EXPENSES</b>							
Salaries Wages & Benefits	42,022,589	39,770,901	44,453,300	2,430,711	6	4,682,399	12
Contracted & General Services	39,950,262	39,324,173	40,883,600	933,338	2	1,559,427	4
Purchases from Government	25,200	32,750	45,500	-	-	12,750	39
Materials Goods Supplies & Utilitie	5,135,082	5,114,451	3,556,700	(1,578,382)	(31)	(1,557,751)	(30)
Small Equipment and Furnishing	1,435,450	1,846,600	1,375,800	(59,650)	(4)	(470,800)	(25)
Transfers & Grants	36,442,334	42,115,815	38,979,000	2,536,666	7	(3,136,815)	(7)
Financial Service Charges	7,050	6,600	5,900	(1,150)	(16)	(700)	(11)
Other Expenses	-	-	-	-	-	-	-
Depreciation Expenses	-	-	-	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>125,017,967</b>	<b>128,211,290</b>	<b>129,299,800</b>	<b>4,281,833</b>	<b>3</b>	<b>1,088,510</b>	<b>1</b>
Operating Surplus (Deficit)	(117,165,466)	(114,944,136)	(123,051,700)	(5,886,234)	5	(8,107,564)	7
Contribution to Capital	-	-	-	-	-	-	-
Transfer to Reserve	127,600	80,000	80,000	(47,600)	(37)	-	-
Transfer from Reserve	1,315,000	4,290,931	-	(1,315,000)	(100)	(4,290,931)	(100)
<b>SURPLUS/(DEFICIT)</b>	<b>(115,978,066)</b>	<b>(110,733,205)</b>	<b>(123,131,700)</b>	<b>(7,153,634)</b>	<b>6</b>	<b>(12,398,495)</b>	<b>11</b>

\* As at September 30, 2013

CORPORATE AND COMMUNITY SERVICES DIVISION			2014	2014
	Revenues	Expenses	Proposed Operating Budget	Proposed FTE
<b>DEPARTMENTS</b>				
Office of the Executive Director	-	1,564,000	(1,564,000)	2.0
Land Administration	389,700	9,107,000	(8,717,300)	15.0
Employee Development & Support	263,300	19,927,200	(19,663,900)	70.0
Community Services	5,575,200	48,022,170	(42,446,970)	53.0
Public Affairs	-	5,546,110	(5,546,110)	23.0
Aboriginal & Rural Relations	19,900	7,054,420	(7,034,520)	40.5
Information Technology	-	23,554,500	(23,554,500)	68.0
Advisory Services	-	10,837,800	(10,837,800)	34.0
Legal Services	-	3,766,600	(3,766,600)	6.0
<b>Totals</b>	<b>6,248,100</b>	<b>129,379,800</b>	<b>(123,131,700)</b>	<b>311.5</b>



# PERSONNEL SUMMARY

## FULL TIME EQUIVALENTS (FTE) SUMMARY

CORPORATE AND COMMUNITY SERVICES	2013 Budgeted FTE	2013 Authorized FTE*	2013 Actual FTE*	2013 Projected FTE**	2014 Proposed FTE
<b>DEPARTMENT</b>					
Office of the Executive Director (Old CD)	3.0	-	-	-	-
Office of the Executive Director	3.0	2.0	2.0	2.0	2.0
Advisory Services	24.0	33.0	27.0	33.0	34.0
Aboriginal & Rural Relations	18.0	37.0	32.0	32.0	40.5
Community Services	59.0	53.0	49.0	53.0	53.0
Employee Development & Support Services	67.0	70.0	63.0	68.0	70.0
Public Affairs	13.0	21.0	23.0	23.0	23.0
Information Technology	73.0	73.0	59.0	68.0	68.0
Land Administration	12.0	13.0	13.0	13.0	15.0
Legal Services	6.0	6.0	6.0	6.0	6.0
<b>Total Full Time Equivalent (FTE)</b>	<b>278.0</b>	<b>308.0</b>	<b>274.0</b>	<b>298.0</b>	<b>311.5</b>

\* As of September 30, 2013

\*\* As of December 31, 2013



# CAPITAL BUDGET SUMMARIES

## 2013 & PRIOR CAPITAL BUDGET

**Legend:**

First year of a multiple year project

First year of a preapproved multiple year project - Construction Phase

Other than first year of a multiple year project

Single year project

Major Category	Project Name	Budget (\$)	Cost* (\$)	Carryfwd (\$)
Public Facilities	Abram's Land Servicing/Site Pr	25,700,000	25,116,180	583,820
Public Facilities	Abram's Parcel 3 Development	5,000,000	229,000	4,771,000
Public Facilities	Community Accessibility - Rural Communities	750,000	-	750,000
Public Facilities	Computerized Routing/Scheduling Software	100,500	-	100,500
Public Facilities	Data Center Relocation	1,910,000	1,527,149	382,851
Public Facilities	Data Warehouse	150,000	-	150,000
Public Facilities	Downtown Redevelopment Pre-Design & Eng	9,253,800	-	9,253,800
Public Facilities	E Government Call Centre Techology	1,900,000	-	1,900,000
Public Facilities	Electronic Agenda & Voting	300,000	93,517	206,483
Public Facilities	Enterprise Resource Planning	22,168,043	19,302,395	2,865,647
Public Facilities	Ft Chip Rural SCADA and PLC Upgrades	600,000	-	600,000
Public Facilities	Heavy Equipment Additions 2013	1,558,000	653,758	904,242
Public Facilities	Hvy Eq Add '12 Feedstock Mix	250,000	-	250,000
Public Facilities	Hvy Eq Rpl '12 Bomag	800,000	699,000	101,000
Public Facilities	IT Infrastructure Upgrade 2013	1,700,000	752,011	947,989
Public Facilities	IT Windows Terminal Servers	1,500,000	-	1,500,000
Public Facilities	Land Acquisition	321,872	-	321,872
Public Facilities	Land Acquisitions 2006	7,173,040	6,849,715	323,325
Public Facilities	Land Acquisitions 2009	30,060,000	28,832,479	1,227,521
Public Facilities	Land Acquisitions 2012-2014	56,934,281	54,639,227	2,295,054
Public Facilities	Land Acquisitions 2013-2014	72,480,000	-	72,480,000
Public Facilities	Light Equipment Additions 2013	1,474,200	768,894	705,306
Public Facilities	Light Equipment Replacements 2013	459,000	259,321	199,680
Public Facilities	MacDonald Island Utility Exp	19,000,000	18,365,150	634,850
Public Facilities	Records Management	2,209,310	478,871	1,730,439
Public Facilities	Regional Geomatics Program	5,000,000	2,981,904	2,018,096
Public Facilities	screen stacker replacement	150,000	-	150,000
Public Facilities	Wireless Access	500,000	174,352	325,648
<b>Public Facilities Total</b>		<b>269,402,046</b>	<b>161,722,923</b>	<b>107,679,123</b>
Recreation & Culture	Anzac Multi-Use Facility-Design	1,450,000	1,400,664	49,336
Recreation & Culture	Anzac Multi-Use Leisure Facility and Community Pa	43,800,000	39,661,275	4,138,725
Recreation & Culture	Archie Simpson Arena Air Conditioning	720,000	42,649	677,351
Recreation & Culture	Archie Simpson Concrete Slab/Borad Modif	3,000,000	1,670,679	1,329,321
Recreation & Culture	Casman Centre Food Service Expansion	4,200,000	234,000	3,966,000
Recreation & Culture	Casman Centre Redevelopment	3,850,044	3,762,388	87,656
Recreation & Culture	Conklin Multiplex - Construc	15,000,000	5,000,000	10,000,000
Recreation & Culture	Conklin Multiplex - Pre Design & Design	3,900,000	1,523,601	2,376,399
Recreation & Culture	Fort Chip. Swimming Pool - C	3,000,000	1,073,266	1,926,735
Recreation & Culture	Fort Chipewyan Swimming Pool - Site Selection an	1,100,000	861,776	238,224
Recreation & Culture	Fort McMurray Bike Park - design	150,000	43,024	106,976
Recreation & Culture	MacIsland Island Park Expans	100,000,000	80,200,000	19,800,000
Recreation & Culture	Mamawi Community Centre Refurbishment	2,500,000	164,900	2,335,100
Recreation & Culture	Saprae Creek Warm Up Shelter Grant	700,000	220,000	480,000
Recreation & Culture	Thickwood Heights Arena Dressing Room #2	56,948	18	56,931
Recreation & Culture	Thickwood/Timberlea MultiUse Facility Pre-Design	7,000,000	511,417	6,488,583
<b>Recreation &amp; Culture Total</b>		<b>190,426,992</b>	<b>136,369,656</b>	<b>54,057,336</b>
Transportation	Fort Chip Firebag Bridge Rpl Construct	10,500,000	7,837,461	2,662,539
Transportation	Fort Chipewyan Richardson River Bridge Replacen	1,300,000	813,211	486,789
<b>Transportation Total</b>		<b>11,800,000</b>	<b>8,650,672</b>	<b>3,149,328</b>
<b>Grand Total</b>		<b>471,629,038</b>	<b>306,743,251</b>	<b>164,885,788</b>

\*includes actual and committed costs as at Septemebr 30, 2013

## CAPITAL BUDGET SUMMARY 2014 PROPOSED CAPITAL BUDGET

<b>Legend:</b>	
<b>First year of a multiple year project</b>	
<b>First year of a preapproved multiple year project - Construction Phase</b>	
<b>Other than first year of a multiple year project</b>	
<b>Single year project</b>	

<b>Major Category</b>	<b>Project</b>	<b>Annual Cost (\$)</b>
Public Facilities	Records Management	350,000
Public Facilities	Regional Geomatics Program	2,500,000
Public Facilities	Enterprise Resource Planning Solution	16,900,000
Public Facilities	Heavy Equipment Replacements 2014	130,000
Public Facilities	Light Equipment Replacements 2014	175,000
Public Facilities	Light Equipment Additions 2014	925,000
Public Facilities	Heavy Equipment Additions 2014	6,558,000
<b>Public Facilities - Total</b>		<b>27,538,000</b>
Recreation & Culture	Conklin Multiplex - Construction	4,500,000
Recreation & Culture	Fort Chipewyan Swimming Pool - Construction	9,000,000
Recreation & Culture	MacDonald Island Utility Expansion Construction	11,500,000
Recreation & Culture	MacDonald Island Park Expansion Grant	25,000,000
Recreation & Culture	Vista Ridge 2014-2016 - Capital Grant	6,575,000
Recreation & Culture	Frank Lacroix Arena Generator 2014	135,000
Recreation & Culture	Casman Centre Generator 2014	310,000
Recreation & Culture	Casman Centre Roof Replacement	900,000
Recreation & Culture	Ross Hennigar / Ron Morgan Park Upgrades 2014	2,500,000
Recreation & Culture	MacDonald Island Park 2014 - Capital Grant	5,499,758
<b>Recreation &amp; Culture - Total</b>		<b>65,919,758</b>
<b>Total Proposed 2014 Projects</b>		<b>93,457,758</b>



## 2015 PROPOSED CAPITAL PLAN

<b>Legend:</b>	
<b>First year of a multiple year project</b>	
<b>First year of a preapproved multiple year project - Construction Phase</b>	
<b>Other than first year of a multiple year project</b>	
<b>Single year project</b>	

<b>Major Category</b>	<b>Project</b>	<b>Annual Cost (\$)</b>
Public Facilities	Records Management	956,000
Public Facilities	Regional Geomatics Program	1,500,000
Public Facilities	Enterprise Resource Planning Solution	6,800,000
Public Facilities	Mobile Computing Environment	1,000,000
Public Facilities	IT Infrastructure Planned Replacement	500,000
<b>Public Facilities Total</b>		<b>10,756,000</b>
Recreation & Culture	MacDonald Island Park Expansion Grant	2,000,000
Recreation & Culture	Fort Chipewyan Swimming Pool - Construction	15,000,000
Recreation & Culture	Conklin Multiplex - Construction	20,000,000
Recreation & Culture	Vista Ridge 2014-2016 - Capital Grant	5,460,000
<b>Recreation &amp; Culture Total</b>		<b>42,460,000</b>
Transportation	Fort Chipewyan Airport Rehabilitation	6,000,000
<b>Transportation Total</b>		<b>6,000,000</b>
<b>Grand Total</b>		<b>59,216,000</b>



## 2016 PROPOSED CAPITAL PLAN

<b>Legend:</b>	
<b>First year of a multiple year project</b>	
<b>First year of a preapproved multiple year project - Construction Phase</b>	
<b>Other than first year of a multiple year project</b>	
<b>Single year project</b>	

<b>Major Category</b>	<b>Project</b>	<b>Annual Cost (\$)</b>
Public Facilities	Records Management	250,000
Public Facilities	Enterprise Resource Planning Solution	1,200,000
<b>Public Facilities Total</b>		<b>1,450,000</b>
Recreation & Culture	Conklin Multiplex - Construction	10,500,000
Recreation & Culture	Vista Ridge 2014-2016 - Capital Grant	1,150,000
<b>Recreation &amp; Culture Total</b>		<b>11,650,000</b>
<b>Grand Total</b>		<b>13,100,000</b>



## 2017 - 2019 PROPOSED CAPITAL PLAN

<b>Legend:</b>	
<b>First year of a multiple year project</b>	
<b>First year of a preapproved multiple year project - Construction Phase</b>	
<b>Other than first year of a multiple year project</b>	
<b>Single year project</b>	

Major Category	Project	Annual Cost (\$)
<b>2017</b>		
Public Facilities	Enterprise Resource Planning Solution	1,000,000
<b>Public Facilities Total</b>		<b>1,000,000</b>
Recreation & Culture	Fort Chipewyan Water Feature - Grant	13,000,000
<b>Recreation &amp; Culture Total</b>		<b>13,000,000</b>
<b>2017 Grand Total</b>		<b>14,000,000</b>
<b>2018</b>		
<b>2018 Grand Total</b>		<b>-</b>
<b>2019</b>		
Public Facilities	Enterprise Resource Planning Solution	3,000,000
<b>Public Facilities Total</b>		<b>3,000,000</b>
<b>2019 Grand Total</b>		<b>3,000,000</b>
<b>2017 - 2019 GRAND TOTAL</b>		<b>17,000,000</b>







## FINANCIAL SERVICES DIVISION

### *DIVISION MANDATE*

- Ensure fiscal stewardship in a collaborative, innovative and responsive manner.
- Ensure fair and equitable assessment for all properties in the region.
- Demonstrate accountability to achieving divisional goals in financial reporting and budgeting.
- Ensure insurance products adequately protect the assets of the Municipality and claims management is conducted in a prudent manner.
- Maximize value and opportunities of supply chain management activities utilizing open and transparent processes.
- Timely and accurate financial reporting for effective decision making.
- Meet all statutory financial obligations.



## A MESSAGE FROM THE EXECUTIVE DIRECTOR

The Financial Services Division has had a successful 2013 thus far. Building strong internal and external relationships has been a cornerstone of the success. The Division continues to work with new staff to build strong teams. To support staff, an increased focus on job specific training has been introduced to enhance the skill sets required to support our customers.

A number of realignments took place in response to our ever changing environment. These changes include the creation of a Measurement and Reporting function within the Supply Chain Management Department, Quality Initiatives function within Assessment and Taxation and the transfer of the Insurance Services Branch to the Finance Department.

Enhanced collaboration with internal customers has resulted in greater demands with an increased understanding of the critical functions each department contributes to the community. The production of quarterly capital project status updates to Council would not have been possible without the increased collaboration with Public Infrastructure that occurred in 2013. The updates are a useful tool that will lead to enhanced planning and cash flow management.

As organizational theory will continue to prove, to attain high performance people need to build relationships and interact with one another to perform essential functions that help attain goals. Recognizing the critical role people play ensures we acknowledge and support the contributions of staff. The Financial Services Division will continue to capitalize on the successes of 2013 as we embark on an exciting 2014.

Sincerely,

Elsie Hutton, CMA  
Chief Financial Officer  
Financial Services Division  
Regional Municipality of Wood Buffalo



## DIVISION PROFILE

The **Assessment and Taxation Department** is comprised of the Assessment and Taxation branches. The Department is responsible for the valuation and classification of all property, machinery and equipment within the Regional Municipality of Wood Buffalo for the purpose of distributing taxes fairly.

The **Finance Department** is comprised of the Financial Planning, Accounting and Insurance Services branches.

- *Financial Planning branch* is responsible for the establishment, implementation and monitoring of Municipal budgets. In addition, the *Treasury function* supports an appropriate investment management governance structure, debt and reserve management, banking relations and cash flow management responsibilities.
- *Accounting Services branch* oversees the transactional processing of accounts receivable, utility billing, collections, front counter services, fixed asset accounting, reconciliations and financial statement reporting.
- *Insurance Services branch* is responsible for obtaining insurance products to adequately protect the assets of the Municipality as well as risk minimization.

The **Supply Chain Management (SCM) Department** is comprised of the Purchasing, Accounts Payable, Stores, Measurement and Reporting as well as the Contract Administration function. The Department is responsible for the purchase of goods and services in a cost effective manner and in a publicly accountable, open and transparent process. This includes acquiring goods and services in accordance with relevant trade agreements and Public Procurement Law.

In addition, SCM is committed to strengthening relationships with Northeastern Alberta Aboriginal Business Association (NAABA), First Nation, Fort McMurray Chamber of Commerce and Fort McMurray Construction Association (FMCA) with the goal of educating their memberships on how to do business with the Municipality.

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# ACCOMPLISHMENTS

## ASSESSMENT AND TAXATION

The establishment of a Quality Initiatives role will ensure property assessments are completed on a fair and equitable basis.

The Department continues to transition critical assessment services from contracted services to internal staff, providing a platform for continuity, consistency of service and risk mitigation.

## FINANCE

The Government Finance Officers' Association Distinguished Budget Presentation Award was received for the fiscal year beginning January 1, 2013. This represents the third consecutive year that the Municipality has been bestowed this honor.

The Finance Department successfully filed the 2012 year end audited financial statements within legislated deadlines.

Significant time and effort have been contributed to Project CORE, the SAP implementation that will "go live" in 2014.

## SUPPLY CHAIN MANAGEMENT (SCM)

An increased focus on job specific training has led to the delivery of a program to better position the team to handle the increased complexity of their roles. As permanent staff are recruited and trained, a transition from utilizing specialized contracted services will occur.

The Supply Chain Management Department will ensure open and transparent procurement processes to enable the Municipality to receive the highest value for money at the lowest total cost. SCM has increased service levels to identify and reduce risk to the Municipality by: providing standard processes that are consistent and thorough; utilization of updated contractual templates that reflect applicable contract law; ensuring process compliance; supporting and assisting departments with the tendering and competitive bid processes; and providing information to suppliers and contractors relative to compliance and standards.



## MAJOR 2014 INITIATIVES

Major initiatives for the Financial Services Division for 2014 include:

### **Finance:**

- Continue to build a strong and proactive team with focus on excellent customer service.
- Enhanced management reporting to support departmental decision making.
- Continued realignment of resources to support our customer needs.
- Streamlined year end processes to facilitate timely completion of the 2013 year end audited financial statements.
- Support the implementation of SAP software with minimal impact to customers.

### **Assessment and Taxation:**

- Enhance and build the skill set internally to prepare fair and equitable assessments of special properties involved in the oil sands as well as the more complex property types within Fort McMurray which are the primary revenue generating properties in the Municipality. The building of mass appraisal statistical valuation models will transition to an in-house function supplemented by contract staff.
- Support the transition of the Vehicle for Hire function to another Municipal department to administer and enforce the bylaw.
- Development of a revenue forecasting model to assist with long term financial planning.

### **Supply Chain Management (SCM):**

- Continued progress in decentralized customer team based support.
- Implementation of single point of contacts through customer support teams (team includes: Senior Buyer, Buyer and Purchasing Clerk).
- Broaden the role of SCM from strategy through development of scope to award, execution, contract administration, vendor performance, overall reporting, and project closeout.
- Mobilization for increased workloads due to City Center Development, infrastructure upgrades, airport expansion and other municipal projects.
- Upgrading the Accounts Payable processes utilizing SAP software.
- Improvement of inventory accuracy, and processing time for the receipt and issuance of material, through the implementation of bar-code technology for our warehouse operations.



# FINANCIAL SUMMARY

## DIVISIONAL OPERATING BUDGET SUMMARY

	2013 Approved Operating Budget (a)	2013 Operating Projection* (b)	2014 Proposed Operating Budget (c)	Change 2013 Approved Budget vs 2014 Proposed Budget (a) to (c)		Change 2013 Operating Projection vs 2014 Approved (b) to (c)	
	\$	\$	\$	\$	%	\$	%
<b>FINANCIAL SERVICES DIVISION</b>							
<b>REVENUES</b>							
Taxes	-	-	-	-	-	-	-
Grants in Lieu - Taxes	-	-	-	-	-	-	-
Sales to Other Governments	-	-	-	-	-	-	-
Sales - Goods - Services	296,935	1,421,600	298,400	1,465	0	(1,123,200)	(79)
Other Revenue from Own Services	5,446,691	5,991,600	5,952,300	505,609	9	(39,300)	(1)
Sale of Fixed Assets	-	-	-	-	-	-	-
Conditional Grants	-	-	-	-	-	-	-
Other Transfers	-	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>5,743,626</b>	<b>7,413,200</b>	<b>6,250,700</b>	<b>507,074</b>	<b>9</b>	<b>(1,162,500)</b>	<b>(16)</b>
<b>EXPENSES</b>							
Salaries Wages & Benefits	16,158,469	14,514,700	15,306,800	(851,669)	(5)	792,100	5
Contracted & General Services	5,280,817	5,685,950	6,094,100	813,283	15	408,150	7
Purchases from Government	-	-	-	-	-	-	-
Materials Goods Supplies & Utilities	153,205	172,900	190,800	37,595	25	17,900	10
Small Equipment & Furnishings	19,800	21,800	132,500	112,700	569	110,700	508
Transfers & Grants	43,000	9,800	26,700	(16,300)	(38)	16,900	-
Financial Service Charges	96,080	155,500	144,200	48,120	50	(11,300)	(7)
Other Expenses	93,915	257,100	149,100	55,185	59	(108,000)	(42)
Depreciation Expenses	-	-	-	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>21,845,286</b>	<b>20,817,750</b>	<b>22,044,200</b>	<b>198,914</b>	<b>1</b>	<b>1,226,450</b>	<b>6</b>
Operating Surplus (Deficit)	(16,101,660)	(13,404,550)	(15,793,500)	308,160	(2)	(2,388,950)	18
Contribution to Capital	-	-	-	-	-	-	-
Transfer to Reserve	189,593	276,400	250,000	60,407	-	(26,400)	(10)
Transfer from Reserve	-	240,000	433,400	433,400	-	193,400	81
<b>SURPLUS/(DEFICIT)</b>	<b>(16,291,253)</b>	<b>(13,440,950)</b>	<b>(15,610,100)</b>	<b>681,153</b>	<b>(4)</b>	<b>(2,169,150)</b>	<b>16</b>

\*as at September 30, 2013

	Revenues	Expenses	2014 Proposed Operating Budget	2014 Proposed FTE
	\$	\$	\$	
<b>FINANCIAL SERVICES</b>				
<b>DEPARTMENTS</b>				
Office of the CFO	-	537,800	(537,800)	2.0
Finance	5,718,700	10,136,000	(4,417,300)	67.5
Assessment and Taxation	477,000	5,040,100	(4,563,100)	25.0
Supply Chain Management	488,400	6,580,300	(6,091,900)	41.0
<b>TOTALS</b>	<b>6,684,100</b>	<b>22,294,200</b>	<b>(15,610,100)</b>	<b>135.5</b>



# PERSONNEL SUMMARY

## FULL TIME EQUIVALENTS (FTE) SUMMARY

	2013 Authorized FTE *	2013 Budgeted FTE	2013 Actual FTE*	2013 Projected FTE**	2014 Proposed FTE
<b>FINANCIAL SERVICES DIVISION</b>					
<b>Full Time Equivalents (FTE)</b>					
Chief Financial Officer	2.0	2.0	2.0	2.0	2.0
Finance	66.5	66.0	60.5	66.5	67.5
Assessment & Taxation	24.0	23.0	20.0	24.0	25.0
Supply Chain Management	38.0	34.0	32.0	38.0	41.0
<b>Total Full Time Equivalents (FTE)</b>	<b>130.5</b>	<b>125.0</b>	<b>114.5</b>	<b>130.5</b>	<b>135.5</b>

\* as at September 30, 2013

\*\* as at December 31, 2013



# CAPITAL BUDGET SUMMARIES

## 2013 & PRIOR CAPITAL BUDGET

There was no Capital budget in 2013 or prior.

## 2014 PROPOSED CAPITAL BUDGET

There is no Proposed Capital budget in 2014.

## 2015 PROPOSED CAPITAL PLAN

<b>Legend:</b>
First year of a multiple year project
Other than first year of a multiple year project
Single year project

Depart	Major Category	Project	Annual Cost (\$)
A & T	Mach & Equip	Assessment and Taxation System Enhancements	2,000,000
			-
			-
			-
			-
		<b>Total</b>	<b>2,000,000</b>





## PUBLIC INFRASTRUCTURE & PLANNING DIVISION

### *DIVISIONAL MANDATE*

The mandate for the Division of Public Infrastructure & Planning is to ensure that the development of public and private physical assets and public infrastructure are planned, built, operated and maintained to the highest standards, while employing core principles such as sustainability and innovation.



## MESSAGE FROM THE EXECUTIVE DIRECTOR

I am proud to be a part the Public Infrastructure & Planning Division and to be one of the many dedicated staff in our Municipality working to..... “continually improve the quality of life within our communities”. The Division’s staff continues to ensure that all municipal, vertical and horizontal infrastructure is engineered, constructed, operated and maintained to the highest standard. Our primary focus, as always is the safety of our staff and the public when we provide services within our communities. These services are as diverse as constructing new transportation and buried infrastructure to filling potholes, snow clearing, and reliably providing safe drinking water in the region. We will continue to deliver and improve these services in a fiscally responsible manner in the coming years ensuring our communities sustainability.

With the addition of Planning & Development to Public Infrastructure this year, we will soon see the benefit of close co-operation with Planning and Engineering resulting in better coordination and reduced processing time for development applications.

Sincerely,

Henry Hunter  
Executive Director  
Public Infrastructure & Planning Division  
Regional Municipality of Wood Buffalo



## DIVISIONAL PROFILE

### ENGINEERING DEPARTMENT

The Engineering Department, through the Planning and Design Branch and the Capital Projects Branch, manage the design and construction of municipal infrastructure which includes water distribution systems, sewage collection systems, water and waste water treatment facilities, storm water management facilities, roads and bridges. The Development Services and Permitting Branches ensure that private infrastructure within the Municipality are built to acceptable standards.

### ENVIRONMENTAL SERVICES

The mandate of the Environmental Services Department is to be a leader in providing diligent, reliable and efficient environmental services and protection. This is accomplished through the conscientious work of staff in the Water Treatment Plant, the Wastewater Treatment Plant, Underground Services, Solid Waste & Recycling, and Environmental Sustainability.

### PUBLIC OPERATIONS

The Public Operations Department is committed to delivering services in a responsive and efficient manner that addresses the needs of our citizens as well as the priorities set by Council. The Department continues to succeed in providing exemplary service to all Wood Buffalo residents in the areas of Road Maintenance, Transit Services, Parks and Facilities.

### PLANNING & DEVELOPMENT

The Planning and Development Department is responsible for the provision of services related to planning, land use and development activities within the Regional Municipality of Wood Buffalo. Providing reliable customer service is essential to facilitate all aspects of development planning with a focus on sustainability.

## ACCOMPLISHMENTS



Of the many achievements of the Divisional Departments, Engineering, Environmental Services, Public Operations and Planning, the following list describes the notable accomplishments from 2013.

- Managed regional snow clearing in a year that saw record snowfall amounts that began in the first week of October 2012 and continued through to April 2013.
- Completed assessments of all the June 2013 flood damaged infrastructure, developed and implemented measures to address immediate concerns and continue working towards full reinstatement.
- Awarded the RMWB's first "as design build contract" this was the MacDonald Island Purple Water Project.
- The development and implementation of a new full service bus transit contract.
- Completion of the design and start of construction of the new South Operations Centre.
- The Athabasca Water Treatment Plant Expansion project is scheduled for completion in January 2014. This will double the capacity of the water treatment plant to meet population growth and stricter regulations from Alberta Environment.
- The Saline Plateau Trunk Sewer project will be completed by the end 2013. This project is for the construction of more than 4 kilometers of sanitary sewer and must be completed in advance of the new Airport Terminal building for service continuity.
- The implementation of the Curbside Recycling Program was completed in Early 2013 which involved collecting recyclables at the curbside in the communities of Fort McMurray, Draper, Saprae Creek and Anzac. This program has increased residential recycling in these neighborhoods, helping to reach an overall waste diversion rate in the Region of approximately 50%. Solid Waste has commissioned 5 fully automated compacter curbside pickup trucks to better this activity. Not only will the curbside pickup become more efficient but this change should greatly reduce worker injury related to curbside pickup.
- A new performance based contract is now in place for road maintenance in the rural areas. The work will be done through a rolling maintenance plan developed by the Municipality and contractor. The contractor will maintain the road network to performance standards set by the Municipality.
- Carried out facilities condition assessments on 93 municipal buildings in preparation of our Building-Lifecycle Program.





# FINANCIAL SUMMARY

## DIVISIONAL OPERATING BUDGET SUMMARY

PUBLIC INFRASTRUCTURE & PLANNING DIVISION	2013 Approved Operating Budget (a)	2013 Operating Projection* (b)	2014 Proposed Operating Budget (c)	Change 2013 Approved Budget vs 2014 Proposed Budget (a) to (c)		Change 2013 Operating Projection Vs 2014 Proposed Operating Budget (b) to (c)	
	\$	\$	\$	\$	%	\$	%
<b>REVENUES</b>							
Taxes	369,700	382,349	418,100	48,400	13	35,751	9
Grants in Lieu - Taxes	-	-	-	-	-	-	-
Sales to Other Governments	4,253,499	2,667,239	3,212,400	(1,041,099)	-	545,161	20
Sales - Goods - Services	53,216,179	55,622,246	52,804,500	(411,679)	(1)	(2,817,746)	(5)
Other Revenue from Own Services	8,781,450	9,253,550	8,975,300	193,850	2	(278,250)	(3)
Sale of Fixed Assets	-	-	-	-	-	-	-
Conditional Grants	18,055	331,088	6,000	(12,055)	(67)	(325,088)	(98)
Other Transfers	-	52,657	-	-	-	(52,657)	(100)
<b>TOTAL REVENUES</b>	<b>66,638,882</b>	<b>68,309,129</b>	<b>65,416,300</b>	<b>(1,222,582)</b>	<b>(2)</b>	<b>(2,892,829)</b>	<b>(4)</b>
<b>EXPENSES</b>							
Salaries Wages & Benefits	74,199,245	69,553,329	73,382,600	(816,645)	(1)	3,829,271	6
Contracted & General Services	71,427,526	85,305,211	81,390,850	9,963,324	14	(3,914,361)	(5)
Purchases from Government	700,200	700,200	700,200	-	-	-	-
Materials Goods Supplies & Utilities	19,643,524	21,858,618	24,355,150	4,711,626	24	2,496,532	11
Small Equipment & Furnishings	1,827,938	2,595,687	2,740,200	912,262	50	144,513	6
Transfers & Grants	-	(53,574)	-	-	-	53,574	(100)
Financial Service Charges	43,773	89,643	116,300	72,527	166	26,657	30
Other Expenses	-	46,411	5,000	5,000	-	(41,411)	(89)
Depreciation Expenses	-	-	-	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>167,842,206</b>	<b>180,095,525</b>	<b>182,690,300</b>	<b>14,848,094</b>	<b>9</b>	<b>2,594,775</b>	<b>1</b>
Operating Surplus (Deficit)	(101,203,324)	(111,786,396)	(117,274,000)	(16,070,676)	16	(5,487,604)	5
Contribution to Capital	-	-	-	-	-	-	-
Transfer to Reserve	-	327	-	-	-	(327)	(100)
Transfer from Reserve	6,500,000	9,664,517	-	(6,500,000)	(100)	(9,664,517)	(100)
Contributed Assets	-	29,010,358	-	-	-	(29,010,358)	(100)
<b>SURPLUS/(DEFICIT)</b>	<b>(94,703,324)</b>	<b>(73,111,847)</b>	<b>(117,274,000)</b>	<b>(22,570,676)</b>	<b>24</b>	<b>(44,162,153)</b>	<b>60</b>

\*as at September 30, 2013

PUBLIC INFRASTRUCTURE & PLANNING DIVISION	Revenues \$	Expenses \$	2014 Proposed Operating Budget	2014 Proposed FTE
			\$	
<b>DEPARTMENTS</b>				
Office of the Executive Director	0	703,000	(703,000)	2.00
Engineering	8,600	14,354,300	(14,345,700)	47.00
Environmental Services	54,634,900	66,460,700	(11,825,800)	223.00
Public Operations	1,740,300	87,816,500	(86,076,200)	174.50
Planning & Development	9,032,500	13,355,800	(4,323,300)	64.50
<b>TOTALS</b>	<b>65,416,300</b>	<b>182,690,300</b>	<b>(117,274,000)</b>	<b>511.00</b>

# PERSONNEL SUMMARY

## FULL TIME EQUIVALENTS (FTE) SUMMARY

<b>PUBLIC INFRASTRUCTURE &amp; PLANNING DIVISION</b>	<b>2013 Authorized FTE*</b>	<b>2013 Budgeted FTE</b>	<b>2013 Actual FTE*</b>	<b>2013 Projected FTE**</b>	<b>2014 Proposed FTE</b>
<b><i>Full Time Equivalents(FTE)</i></b>					
<i>Office of the Executive Director</i>	2.00	2.00	2.00	2.00	2.00
<i>Engineering</i>	47.00	43.00	37.00	47.00	47.00
<i>Environmental Services</i>	226.00	226.00	201.67	233.59	223.00
<i>Public Operations</i>	246.00	246.00	171.50	208.83	174.50
<i>Planning &amp; Development</i>	76.00	80.00	53.32	74.32	64.50
<b><i>Total Full Time Equivalents (FTE)</i></b>	<b>597.00</b>	<b>597.00</b>	<b>465.49</b>	<b>565.74</b>	<b>511.00</b>

\*as at September 30, 2013

\*\*as at December 31, 2013



## Capital Budget Summary

### 2013 & PRIOR CAPITAL BUDGET

Major Category	Project	Financial Update		
		Budget (\$)	Cost * (\$)	CarryFwd (\$)
Public Facilities	Abasand Hieghts Pump House Upgrade Pre-Design	700,000	-	700,000
Public Facilities	Airport Sewer Construction	5,000,000	3,000,630	1,999,370
Public Facilities	Anzac Truck Fill	17,000,000	16,362,474	637,526
Public Facilities	Anzac Waste Water Treatment Plant & Effluent Pipeline	29,439,588	20,852,066	8,587,522
Public Facilities	Architect. Upgrades Owned-Leased 2013	1,500,000	-	1,500,000
Public Facilities	Architectural Upgrades of Owned & Leased	974,436	688,434	286,002
Public Facilities	Architectural Upgrades Owned Leased 2012	1,500,000	1,258,664	241,336
Public Facilities	Athabasca Water Treatment Plant Expansion	148,278,362	137,596,102	10,682,260
Public Facilities	Beacon Hill Outfall Pipeline Upgrage Pre-Design	1,000,000	-	1,000,000
Public Facilities	Beacon Hill Water Supply Upgrade - Design	800,000	677,043	122,957
Public Facilities	Beaconhill Pumphouse	7,325,000	6,400,435	924,565
Public Facilities	Confederation Way Sanitary Sewer Bypass	12,000,000	11,897,526	102,474
Public Facilities	Conklin Sewage Lagoon Upgrade	25,000,000	84,300	24,915,700
Public Facilities	Conklin Sewage Lagoon Upgrade PreDesign/Design	1,500,000	1,308,460	191,540
Public Facilities	Conklin Water Treatment Plant Expansion	20,700,000	19,985,928	714,072
Public Facilities	Cornwall Lift Station Design	500,000	471,187	28,813
Public Facilities	Cornwall Lift Station Upgrade Construction	2,200,000	2,164,165	35,835
Public Facilities	Fort Chip Landfil Public Drop-Off Area Construction	3,100,000	2,044,437	1,055,563
Public Facilities	Fort Chipewyan Sewage Lagoon	6,535,625	5,426,847	1,108,778
Public Facilities	Fort Chipewyan Water Treatment Plant Back-Up Power Supply	1,038,808	1,019,511	19,297
Public Facilities	Fort Chipewyan Water Treatment Plant Upgrade	1,000,000	1,500,923	(500,923)
Public Facilities	Green Plan Initiative Regional Landfill	4,000,000	2,798,205	1,201,795
Public Facilities	Gregoire East Sanitary Outfall	27,020,000	26,821,374	198,626
Public Facilities	Household Hazardous Waste Building	350,000	219,646	130,354
Public Facilities	Hwy 69 Lift Station & Forcemain	12,500,000	12,146,534	353,466
Public Facilities	Infrastructure Relocation Highway 63	54,440,000	53,204,491	1,235,509
Public Facilities	Janvier Sewage Lagoon Upgrade	500,000	35,327	464,673
Public Facilities	Janvier Water Treatment Plant Intake - Construction	5,500,000	5,445,939	54,061
Public Facilities	Jubilee Building Major Maintenance Upgrade	1,486,508	103,430	1,383,078
Public Facilities	Jubilee Centre Renovation	15,037,710	13,873,586	1,164,124
Public Facilities	Jubilee Centre Renovation - Construction	5,391,011	4,226,887	1,164,124
Public Facilities	Keyano Area Water and Sewer Trunks	2,776,927	678,278	2,098,649
Public Facilities	Landfill Access Upgrading - Preliminary Design	200,000	59,494	140,506
Public Facilities	Landfill Gas Management System - Construction	12,000,000	11,445,951	554,049
Public Facilities	Landfill Gas Management System Design	700,000	687,139	12,861
Public Facilities	Lift Station Upgrades ( South)	16,331,680	12,088,251	4,243,430
Public Facilities	Low Pressure Sanitary Sewer Highway 63 North	3,500,000	3,166,641	333,359
Public Facilities	Lower Townsite 4 Way Chamber	400,000	253,345	146,655
Public Facilities	Lower Townsite 4 Way Chamber - Design	1,400,000	-	1,400,000
Public Facilities	Lower Townsite Booster - Land Acquisition	2,000,000	321,820	1,678,180
Public Facilities	Lower Townsite East End Infrastructure Improvements - Phase I	782,580	770,976	11,604
Public Facilities	Lower Townsite Reservoir Upgrade - Const	17,300,000	14,422,720	2,877,280
Public Facilities	Lower Towsite 4 Way Chamber	5,000,000	-	5,000,000
Public Facilities	MacDonald Island Utility Expansion	4,000,000	263,630	3,736,370
Public Facilities	MacKenzie Lift Station Diversionn/Sewer Upgrage Design	1,450,000	139,000	1,311,000
Public Facilities	Parsons Creek Reservoir (FMCDP)	15,300,000	14,486,366	813,634
Public Facilities	Parsons Creek Water Supply from Water Treatment Plant to Parsons Creek Reservoir (FMCDP)	33,750,000	33,637,517	112,483
Public Facilities	Portable Generators for Environmental Facilities	1,700,000	539,585	1,160,415



## CAPITAL BUDGET SUMMARY

### 2013 & PRIOR CAPITAL BUDGET (continued)

Major Category	Project	Financial Update		
		Budget (\$)	Cost * (\$)	CarryFwd (\$)
Public Facilities	Regional Compost Pad	3,600,000	3,526,580	73,420
Public Facilities	Regional Landfill Cell II and III and Stockpile Pad Construction	11,000,000	10,740,806	259,194
Public Facilities	Regional Landfill-Lateral Expansion cell	5,700,000	5,642,994	57,006
Public Facilities	Regional Scada Wan - Construction	500,000	45,695	454,305
Public Facilities	Rural Infrastructure Rehabilitation	20,000,000	14,740,658	5,259,342
Public Facilities	Rural Water/Sewer Servicing PreDesign/Design	5,850,000	376,440	5,473,560
Public Facilities	Saline Creek King Street Booster Station (FMCDP)	12,290,000	11,733,079	556,921
Public Facilities	Saline Creek Outfall Sewer to Mills Avenue (FMCDP)	29,900,000	28,504,155	1,395,845
Public Facilities	Saline Creek Plateau Transmission Main (FMCDP)	9,500,000	9,302,570	197,430
Public Facilities	Saline Creek Supply Line from King Street Booster to MacKenzie Reservoir (FMCDP)	37,000,000	30,595,147	6,404,853
Public Facilities	Saline Creek Supply Line from Water Treatment Plant to King Street Booster (FMCDP)	15,460,000	14,029,014	1,430,986
Public Facilities	Saline Plateau Trunk Sewer	19,500,000	8,785,382	10,714,618
Public Facilities	Sanitary Sewer (MacDonald Island)	1,500,000	1,078,034	421,966
Public Facilities	Saprae Creek Water Line - Design & Construction	4,000,000	3,546,002	453,998
Public Facilities	SE 881 Water Supply Line-Pre-Design	500,000	-	500,000
Public Facilities	Septage Receiving Station - Construction	17,600,000	17,565,666	34,334
Public Facilities	Sewer Main Replacement	2,860,000	2,185,513	674,487
Public Facilities	Sewer Main Replacement 2010	6,151,629	4,646,894	1,504,735
Public Facilities	Shop/Office Space at Waste Water Treatment Plant Construction	14,200,000	12,127,859	2,072,141
Public Facilities	Solid Waste Office/Shop & Fleet Building	16,660,452	15,748,540	911,912
Public Facilities	South Muni Facility Comp 2 Pre Design/Design	1,723,669	1,684,808	38,861
Public Facilities	South Region Wastewater Treatment Plant	2,500,000	1,006,304	1,493,696
Public Facilities	Southwest Water Supply Line - Design	5,000,000	-	5,000,000
Public Facilities	Southwest Water Supply Line Pre Design	1,500,000	1,447,719	52,281
Public Facilities	Storm Main Replacement	2,688,000	2,532,968	155,032
Public Facilities	Storm Main Replacement 2010	2,000,000	1,521,454	478,546
Public Facilities	Thickwood Reservoir Replacem	1,600,000	1,149,849	450,151
Public Facilities	Thickwood Reservoir Replacemnet Construction	10,000,000	7,177,165	2,822,835
Public Facilities	Timberlea High School Site	17,750,000	16,783,540	966,460
Public Facilities	Transfer Station/Recycling Depot Construction	4,500,000	4,395,585	104,415
Public Facilities	Transfer Stations/Recycling Depots Design	448,000	399,118	48,882
Public Facilities	Urban Infrast Rehab. 2014-16	3,000,000	3,800,000	(800,000)
Public Facilities	Urban Infrastructure Rehabilitation 2011-2013	97,500,000	94,567,158	2,932,842
Public Facilities	Waste Water Treatment Plant	218,355,000	218,241,077	113,923
Public Facilities	Waste Water Treatment Plant Improvement	8,400,000	4,700,000	3,700,000
Public Facilities	Water / Waste - City Centre Construction	500,000	57,205	442,795
Public Facilities	Water Main Replacement	6,720,000	6,038,710	681,291
Public Facilities	Water Main Replacement 2010	3,000,000	2,837,029	162,971
Public Facilities	Water Supply Line to Fort MacKay Pre-Design/Design	1,500,000	530,470	969,530
Public Facilities	Water Supply SE - Supply Line - MacKenzie to SE	13,044,800	11,489,231	1,555,569
Public Facilities	Water Towers - Predesign and Design	500,000	57,205	442,795
Public Facilities	Watermain Connection - Richard Street	2,900,000	2,765,106	134,894
Recreation & Culture	Beacon Hill School Trail Rehabilitation	45,000	29,377	15,623
Recreation & Culture	Beacon Hill Water Spray Park	1,120,000	1,074,993	45,007
Recreation & Culture	Birchwood Trail Lighting 2012	400,000	263,020	136,980
Recreation & Culture	Commecial Placemaking'10 Lower Town	2,122,000	1,835,180	286,820
Recreation & Culture	Father Turcotte/Dr Clark Community Park Upgrage	1,167,000	1,013,426	153,574
Recreation & Culture	MacDonald Island Park Redevelopment	147,439,476	141,023,174	6,416,303
Recreation & Culture	Parking Lot Upgrades	3,400,000	2,248,558	1,151,442
Recreation & Culture	Rural Community Placemaking	2,800,000	357,959	2,442,041



## CAPITAL BUDGET SUMMARY

### 2013 & PRIOR CAPITAL BUDGET (continued)

Major Category	Project	Financial Update		
		Budget (\$)	Cost * (\$)	CarryFwd (\$)
Recreation & Culture	Rural Community Placemaking - Saprae Creek	700,000	679,063	20,937
Recreation & Culture	Rural Core Amenities - Anzac	700,000	542,079	157,921
Recreation & Culture	Rural Off Highway Vehicle Fencing - Anzac	150,000	86,267	63,733
Recreation & Culture	Signal Road Trail Paving	956,000	362,718	593,283
Recreation & Culture	Sister Mary Phillips - Dicki	1,765,000	1,590,209	174,791
Recreation & Culture	Sister Mary Phillips/Dickensfield Schools Playground	200,000	181,039	18,961
Recreation & Culture	Slow Pitch Ball Diamonds - Construction	1,600,000	463,121	1,136,879
Recreation & Culture	Sportsfield Sand Silo Additi	95,000	80,175	14,825
Recreation & Culture	Steel Gates with Municipal Logo	112,800	88,275	24,525
Recreation & Culture	Syncrude Timberlea Athletic Park Expansion - Land Acquisition	3,000,000	-	3,000,000
Recreation & Culture	Thickwood Water Spray Park	100,000	82,425	17,575
Recreation & Culture	Thickwood/St. Pauls School Trail	95,500	68,133	27,367
Recreation & Culture	Urban & Rural Cemetery Development - Design	1,600,000	689,903	910,097
Recreation & Culture	Urban/Rural Cemetery Dvp Construction	7,000,000	782,216	6,217,785
Recreation & Culture	Westview Westwood Community Park Upgrade	1,025,000	899,378	125,622
Transportation	Anzac Walkway & Sport Field Lighting	1,000,000	522,241	477,759
Transportation	Anzac-Asphalt Roadside Walkways Construction	5,700,000	5,558,762	141,238
Transportation	Christina River Bridge Replacement - Design	500,000	304,426	195,574
Transportation	Confederaton Way and Thickwood Boulevard Land Widening	13,000,000	5,463,882	7,536,118
Transportation	Fort Chip Winter Road Bridge Replacement	5,000,000	2,500,000	2,500,000
Transportation	Fort MacKay Bridge Replacement	28,720,800	27,729,025	991,775
Transportation	Franklin Avenue - Hwy 63 Interface - Design & Construction	15,000,000	11,414,255	3,585,745
Transportation	Franklin Avenue Revitalization - Construction	16,606,001	11,786,469	4,819,532
Transportation	FtChip Richardson Bridge Replacement	2,200,000	2,500,000	(300,000)
Transportation	Inverted Pad	969,100	795,076	174,024
Transportation	Keyano Area Access-Clearwater Drive	25,739,108	24,506,189	1,232,919
Transportation	Lower Townsite East Loop Road	16,859,111	14,210,877	2,648,234
Transportation	Parsons Creek West Access Road (FMCDP) - Design	7,090,000	6,281,060	808,940
Transportation	Pedestrian Signal at Hospital Road	175,000	123,147	51,853
Transportation	Prairie Loop Boulevard	80,145,000	71,010,658	9,134,342
Transportation	Rplcmnt of Trane Chiller & Cooling Tower	379,392	348,911	30,481
Transportation	Rural Road Rehab 2012-PreDesign	500,000	358,086	141,914
Transportation	Rural Road Rehabilitation 2010	16,000,000	15,684,664	315,336
Transportation	Saline Creek Drive and Bridge (FMCDP)	65,175,000	62,162,463	3,012,537
Transportation	Saline Creek Highway 69 Twinning (FMCDP) - Urban Service Area	16,900,000	16,356,630	543,370
Transportation	Sidewalk Rehabilitation Program	1,680,000	994,306	685,694
Transportation	Sidewalks in Rural Communities	500,000	300,152	199,848
Transportation	Snow Storage/Reclamation Facility - Design	2,000,000	1,900,374	99,626
Transportation	TrafficSignals-LoutitRd 2013	400,000	184,070	215,930
Transportation	Transit Bus Additions 2012-2014	2,335,399	402,904	1,932,495
Transportation	Transit Bus Replacement 2012	2,700,000	1,199,778	1,500,222
Transportation	Transit Bus Shelter Replacements/Additions 2011-2013	21,300,000	20,872,972	427,028
Transportation	Transit Facility Construction	26,000,000	3,171,478	22,828,522
Transportation	Transit Terminals	5,600,000	655,352	4,944,648
Transportation	Urban Road Rehabilitation 2008	3,613,640	2,746,610	867,031
Transportation	Urban Road Rehabilitation 2009	8,912,758	7,936,356	976,402
Transportation	West Airport Boundary Road	19,500,000	16,619,565	2,880,435
	<b>Public Infrastructure Total</b>	<b>1,760,602,871</b>	<b>1,513,719,419</b>	<b>246,883,452</b>





**Legend:**

Other than first year of a multiple year project

First year of a pre-approved multi-year project - Construction Phase

First year of a multiple year project

Single year project

## CAPITAL BUDGET SUMMARY

### 2014 PROPOSED CAPITAL BUDGET

Major Category	Project	Annual Cost (\$)
Public Facilities	Snow Storage/Reclamation Facility - Construction	10,000,000
Public Facilities	Building Life Cycle	4,100,000
Public Facilities	Gregoire Lake Estates - Road Side Drainage - Design	300,000
Public Facilities	Gregoire Lake Estates - Road Side Drainage -Construction	2,700,000
Public Facilities	River Bank Protection	500,000
Public Facilities	Anzac WWTP and Effluent Pipeline	11,000,000
Public Facilities	Abasand Heights Pumphouse Upgrades - Pre-Design & Design	430,000
Public Facilities	Beacon Hill Outfall and Pipeline Upgrades - Construction	6,000,000
Public Facilities	Contaminated Soil Land Farm Construction	3,000,000
Public Facilities	Fire Suppression in Fleet Building - Regional Landfill	1,250,000
Public Facilities	Flood Control - Pumps, Hoses, Dams	500,000
Public Facilities	Fort Chipewyan Sewer Line Extension - PreDesign	300,000
Public Facilities	Fort Chipewyan WTP Upgrade - Construction	1,000,000
Public Facilities	Fort MacKay Water Treatment Plant Capacity Upgrades- Construction	1,500,000
Public Facilities	Fort MacKay Water Treatment Plant Capacity Upgrades- Design	500,000
Public Facilities	Fort Chipewyan WTP Upgrade - Design	100,000
Public Facilities	Grayling Terrace Lift Station Assessment and Design - Pre-Design and Design	500,000
Public Facilities	Heated Storage Facility for Water Haul Trucks	418,000
Public Facilities	Janvier Sewage Lagoon Upgrade - Design	1,000,000
Public Facilities	Lift Station Upgrades (South)	2,400,000
Public Facilities	Landfill Gas Management System Pre-design and Design - Regional Landfill	400,000
Public Facilities	Leachate Treatment Management	1,500,000
Public Facilities	Lower Townsite 4 Way Chamber - Construction	5,000,000
Public Facilities	Material Recovery Facility Expansion Construction	2,500,000
Public Facilities	Material Recovery Facility Expansion Pre-Design and Detail Design	500,000
Public Facilities	Regional SCADA WAN - Construction	1,000,000
Public Facilities	South Regional Waste Water Treatment Facility - Pre-Design	500,000
Public Facilities	South East 881 Water Supply Line - Predesign & Design	5,000,000
Public Facilities	Saline Watermain from Hardin Street to King Street Booster Station - Construction	14,000,000
Public Facilities	Southeast Reservoir Upgrade- Design	1,000,000
Public Facilities	Southwest Water Supply Line Phase 1 - Construction	8,000,000
Public Facilities	Tipping Pad Construction	1,300,000
Public Facilities	Tipping Pad Pre-Design and Design	100,000
Public Facilities	Urban Infrastructure Rehabilitation 2014 - 2016 Predesign & Design	1,000,000
Public Facilities	Anzac Waste Water Treatment Plant Outfall Line - Pre-design and Design	5,000,000
Public Facilities	Fort McMurray WasteWater Treatment Plant Facility Process Improvements - Cor	10,000,000
Public Facilities	Fort McMurray WasteWater Treatment Plant Facility Process Improvements - Pre-	2,330,000
Public Facilities	Green Energy / Utility Distribution System - Construction	20,000,000
Public Facilities	Green Energy / Utility Distribution System - Design	10,000,000





## Legend:

Other than first year of a multiple year project

First year of a pre-approved multi-year project - Construction Phase

First year of a multiple year project

Single year project

## CAPITAL BUDGET SUMMARY

## 2014 PROPOSED CAPITAL BUDGET (continued)

Major Category	Project	Annual Cost (\$)
Public Facilities	Green Energy / Utility Distribution System - Pre Design	1,000,000
Public Facilities	Landfill Eco Park Service - Design	1,500,000
Public Facilities	Landfill Eco Park Service - Construction	17,500,000
Public Facilities	North Waste Heat Capture and Creation Design & Pre-design	3,200,000
Public Facilities	Northern Utility Corridor - Construction	10,000,000
Public Facilities	Northern Utility Corridor - Design	10,000,000
Public Facilities	Northern Utility Corridor - Pre-Design	12,000,000
Public Facilities	Regional Green Energy - Zero Waste (remote sites)	9,900,000
Public Facilities	South Regional Reversible Effluent Pipeline - Construction	16,850,000
Public Facilities	South Regional Reversible Effluent Pipeline - Design	1,500,000
Public Facilities	South Utility Corridor - Construction	5,000,000
<b>Public Facilities Total</b>		<b>225,078,000</b>
Recreation & Culture	Rural Community Placemaking - Fort Chipewyan	2,200,000
Recreation & Culture	Rural Community Placemaking - Anzac	1,230,000
Recreation & Culture	Rural Community Placemaking - Conklin	685,000
Recreation & Culture	Rural Community Placemaking - Janvier	685,000
Recreation & Culture	Rural Community Placemaking - Gregoire Lake Estates	685,000
Recreation & Culture	Active Transportation Trail 2014-2016 Construction	2,700,000
Recreation & Culture	Active Transportation Trail 2014-2016 Design	300,000
Recreation & Culture	Birchwood Trail Pedestrian Bridge - Pre-Design	300,000
Recreation & Culture	Fort Chipewyan Community Garden	200,000
Recreation & Culture	Fort McMurray Bike Park - Construction	2,000,000
Recreation & Culture	Community Playgrounds(Eagle Ridge, Janvier, Chad Matthies/St Gabriel School	1,075,000
Recreation & Culture	Sport Fields and Upgrades	4,600,000
Recreation & Culture	Tennis Court Resurfacing	1,500,000
<b>Recreation &amp; Culture Total</b>		<b>18,160,000</b>
Transportation	Urban Infrastructure Rehabilitation 2014-2016 Construction	40,000,000
Transportation	Rural Infrastructure Rehabilitation - Construction	5,000,000
Transportation	Fort Chipewyan Richardson River Bridges Replacement - Construction	2,100,000
Transportation	Transit Facility Construction Green Trip Project	27,887,500
Transportation	Transit Bus Replacements 2012-2014	935,000
Transportation	Tolen Drive Bridge Replacment including Removal of the Sapræ Creek Trestles	2,040,000
Transportation	Transit Bus Refurbish Program	841,500
Transportation	Specialized Transit Bus New Purchases/ Fleet Additions & Life Cycle	290,000
Transportation	Intelligent Bus Transit System (IBTS)	6,150,000
Transportation	Christina River Bridge - Construction	2,000,000
Transportation	Christina River Bridge - Design	500,000
Transportation	Traffic Signals Upgrades & Installation	700,000
Transportation	Back of Curb Treatments at the King St. Traffic Circle and Along Gregoire Dr.	1,300,000
Transportation	Conversion of Existing Streetlights to LED in Janvier, Anzac, Fort Mackay	130,000
Transportation	Prairie Loop Boulevard	9,556,567
<b>Transportation Total</b>		<b>99,430,567</b>
<b>Grand Total</b>		<b>342,668,567</b>



## CAPITAL BUDGET SUMMARY

### 2015 PROPOSED CAPITAL PLAN

Major Category	Project	Annual Cost (\$)
Public Facilities	Building Life Cycle	4,100,000
Public Facilities	Snow Storage/Reclamation Facility - Construction	15,000,000
Public Facilities	Tourist Sewage Dump Stations - Construction	1,000,000
Public Facilities	Tourist Sewage Dump Stations - Design	500,000
Public Facilities	Anzac WWTP and Effluent Pipeline	6,000,000
Public Facilities	Abasand Heights Pumphouse Upgrades Construction	5,000,000
Public Facilities	Beacon Hill Outfall and Pipeline Upgrades - Construction	9,000,000
Public Facilities	Beacon Hill Water Supply Upgrade -Construction	10,000,000
Public Facilities	Conklin Sewage Lagoon Upgrade - Construction	10,000,000
Public Facilities	Confederation Way Sanitary Sewer Bypass	15,000,000
Public Facilities	Fort Chipewyan WTP Upgrade - Design	1,400,000
Public Facilities	Fort Chipewyan WTP Upgrade - Construction	11,000,000
Public Facilities	Fort MacKay Water Treatment Plant Capacity Upgrades- Construction	5,000,000
Public Facilities	Fort McMurray WasteWater Treatment Plant Facility Process Improvements - Construction	100,000,000
Public Facilities	Fort McMurray WasteWater Treatment Plant Facility Process Improvements - Pre-design	6,880,000
Public Facilities	Fort MacKay Waste Water Treatment Plant - Design	1,500,000
Public Facilities	Grayling Lift Station - Construction	15,000,000
Public Facilities	Green Energy / Utility Distribution System - Construction	80,000,000
Public Facilities	Green Energy / Utility Distribution System - Design	20,000,000
Public Facilities	Janvier Sewage Lagoon Upgrade - Construction	4,000,000
Public Facilities	Lower Townsite 4 Way Chamber - Construction	3,000,000
Public Facilities	Landfill Eco Park Service - Construction	80,000,000
Public Facilities	MacKenzie Lift Station Diversion & MacKenzie Blvd Sewer Upgrade	8,000,000
Public Facilities	Material Recovery Facility Expansion Construction	2,500,000
Public Facilities	North Waste Heat Capture and Creation - Construction	33,000,000
Public Facilities	Northern Utility Corridor - Construction	70,000,000
Public Facilities	Northern Utility Corridor - Design	15,000,000
Public Facilities	Regional SCADA WAN - Construction	500,000
Public Facilities	South Regional Reversible Effluent Pipeline - Construction	35,106,000
Public Facilities	Southwest Water Supply Line Phase 1 - Construction	22,000,000
Public Facilities	South Regional Waste Water Treatment Facility - Pre-Design	5,600,000
Public Facilities	South Regional Waste Water Treatment Facility - Construction	30,000,000
Public Facilities	Southeast Reservoir Upgrade- Construction	6,000,000
Public Facilities	South Utility Corridor - Construction	85,000,000
Public Facilities	Urban Infrastructure Rehabilitation 2014-2016 Construction	35,000,000
Public Facilities	Urban Infrastructure Rehabilitation 2014 - 2016 Predesign & Design	3,000,000
Public Facilities	Water Towers - Construction	6,000,000
<b>Public Facilities Total</b>		<b>760,086,000</b>



## CAPITAL BUDGET SUMMARY

### 2015 PROPOSED CAPITAL PLAN (continued)

Major Category	Project	Annual Cost (\$)
Recreation & Culture	Active Transportation Trail 2014-2016- Construction	4,500,000
Recreation & Culture	Active Transportation Trail 2014-2016 Design	500,000
Recreation & Culture	Greely Road Community Park Upgrades	100,000
Recreation & Culture	Rural Community Placemaking - Fort MacKay	140,000
Recreation & Culture	St. Paul's/Thickwood Community Park Upgrades	200,000
Recreation & Culture	Anzac Off Leash Dog Park	150,000
Recreation & Culture	Father Beauregard/Ecole Boreal Community Park Upgrades - Design	160,000
Recreation & Culture	Natural Playgrounds - Construction	630,000
Recreation & Culture	Natural Playgrounds - Design	70,000
<b>Recreation &amp; Culture Total</b>		<b>6,450,000</b>
Transportation	Tolen Drive Bridge Replacement - Construction	2,000,000
Transportation	Transit Bus Refurbish Program	556,920
Transportation	Specialized Transit Bus Replacement 2014-2018	477,000
Transportation	Draper Road Upgrading - Construction	4,000,000
Transportation	Traffic Signal Rehabilitation 2014-2015	200,000
Transportation	Transit Bus Shelters - Replacements 2015-2018	600,000
Transportation	Fort Chipewyan Winter Road Upgrade to All Weather Road design-Gate to 37km North	2,800,000
Transportation	Draper Road Upgrading - Design	500,000
Transportation	Fort Chipewyan Hamlet Walkways	50,000
Transportation	Storage Building for Sand- Roads	500,000
Transportation	Storage Building for Salt - Roads	500,000
Transportation	Parsons Creek West Access Road - Construction	39,000,000
Transportation	Prairie Loop Boulevard	9,000,000
<b>Transportation Total</b>		<b>60,183,920</b>
<b>Grand Total</b>		<b>826,719,920</b>



## CAPITAL BUDGET SUMMARY

### 2016 PROPOSED CAPITAL PLAN

Major Category	Project	Annual Cost (\$)
Public Facilities	Building Life Cycle	4,100,000
Public Facilities	Tourist Sewage Dump Stations - Construction	2,000,000
Public Facilities	Anzac WWTP and Effluent Pipeline	5,000,000
Public Facilities	Athabasca Water Treatment Plant Expansion - Phase 2 Pre-Design and Design	2,000,000
Public Facilities	Beacon Hill Water Supply Upgrade -Construction	7,000,000
Public Facilities	Confederation Way Sanitary Sewer Bypass	5,000,000
Public Facilities	Fort Chipewyan WTP Upgrade - Construction	10,000,000
Public Facilities	Fort MacKay Waste Water Treatment Plant - Design	500,000
Public Facilities	Fort MacKay Waste Water Treatment Plant - Construction	20,000,000
Public Facilities	Fort McMurray WasteWater Treatment Plant Facility Process Improvements - Construction	100,000,000
Public Facilities	Green Energy / Utility Distribution System - Construction	200,000,000
Public Facilities	Green Energy / Utility Distribution System - Design	20,000,000
Public Facilities	Janvier Sewage Lagoon Upgrade - Construction	4,000,000
Public Facilities	Landfill Eco Park Service - Construction	30,000,000
Public Facilities	North Waste Heat Capture and Creation - Construction	33,000,000
Public Facilities	Northern Utility Corridor - Construction	120,000,000
Public Facilities	Northern Utility Corridor - Design	5,000,000
Public Facilities	Rural Water/Sewer Servicing Construction	30,000,000
Public Facilities	South Regional Reversible Effluent Pipeline - Construction	14,000,000
Public Facilities	South Utility Corridor - Construction	60,000,000
Public Facilities	Southeast Reservoir Upgrade- Construction	6,000,000
Public Facilities	South Sewer Network Lift Station and Gravity Flow Diversions	7,500,000
Public Facilities	South Regional Wastewater Treatment Facility - Construction	50,000,000
Public Facilities	Water Towers - Construction	4,000,000
<b>Public Facilities Total</b>		<b>739,100,000</b>
Recreation & Culture	Greely Road Community Park Upgrades	1,400,000
Recreation & Culture	Rural Community Placemaking - Fort MacKay	1,400,000
Recreation & Culture	St. Paul's/Thickwood Community Park Upgrades	2,300,000
Recreation & Culture	Active Transportation Trail 2014-2016- Construction	1,800,000
Recreation & Culture	Active Transportation Trail 2014-2016 Design	200,000
Recreation & Culture	Off-Highway Vehicle Staging Areas & Trails 2014	100,000
Recreation & Culture	Real Martin Drive Park - Predesign & Design	300,000
Recreation & Culture	Syncrude Athletic Park Expansion - Design	900,000
<b>Recreation &amp; Culture Total</b>		<b>8,400,000</b>
Transportation	Draper Road Upgrading - Construction	5,000,000
Transportation	Traffic Signal Rehabilitation 2014-2015	300,000
Transportation	Transit Bus Shelters - Replacements 2015-2018	600,000
Transportation	Transit Bus Refurbish Program	1,158,388
Transportation	Specialized Transit Bus New Purchases/Fleet Addition& Life Cycle Replacement 2014-2018	348,000
Transportation	Fort Chipewyan Winter Road Upgrade to All Weather Road Construction Phase 2	14,000,000
Transportation	Urban Infrastructure Rehabilitation 2017 - 2019 - Design	2,000,000
Transportation	Public Operations Central & North Facilities - Predesign and Design	7,500,000
Transportation	Parsons Creek West Access Road - Construction	33,000,000
Transportation	Urban Infrastructure Rehabilitation 2014-2016 Construction	25,000,000
<b>Transportation Total</b>		<b>88,906,388</b>
<b>Grand Total</b>		<b>836,406,388</b>



## CAPITAL BUDGET SUMMARY

### 2017 – 2019 PROPOSED CAPITAL PLAN

Major Category	Project	Annual Cost (\$)
<b>2017</b>		
Public Facilities	Building Life Cycle	4,100,000
Public Facilities	Athabasca Water Treatment Plant Expansion - Phase 2 Pre-Design and Design	10,000,000
Public Facilities	Rural Water/Sewer Servicing Construction	30,000,000
Public Facilities	South Sewer Network Lift Station and Gravity Flow Diversions	7,000,000
Public Facilities	Athabasca Water Treatment Plant Expansion - Phase 2 Construction	100,000,000
Public Facilities	Fort MacKay WWTP - Construction	20,000,000
Public Facilities	Saprae Creek Water Network Upgrades - Design	3,000,000
Public Facilities	Green Energy / Utility Distribution System - Construction	100,000,000
Public Facilities	Green Energy / Utility Distribution System - Design	10,000,000
Public Facilities	South Regional Wastewater Treatment Facility - Construction	40,000,000
<b>Public Facilities Total</b>		<b>324,100,000</b>
Recreation & Culture	Off-Highway Vehicle Staging Areas & Trails 2014	1,100,000
Recreation & Culture	Father Beauregard/Ecole Boreal Community Park Upgrades - Construction	1,600,000
<b>Recreation &amp; Culture Total</b>		<b>2,700,000</b>
Transportation	Fort Chipewyan Winter Road Upgrade to All Weather Road Construction Phase 2	23,000,000
Transportation	Draper Road Upgrading - Construction	5,000,000
Transportation	Transit Bus Shelters - Replacements 2015-2018	600,000
Transportation	Urban Infrastructure Rehabilitation 2017 - 2019 - Design	8,000,000
Transportation	Transit Bus Refurbish Program	688,416
Transportation	Specialized Transit Bus Replacement 2014-2018	382,980
Transportation	Public Operations Central & North Facilities - Construction	26,500,000
<b>Transportation Total</b>		<b>64,171,396</b>
<b>2017 Grand Total</b>		<b>390,971,396</b>





## CAPITAL BUDGET SUMMARY

### 2017 – 2019 PROPOSED CAPITAL PLAN (continued)

Major Category	Project	Annual Cost (\$)
<b>2018</b>		
Public Facilities	Building Life Cycle	4,100,000
Public Facilities	North Snow Storage Facilities Construction	7,500,000
Public Facilities	Athabasca Water Treatment Plant Expansion - Phase 2 Pre-Design and Design	10,000,000
Public Facilities	Rural Water/Sewer Servicing Construction	30,000,000
Public Facilities	Athabasca Water Treatment Plant Expansion - Phase 2 Construction	150,000,000
Public Facilities	Pressure Reducing Valves Upgrade	1,000,000
Public Facilities	Saprae Creek Water Network Upgrades - Construction	15,000,000
Public Facilities	Green Energy / Utility Distribution System - Construction	100,000,000
Public Facilities	Green Energy / Utility Distribution System - Design	10,000,000
Public Facilities	Northern Utility Corridor - Construction	30,000,000
Public Facilities	South Regional Wastewater Treatment Facility - Construction	18,000,000
<b>Public Facilities Total</b>		<b>375,600,000</b>
Recreation & Culture	Real Martin Drive Park - Construction	1,500,000
Recreation & Culture	Syncrude Athletic Park Expansion - Construction	4,000,000
Recreation & Culture	Timberlea Community Park Bleachers	4,000,000
<b>Recreation &amp; Culture Total</b>		<b>9,500,000</b>
Transportation	Specialized Transit Bus New Purchases/Fleet Additions & Life Cycle	631,917
Transportation	Transit Bus Refurbish Program	447,470
Transportation	Draper Road Upgrading - Construction	6,800,000
Transportation	Transit Bus Shelters - Replacements 2015-2018	600,000
Transportation	Public Operations Central & North Facilities - Construction	33,400,000
Transportation	Urban Infrastructure Rehabilitation 2017 - 2019 - Construction	30,000,000
<b>Transportation Total</b>		<b>71,879,387</b>
<b>2018 Grand Total</b>		<b>456,979,387</b>





**CAPITAL BUDGET SUMMARY**  
**2017 – 2019 PROPOSED CAPITAL PLAN** (continued)

Major Category	Project	Annual Cost (\$)
<b>2019</b>		
Public Facilities	Saprae Creek Water Network Upgrades - Construction	15,000,000
Public Facilities	Green Energy / Utility Distribution System - Construction	170,000,000
Public Facilities	Green Energy / Utility Distribution System - Design	10,000,000
Public Facilities	Northern Utility Corridor - Construction	20,000,000
<b>Public Facilities Total</b>		<b>215,000,000</b>
Recreation & Culture	Real Martin Drive Park - Construction	2,500,000
Recreation & Culture	Syncrude Athletic Park Expansion - Construction	5,000,000
<b>Recreation &amp; Culture Total</b>		<b>7,500,000</b>
Transportation	Public Operations Central & North Facilities - Construction	33,700,000
Transportation	Urban Infrastructure Rehabilitation 2017 - 2019 - Construction	40,000,000
<b>Transportation Total</b>		<b>73,700,000</b>
<b>2019 GRAND TOTAL</b>		<b>296,200,000</b>
<b>2017 - 2019 GRAND TOTAL</b>		<b>1,144,150,783</b>





**2014 PROPOSED CAPITAL BUDGET  
AND  
2015 – 2019 PROPOSED CAPITAL PLAN**





## **CAPITAL BUDGET & PLANNING OVERVIEW**



## CAPITAL BUDGET & PLANNING OVERVIEW

The Regional Municipality of Wood Buffalo is unique in many respects one of which is responding to infrastructure needs in the face of unparalleled population and industry growth. Infrastructure delivery generally has an average lag of 5 years. Accelerating delivery is always every municipality's goal. The Regional Municipality of Wood Buffalo is no exception. The municipality has an elaborate capital planning process that covers 6 future years. Through deliberate public consultation infrastructure needs are gathered and prioritized. Each year, Council approves a capital budget and capital plan. This way human, financial and vendor resource requirements are anticipated and planned for.

The major groupings or categories for the capital budget and plan are:

- Public Facilities
- Transportation
- Recreation & Culture

The proposed 2014 capital budget funding requirements amount to \$478,375,242. The individual project category requirements are as follows:

	2013 & Prior CarryFwd	2014 Proposed Budget	2014 Category %	2014 Total Proposed Capital Spend
Public Facilities	\$ 279,687,504	\$ 202,815,000	43%	\$ 482,502,504
Recreation & Culture	107,750,372	149,899,675	31%	257,650,047
Transportation	101,815,277	125,660,567	26%	227,475,844
<b>Total</b>	<b>\$ 489,253,153</b>	<b>\$ 478,375,242</b>	<b>100%</b>	<b>\$ 967,628,395</b>

The proposed 2014 capital budget of \$478,375,242 consists of 113 projects of which 40 are continuing multi-year projects with cash flow impacts in 2014. The amount of \$489,253,153 is associated with projects yet to be completed approved in prior years. Some of the work will be completed in the last quarter of 2013 while the rest will be completed in future years. The \$967,628,395 consists of the total budget proposed to complete remaining work from prior years and the 2014 new requests allocation.

The proposed 2014 capital budget will be funded from transfers from capital infrastructure reserve, grants and debt. As the municipality expands capital financing options, there were projects identified in 2013 that had potential for alternative capital financing in the form of public private partnerships. Council has adopted an Alternative Capital Financing Policy, from which Alternative Capital Financing Administrative Guidelines have been developed, and all projects identified for this funding are being evaluated. RMWB has engaged the services of an external financial advisor for alternative capital financing projects (Ernst & Young.)

Alternative capital financing agreements take various forms and the financial impact cannot be readily determined until negotiations are substantially complete. The following is a list of projects that have been identified for alternative capital financing. As each project's financing agreements are finalized, recommendations will be brought forward for Council's consideration and/or approval:

### Projects Identified as Potential Alternative Capital Financing\*

#### **Utility Corporation**

1. Anzac Wastewater Treatment Plant Outfall Line - Pre-design and Design
2. Fort MacKay WWTP - Construction



3. Fort MacKay WWTP - Design
4. Fort McMurray Wastewater Treatment Plant Facility Process Improvements - Construction
5. Fort McMurray Wastewater Treatment Plant Facility Process Improvements - Pre-design
6. Green Energy / Utility Distribution System - Construction
7. Green Energy / Utility Distribution System - Design
8. Green Energy / Utility Distribution System - Pre Design
9. Landfill Eco Park Service - Construction
10. Landfill Eco Park Service - Design
11. North Waste Heat Capture and Creation - Construction
12. North Waste Heat Capture and Creation - Design & Pre-design
13. Northern Utility Corridor - Construction
14. Northern Utility Corridor - Design
15. Northern Utility Corridor - Pre-Design
16. Regional Green Energy - Zero Waste (remote sites)
17. South Regional Reversible Effluent Pipeline - Construction
18. South Regional Reversible Effluent Pipeline - Design
19. South Regional Wastewater Treatment Facility - Construction
20. South Utility Corridor - Construction

### **City Centre**

21. Civic Centre - City Hall
22. Civic Centre - City Offices
23. Civic Centre - Underground Parking
24. Intelligent City Infrastructure Construction
25. Intelligent City Infrastructure Pre - Construction
26. Parking Garage in Entertainment District Construction
27. Sports & Entertainment Arena - Construction

### **Other**

28. Northside Recreation Centre - Construction

*\* This list is subject to review and change, based on Council priorities.*



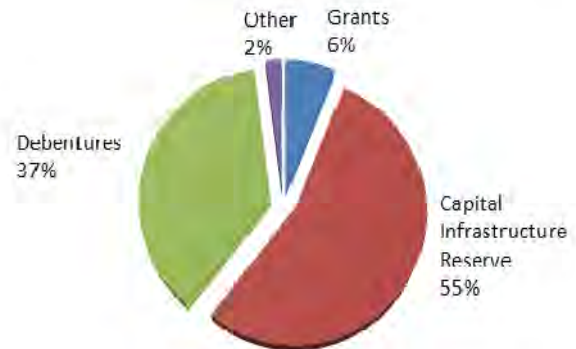
### Proposed Capital Budget Funding Sources

	2014
Grants	30,035,000
Capital Infrastructure Reserve	260,383,675
Debentures	177,956,567
Offsite Levy / Developer Charges	10,000,000
<b>Total</b>	<b>\$ 478,375,242</b>

This represents 55% funding of capital investment using municipal resources; cash and reserves. Debentures or debt will fund 37% and the rest 6% will come from grants from federal and provincial governments for the proposed 2014 capital budget, with the remaining 2% being funded through other resources.

About \$260M is projected to be transferred from operating budget in 2014 to the capital infrastructure reserve (CIR). These transfers are used in 2014 and future years to support a predictable property tax regime.

### 2014 Proposed Capital Budget Funding Sources



### 2014 Proposed Capital Budget Spending by Category



The proposed 2014 capital budget represents 43% or \$202.8M investment in public facilities. 26% or \$125.6M will be spent in transportation related projects while 31% or \$149.9M will be spent on recreation and culture projects.

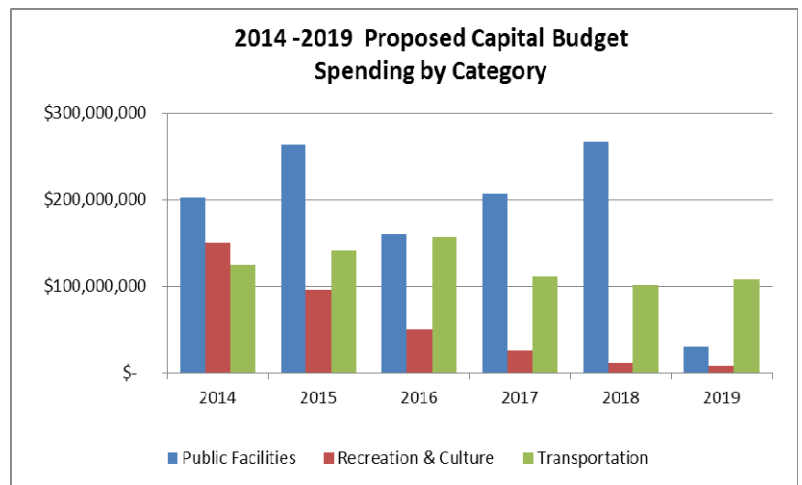
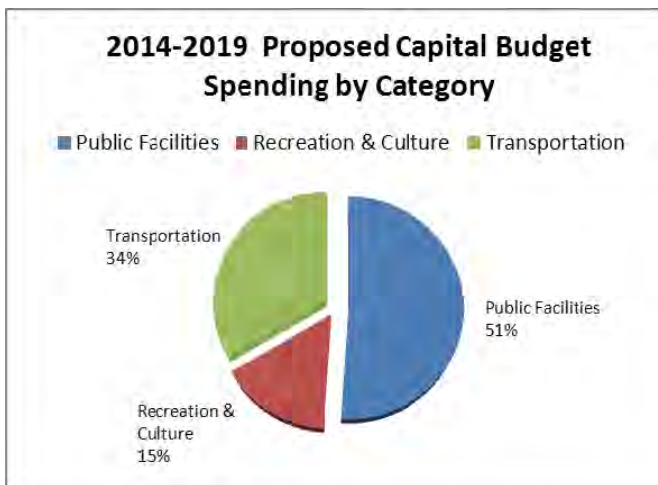
Separate sections in each of these categories provide further detail; project name and proposed budget within this document.

The proposed spending also indicates 37 design projects, 54 construction projects and 20 purchase projects.

\$386M or 77 projects relate to new assets while \$93M or 34 projects are lifecycle (rehabilitation/maintenance).



The proposed 2014 capital budget and 2015 – 2019 capital plan represents an investment of \$2,215,311,333 in capital assets over the next six (6) years.

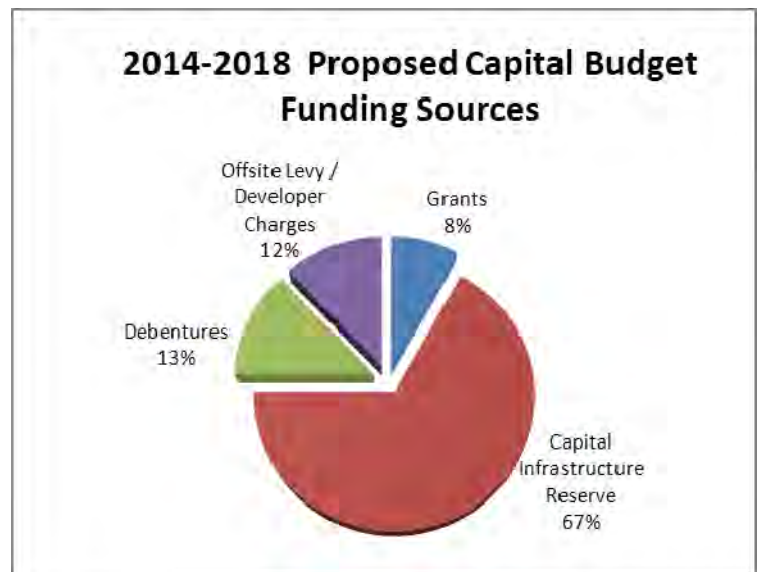


The chart above shows that significant investments will be made in public facilities, 51% or \$1.1B, followed by \$.7B or 34% in transportation projects and \$.3B or 15% for recreation and culture.

67% or \$1.5B financing for the proposed 2014 – 2019 capital budget and plan will come from capital reserves or cash resources. 13% or \$.37B will come from debentures or debt. 8% or \$.2B will come from grants from other levels of government, and the remaining 12% or \$.3B will come from other sources.

The following sections provide further detail for the 2014 – 2019 by the major categories; public facilities, recreation and culture and transportation.

For each year, Council approves a capital budget for a single year. The capital plan is used as a planning tool as well as to communicate future projects.





## **PUBLIC FACILITIES**



## PUBLIC FACILITIES

Public facilities projects include environmental systems such as solid waste, water, waste water and storm water. Also included in this category are public land, land improvements, machinery and equipment. Projects in this category include design, construction, purchase and maintenance of facilities to keep them functional or in a state that provides utility to residents.

Individual departments are responsible for identifying projects based on approved master plans, emerging community needs and general facility upkeep. This is the first level of prioritization. Capital planning section of the public infrastructure division collates corporate projects and prioritizes them based on criteria that include public health and safety, other risks, contractual obligations and availability of funds. The department that makes the initial project business plan is referred to as the sponsoring department. Once the project makes the priority list and approved by Council, a delivery department assumes responsibility of managing the acquisition or construction.

These projects may be multi-year or single projects. In most cases, public facility projects take several years to complete and require significant commitment of human and financial resources.

An investment of \$202,815,000 is required to fund the proposed 2014 public facility projects. The municipality has committed a cumulative total of \$2,646,133,854 in financial resources through 2019.

	<b>Expended Through 2013</b>	<b>Budget CarryFwd</b>	<b>2014 Proposed Budget</b>	<b>2015 Plan</b>	<b>2016 Plan</b>	<b>Thereafter 2017-2019</b>	<b>Total</b>
<b>Public Facilities:</b>							
Active Projects	1,235,198,350	279,687,504	64,189,000	42,356,000	8,950,000	4,000,000	1,634,380,854
New Projects	-	-	138,626,000	221,145,000	151,370,000	500,612,000	1,011,753,000
<b>Total</b>	<b>1,235,198,350</b>	<b>279,687,504</b>	<b>202,815,000</b>	<b>263,501,000</b>	<b>160,320,000</b>	<b>504,612,000</b>	<b>2,646,133,854</b>



The following list provides an update on active projects approved in 2013 & Prior capital budgets:

<b>Project Name</b>	<b>2013 &amp; Prior Budget</b>	<b>Costs</b>	<b>Carry Forward</b>
Abasand Hgts Pmphp Upgd PreD	700,000	-	700,000
Abram's Land Servicing/Site Pr	25,700,000	25,116,180	583,820
Abram's Parcel 3 Development	5,000,000	229,000	4,771,000
Airport Sewer Construction	5,000,000	3,000,630	1,999,370
Ambulances Fleet Replacements	450,000	418,820	31,180
Anzac Fire Hall Pre-Design	150,000	83,498	66,502
Anzac Truck Fill	17,000,000	16,362,474	637,526
Anzac WWTP & Effluent Pipeli	29,439,588	20,852,066	8,587,522
Architect. Upgrades Owned-Leased 2013	1,500,000	-	1,500,000
Architectural Upgrades of Owned & Leased	974,436	688,434	286,002
Architectural Upgrades Owned Leased 2012	1,500,000	1,258,664	241,336
Athabasca Water Treatment Plant Expansion	148,278,362	137,596,102	10,682,260
Beacon Hill Outfall Pipeline Upgrage PreDesign	1,000,000	-	1,000,000
Beacon Hill Water Supply Upgrade - Design	800,000	677,043	122,957
Beaconhill Pumphouse	7,325,000	6,400,435	924,565
Business Incubator-City Centre-Pre Con.	500,000	-	500,000
Bylaw Area Expansion	1,425,533	1,326,680	98,853
Community Accessibility - Rural Communities	750,000	-	750,000
Computerized Routing/Scheduling Software	100,500	-	100,500
Confederation Way Sanitary Sewer Bypass	12,000,000	11,897,526	102,474
Conklin Sewage Lagoon Upgrad	25,000,000	84,300	24,915,700
Conklin Sewage Lagoon Upgrade PreDesign/Design	1,500,000	1,308,460	191,540
Conklin Water Treatment Plant Expansion	20,700,000	19,985,928	714,072
Cornwall Lift Station Design	500,000	471,187	28,813
Cornwall Lift Station Upgrade Construction	2,200,000	2,164,165	35,835
Data Center Relocation	1,910,000	1,527,149	382,851
Data Warehouse	150,000	-	150,000
District Energy System - Construction	12,786,204	314,502	12,471,702
Downtown Redevelopment Pre-Design & Eng	9,253,800	-	9,253,800
E Government Call Centre Techology	1,900,000	-	1,900,000
Electronic Agenda & Voting	300,000	93,517	206,483
Enterprise Resource Planning	22,168,043	19,302,395	2,865,647
Fire Hall Traffic Advisory Lig	133,400	107,580	25,820



<b>Project Name</b>	<b>2013 &amp; Prior Budget</b>	<b>Costs</b>	<b>Carry Forward</b>
Fire Investigation Van	150,000	92,171	57,829
Fort Chip Landfil Public Drop-Off Area Construction	3,100,000	2,044,437	1,055,563
Fort Chipewyan Sewage Lagoon	6,535,625	5,426,847	1,108,778
Fort Chipewyan WTP Back-Up Power Supply	1,038,808	1,019,511	19,297
Fort Chipewyan WTP Upgrade -	1,000,000	1,500,923	(500,923)
Fort MacKay Firehall PreDesign	200,000	91,395	108,605
Ft Chip Rural SCADA and PLC Upgrades	600,000	-	600,000
Green Plan Initiative Regional Landfill	4,000,000	2,798,205	1,201,795
Gregoire East Sanitary Outfall	27,020,000	26,821,374	198,626
Heavy Equipment Additions 2013	1,558,000	653,758	904,242
Household Hazardous Waste Building	350,000	219,646	130,354
Hvy Eq Add '12 Feedstock Mix	250,000	-	250,000
Hvy Eq Rpl '12 Bomag	800,000	699,000	101,000
Hwy 69 Lift Station & Forcemain	12,500,000	12,146,534	353,466
Infrastructure Relocation Hi	54,440,000	53,204,491	1,235,509
IT Infrastructure Upgrade 2013	1,700,000	752,011	947,989
IT Windows Terminal Servers	1,500,000	-	1,500,000
Janvier Sewage Lagoon Upgrad	500,000	35,327	464,673
Janvier WTP Intake - Construction	5,500,000	5,445,939	54,061
Jubilee Building Major Maintenance Upgra	1,486,508	103,430	1,383,078
Jubilee Centre Renovation -	15,037,710	13,873,586	1,164,124
Jubilee Centre Renovation - Construction	5,391,011	4,226,887	1,164,124
Keyano Area Water and Sewer Trunks	2,776,927	678,278	2,098,649
Land Acquisition	321,872	-	321,872
Land Acquisitions 2006	7,173,040	6,849,715	323,325
Land Acquisitions 2009	30,060,000	28,832,479	1,227,521
Land Acquisitions 2012-2014	56,934,281	54,639,227	2,295,054
Land Acquisitions 2013-2014	72,480,000	-	72,480,000
Landfill Access Upgrading - Preliminary Design	200,000	59,494	140,506
Landfill Gas Management System - Construction	12,000,000	11,445,951	554,049
Landfill Gas Management System Design	700,000	687,139	12,861
Lift Station Upgrades ( Sout	16,331,680	12,088,251	4,243,430
Light Equipment Additions 2013	1,474,200	768,894	705,306
Light Equipment Replacements 2013	459,000	259,321	199,680



<b>Project Name</b>	<b>2013 &amp; Prior Budget</b>	<b>Costs</b>	<b>Carry Forward</b>
Low Pressure Sanitary Sewer Hwy 63 North	3,500,000	3,166,641	333,359
Lower Townsite 4 Way Chamber	400,000	253,345	146,655
Lower Townsite 4 Way Chamber - Design	1,400,000	-	1,400,000
Lower Townsite Booster - Land Acquisition	2,000,000	321,820	1,678,180
Lower Townsite East End Infrastructure Improv - Phase I	782,580	770,976	11,604
Lower Townsite Reservoir Upgrade - Const	17,300,000	14,422,720	2,877,280
Lower Townsite 4 Way Chamber	5,000,000	-	5,000,000
MacDonald Island Utility Exp	19,000,000	18,365,150	634,850
MacDonald Island Utility Expansion	4,000,000	263,630	3,736,370
MacKenzie Lift Station Diversn/Sewer Upgrage Design	1,450,000	139,000	1,311,000
Off Road Rescue Vehicles	60,000	53,664	6,336
Parsons Creek Reservoir (FMCDP)	15,300,000	14,486,366	813,634
Parsons Ck Water Supp WTP to Parsons Ck Res (FMCDP)	33,750,000	33,637,517	112,483
Portable Generators for Environmental Facilities	1,700,000	539,585	1,160,415
Pumper Truck 2012	750,000	684,374	65,626
RCMP Project Room Fit-Up	75,000	61,600	13,400
Records Management	2,209,310	478,871	1,730,439
Regional Compost Pad	3,600,000	3,526,580	73,420
Regional Geomatics Program	5,000,000	2,981,904	2,018,096
Regional Landfill Cell II and III and Stockpile Pad Construction	11,000,000	10,740,806	259,194
Regional Landfill-Lateral Expansion cell	5,700,000	5,642,994	57,006
Regional Scada Wan - Constr	500,000	45,695	454,305
Rural Infrastructure Rehab	20,000,000	14,740,658	5,259,342
Rural Water/Sewer Servicing PreDesign/Design	5,850,000	376,440	5,473,560
Saline Creek King Street Booster Station (FMCDP)	12,290,000	11,733,079	556,921
Saline Creek Outfall Sewer to Mills Avenue (FMCDP)	29,900,000	28,504,155	1,395,845
Saline Creek Plateau Transmission Main (FMCDP)	9,500,000	9,302,570	197,430
Saline Ck Supp - King St Booster to MacKenzie Res (FMCDP)	37,000,000	30,595,147	6,404,853
Saline Creek Supp - WTP to King Street Booster (FMCDP)	15,460,000	14,029,014	1,430,986
Saline Plateau Trunk Sewer	19,500,000	8,785,382	10,714,618
Sanitary Sewer (MacDonald Is	1,500,000	1,078,034	421,966
Saprae Creek Water Line - Design & Construction	4,000,000	3,546,002	453,998
screen stacker replacement	150,000	-	150,000
SE 881 Water Supply Line-Pre	500,000	-	500,000





<b>Project Name</b>	<b>2013 &amp; Prior Budget</b>	<b>Costs</b>	<b>Carry Forward</b>
Septage Receiving Station - Construction	17,600,000	17,565,666	34,334
Sewer Main Replacement	2,860,000	2,185,513	674,487
Sewer Main Replacement 2010	6,151,629	4,646,894	1,504,735
Shop/Office Space at WWTP Construction	14,200,000	12,127,859	2,072,141
Snye Remediation	12,993,885	6,592,283	6,401,602
Solid Waste Office/Shop & Fleet Building	16,660,452	15,748,540	911,912
South Muni Facility Comp 2 Pre Design/De	1,723,669	1,684,808	38,861
South Municipal Facility Component 1-South Station	24,500,000	23,881,911	618,089
South Police Centre and Cellblock	20,000,000	17,088,954	2,911,046
South Reg Wastewater Trtmnt	2,500,000	1,006,304	1,493,696
Southwest Water Supply Line - Design	5,000,000	-	5,000,000
Southwest Water Supply Line Pre Design	1,500,000	1,447,719	52,281
Storm Main Replacement	2,688,000	2,532,968	155,032
Storm Main Replacement 2010	2,000,000	1,521,454	478,546
Thickwood Reservoir Replacem	1,600,000	1,149,849	450,151
Thickwood Reservoir Replacemnet Construction	10,000,000	7,177,165	2,822,835
Timberlea High School Site	17,750,000	16,783,540	966,460
Transfer Station/Recycling Depot Construction	4,500,000	4,395,585	104,415
Transfer Stations/Recycling Depots Design	448,000	399,118	48,882
Urban Infrast Rehab. 2014-16	3,000,000	3,800,000	(800,000)
Urban Infrastructure Rehab 2	97,500,000	94,567,158	2,932,842
Waste Water Treatment Plant	218,355,000	218,241,077	113,923
Waste Water Treatment Plant Improvement	8,400,000	4,700,000	3,700,000
Water / Waste - City Centre Construction	500,000	57,205	442,795
Water / Water Pre-Construction	500,000	-	500,000
Water Main Replacement	6,720,000	6,038,710	681,291
Water Main Replacement 2010	3,000,000	2,837,029	162,971
Water Supply Line to Fort MacKay Pre-Design/Design	1,500,000	530,470	969,530
Water Supply SE - Supply Line - MacKenzie to SE	13,044,800	11,489,231	1,555,569
Water Towers - Predesign and	500,000	57,205	442,795
Watermain Connection - Richard Street	2,900,000	2,765,106	134,894
Wireless Access	500,000	174,352	325,648
<b>TOTAL</b>	<b>1,514,885,853</b>	<b>1,235,198,350</b>	<b>279,687,504</b>

\*As at September 30, 2013



<b>2014 PROPOSED CAPITAL BUDGET, Public Facilities</b>	
<b>Legend</b>	
Other than first year of a multi-year project	
First year of a pre-approved multi-year project - Construction Phase	
First year of a multi-year project	
Single year project	
<b>Project Name</b>	<b>Total Annual Cost</b>
Abasand Heights Pumphouse Upgrades - Pre-Design & Design	430,000
Ambulances Fleet Replacement 2014 (2)	450,000
Anzac Fire Hall - Design	560,000
Anzac WWTP and Effluent Pipeline	11,000,000
Beacon Hill Outfall and Pipeline Upgrades - Construction	6,000,000
Building Life Cycle	4,100,000
Clearwater Park System (Riverside Park System) - Remediation	14,300,000
Contaminated Soil Land Farm Construction	3,000,000
Dangerous Goods Unit	500,000
District Energy System - Construction	14,509,000
Enterprise Resource Planning Solution	16,900,000
Fire Hall #6 Pre-Design and Design	1,120,000
Fire Suppression in Fleet Building - Regional Landfill	1,250,000
Flood Control - Pumps, Hoses, Dams	500,000
Flood Protection - Construction	13,000,000
Flood Protection - Pre-Construction	5,000,000
Fort Chipewyan Sewer Line Extension – Pre-Design	300,000
Fort Chipewyan WTP Upgrade - Construction	1,000,000
Fort Chipewyan WTP Upgrade - Design	100,000
Fort MacKay Fire Hall - Design	800,000
Fort MacKay Water Treatment Plant Capacity Upgrades- Construction	1,500,000
Fort MacKay Water Treatment Plant Capacity Upgrades- Design	500,000
Grayling Terrace Lift Station Assessment and Design - Pre-Design and Design	500,000
Gregoire Lake Estates - Road Side Drainage - Construction	2,700,000
Gregoire Lake Estates - Road Side Drainage - Design	300,000
Heated Storage Facility for Water Haul Trucks	418,000
Heavy Equipment Additions 2014	6,558,000
Heavy Equipment Replacements 2014	130,000



<b>2014 PROPOSED CAPITAL BUDGET, Public Facilities (cont'd)</b>	
<b>Project Name</b>	<b>Total Annual Cost</b>
Janvier Sewage Lagoon Upgrade - Design	1,000,000
Landfill Gas Management System Pre-design and Design - Regional Landfill	400,000
Leachate Treatment Management	1,500,000
Lift Station Upgrades (South)	2,400,000
Light Equipment Additions 2014	925,000
Light Equipment Replacements 2014	175,000
Lower Townsite 4 Way Chamber - Construction	5,000,000
Material Recovery Facility Expansion Construction	2,500,000
Material Recovery Facility Expansion Pre-Design and Detail Design	500,000
Records Management	350,000
Regional Geomatics Program	2,500,000
Regional SCADA WAN - Construction	1,000,000
RES Light Vehicle Fleet Replacement (4 vehicles) 2014	200,000
River Bank Protection – Pre-Design	500,000
Rural and Urban Emergency Vehicle - Replacement for Pumper Truck 307 (Fort Mackay)	750,000
Saline Watermain from Hardin Street to King Street Booster Station - Construction	14,000,000
Saprae Creek Fire Hall Expansion - Design	200,000
SCBA Technician/ Inventory Control Truck	50,000
South East 881 Water Supply Line - Predesign & Design	5,000,000
South Regional Waste Water Treatment Facility - Pre-Design	500,000
Southeast Reservoir Upgrade- Design	1,000,000
Southwest Water Supply Line Phase 1 - Construction	8,000,000
Tipping Pad Construction	1,300,000
Tipping Pad Pre-Design and Design	100,000
Tolen Drive Bridge Replacement including Removal of Saprae Creek Trestles	2,040,000
Urban Infrastructure Rehabilitation 2014 - 2016 Predesign & Design	1,000,000
Urban Infrastructure Rehabilitation 2014-2016 Construction	40,000,000
Water / Waste - City Centre Construction	1,200,000
Water / Waste Pre-Construction	1,300,000
<b>TOTAL</b>	<b>202,815,000</b>

41 new projects included in the proposed 2014 public facilities capital budget.

Details of each project are provided in project profiles.





## **RECREATION AND CULTURE**



## RECREATION AND CULTURE

Recreation and culture projects has two broad categories; parks/recreation and cultural/historical. Parks and recreation projects include; trails, playgrounds and parks, sports fields, rinks and green spaces. Cultural and historical projects include; museums, cemeteries and other cultural facilities. This category of projects has significant impact on quality of life of residents. Projects in this category include design, construction, purchase and maintenance of facilities to keep them functional or in a state that provides utility to residents.

Typically most projects in this category are sponsored by the Community Services department which prioritizes the projects based on approved master plans, emerging community needs and health considerations. In some instances, Community Services department collaborates with other non-profit organizations within the region to provide funding for community based projects.

The proposed 2014 capital budget requires an investment of \$149,899,675. The municipality has committed a cumulative total of \$753,089,149 in financial resources through 2019.

	Expended	Budget	2014				
	Through 2013	CarryFwd	Proposed Budget	2015 Plan	2016 Plan	Thereafter 2017-2019	Total
<b>Recreation &amp; Culture:</b>							
Active Projects	304,777,102	107,750,372	105,204,917	55,100,000	22,551,000	3,851,000	599,234,391
New Projects	-	-	44,694,758	40,410,000	28,050,000	40,700,000	153,854,758
<b>Total</b>	<b>304,777,102</b>	<b>107,750,372</b>	<b>149,899,675</b>	<b>95,510,000</b>	<b>50,601,000</b>	<b>44,551,000</b>	<b>753,089,149</b>



The following list provides an update on active projects approved in 2013 & Prior capital budgets:

<b>Project Name</b>	<b>2013 &amp; Prior Budget</b>	<b>Costs</b>	<b>Carry Forward</b>
Anzac Multi-Use Facility-Design	1,450,000	1,400,664	49,336
Anzac Multi-Use Leisure Facility and Community Park	43,800,000	39,661,275	4,138,725
Archie Simpson Arena Air Conditioning	720,000	42,649	677,351
Archie Simpson Concrete Slab/Borad Modif	3,000,000	1,670,679	1,329,321
Arena Site Preparation	781,326	208,065	573,261
Arts and Events - Construction	2,279,678	-	2,279,678
Beacon Hill School Trail Rehabilitation	45,000	29,377	15,623
Beacon Hill Water Spray Park	1,120,000	1,074,993	45,007
Birchwood Trail Lighting 2012	400,000	263,020	136,980
Casman Centre Food Service Expansion	4,200,000	234,000	3,966,000
Casman Centre Redevelopment	3,850,044	3,762,388	87,656
Civic Centre - Festival Plaza Pre-Construction	2,431,063	49,995	2,381,068
Comm Placemaking'10 Lower Tw	2,122,000	1,835,180	286,820
Conklin Multiplex - Construc	15,000,000	5,000,000	10,000,000
Conklin Multiplex - Pre Design & Design	3,900,000	1,523,601	2,376,399
Father Turcotte/Dr Clark Com	1,167,000	1,013,426	153,574
Fort Chip. Swimming Pool - C	3,000,000	1,073,266	1,926,735
Fort Chipewyan Swimming Pool-Site Selection & Design	1,100,000	861,776	238,224
Fort McMurray Bike Park - design	150,000	43,024	106,976
Jubilee Centre/McMurray Experience Construction	5,000,000	-	5,000,000
Jubilee Centre/McMurray Experience Pre-Construction	2,000,000	-	2,000,000
Jubilee Plaza Design and Construction	8,000,000	781,923	7,218,077
MacDonald Island Park Redeve	147,439,476	141,023,174	6,416,303
MacIsland Island Park Expans	100,000,000	80,200,000	19,800,000
Mamawi Community Centre Refurbishment	2,500,000	164,900	2,335,100
Parking Lot Upgrades	3,400,000	2,248,558	1,151,442
Performing and Visual Arts Center Pre-Construction	300,000	-	300,000
Rural Community Placemaking	2,800,000	357,959	2,442,041
Rural Community Placemaking - Saprae Creek	700,000	679,063	20,937
Rural Core Amenitites - Anzac	700,000	542,079	157,921
Rural Off Highway Vehicle Fencing - Anzac	150,000	86,267	63,733
Saprae Creek Warm Up Shelter Grant	700,000	220,000	480,000
Signal Road Trail Paving	956,000	362,718	593,283





<b>Project Name</b>	<b>2013 &amp; Prior Budget</b>	<b>Costs</b>	<b>Carry Forward</b>
Sister Mary Phillips - Dickins	1,765,000	1,590,209	174,791
Sister Mary Phillips/Dickensfield Schools Playground	200,000	181,039	18,961
Slow Pitch Ball Diamonds - Construction	1,600,000	463,121	1,136,879
Snye Park System - Construction	14,878,107	9,652,290	5,225,817
Snyeside Park System - Pre-Construction	7,830,673	3,274,485	4,556,188
Sports & Entertainment Centre - Pre-Construction	1,006,858	-	1,006,858
Sportsfield Sand Silo Additi	95,000	80,175	14,825
Steel Gates with Municipal Logo	112,800	88,275	24,525
Syncrude Timberlea Athletic Park Exp - Land Acq	3,000,000	-	3,000,000
Thickwood Heights Arena Dressing Room #2	56,948	18	56,931
Thickwood Water Spray Park	100,000	82,425	17,575
Thickwood/St. Pauls School Trail	95,500	68,133	27,367
Thickwood/Timberlea MultiUse Facility Pre-Design	7,000,000	511,417	6,488,583
Urban & Rural Cemetery Development - Design	1,600,000	689,903	910,097
Urban/Rural Cemetery Dvlp Construction	7,000,000	782,216	6,217,785
Westview Westwood Community Park Upgrade	1,025,000	899,378	125,622
<b>TOTAL</b>	<b>412,527,474</b>	<b>304,777,102</b>	<b>107,750,372</b>

*\*As at September 30, 2013*



<b>2014 PROPOSED CAPITAL BUDGET, Recreation &amp; Culture</b>	
<b>Legend</b>	
Other than first year of a multi-year project	
First year of a pre-approved multi-year project - Construction Phase	
First year of a multi-year project	
Single year project	
<b>Project Name</b>	<b>Total Annual Cost</b>
Active Transportation Trail 2014-2016 - Construction	2,700,000
Active Transportation Trail 2014-2016 - Design	300,000
Arts and Events - Construction	1,200,000
Birchwood Trail Pedestrian Bridge - Pre-Design	300,000
Borealis Park Construction	8,600,000
Borealis Park Pre-Construction	2,800,000
Casman Centre Generator 2014	310,000
Casman Centre Roof Replacement	900,000
Clearwater Park System (Riverside Park System) - Construction	3,200,000
Community Playgrounds (Eagle Ridge, Janvier, Chad Matthies/St. Gabriel School)	1,075,000
Conklin Multiplex - Construction	4,500,000
Fort Chipewyan Community Garden	200,000
Fort Chipewyan Swimming Pool - Construction	9,000,000
Fort McMurray Bike Park - Construction	2,000,000
Frank LaCroix Arena Generator 2014	135,000
Jubilee Plaza Design and Construction	8,919,917
MacDonald Island Park 2014 - Capital Grant	5,499,758
MacDonald Island Park Expansion Grant	25,000,000
MacDonald Island Utility Expansion Construction	11,500,000
Ross Hennigar / Ron Morgan Park Upgrades 2014	2,500,000
Rural Community Placemaking - Anzac	1,230,000
Rural Community Placemaking - Conklin	685,000
Rural Community Placemaking - Fort Chipewyan	2,200,000
Rural Community Placemaking - Janvier	685,000
Rural Community Placemaking - Gregoire Lake Estates	685,000
Snye Park System - Construction	23,000,000



<b>2014 PROPOSED CAPITAL BUDGET, Recreation &amp; Culture (cont'd)</b>	
<b>Project Name</b>	<b>Total Annual Cost</b>
Sports & Entertainment Centre - Pre-Construction	16,600,000
Sports Fields and Park Upgrades	4,600,000
Tennis Court Resurfacing	1,500,000
Vista Ridge 2014-2016 - Capital Grant	6,575,000
Waterways & Horse Pasture Park - Construction	1,300,000
Waterways & Horse Pasture Park - Preconstruction	200,000
<b>TOTAL</b>	<b>149,899,675</b>

19 new projects included in the proposed 2014 recreation and culture capital budget.

Details of each project are provided in project profiles.





## TRANSPORTATION



## TRANSPORTATION

Transportation projects include signals & street lights, sidewalks, municipal transit system and roadways. Projects in this category include design, construction, purchase and maintenance of transportation assets to keep them functional or in a state that provides utility to residents.

Most projects in this category are sponsored by the public works department which is responsible for roadways and transit.

The proposed 2014 capital budget requires an investment of \$125,660,567. The municipality has committed a cumulative total of \$1,192,355,213 in financial resources through 2019.

	<b>Expended Through 2013</b>	<b>Budget CarryFwd</b>	<b>2014 Proposed Budget</b>	<b>2015 Plan</b>	<b>2016 Plan</b>	<b>Thereafter 2017-2019</b>	<b>Total</b>
<b>Transportation:</b>							
Active Projects	347,038,278	101,815,277	95,879,067	48,300,000	22,100,000	63,700,000	678,832,622
New Projects	-	-	29,781,500	93,683,920	134,106,388	255,950,783	513,522,591
<b>Total</b>	<b>347,038,278</b>	<b>101,815,277</b>	<b>125,660,567</b>	<b>141,983,920</b>	<b>156,206,388</b>	<b>319,650,783</b>	<b>1,192,355,213</b>



The following list provides an update on active projects approved in 2013 & Prior capital budgets:

<b>Project Name</b>	<b>2013 &amp; Prior Budget</b>	<b>Costs</b>	<b>Carry Forward</b>
Anzac Walkway & Sport Field Lighting	1,000,000	522,241	477,759
Anzac-Asphalt Roadside Walkways Construction	5,700,000	5,558,762	141,238
Christina River Bridge Replacement - Design	500,000	304,426	195,574
City Centre Downtown Core Streetscapes - Construction	1,583,110	-	1,583,110
Confederaton Way and Thickwood Boulevard Land Widening	13,000,000	5,463,882	7,536,118
Fort Chip Firebag Bridge Rpl Construct	10,500,000	7,837,461	2,662,539
Fort Chip Winter Rd Bridg Repl	5,000,000	2,500,000	2,500,000
Fort Chipewyan Richardson River Bridge Replacement - Design	1,300,000	813,211	486,789
Fort MacKay Bridge Replacement	28,720,800	27,729,025	991,775
Franklin Avenue - Hwy 63 Interface - Design & Construction	15,000,000	11,414,255	3,585,745
Franklin Avenue Revitalization - Construction	16,606,001	11,786,469	4,819,532
Fraser Av. and McLeod St. Extension - Design and Construction	2,500,000	155,044	2,344,956
FtChip Richardson Bridge Rep	2,200,000	2,500,000	(300,000)
Inverted Pad	969,100	795,076	174,024
Keyano Area Access-Clearwater Drive	25,739,108	24,506,189	1,232,919
Lower Townsite East Loop Road	16,859,111	14,210,877	2,648,234
MacDonald Island Bridge Construction	10,000,000	500,000	9,500,000
MacDonald Island Bridge Pre Construction	9,389,425	1,115,122	8,274,303
Parking Garage Entertainment District Pre-Construction	246,965	-	246,965
Parsons Creek West Access Road (FMCDP) - Design	7,090,000	6,281,060	808,940
Pedestrian Signal at Hospital Road	175,000	123,147	51,853
Prairie Loop Boulevard	80,145,000	71,010,658	9,134,342
Rplcmnt of Trane Chiller & Cooling Tower	379,392	348,911	30,481
Rural Road Rehab 2012-PreDes	500,000	358,086	141,914
Rural Road Rehabilitation 2010	16,000,000	15,684,664	315,336
Saline Creek Drive and Bridge (FMCDP)	65,175,000	62,162,463	3,012,537
Saline Creek Highway 69 Twinning (FMCDP) - Urban Service Area	16,900,000	16,356,630	543,370
Sidewalk Rehabilitation Prog	1,680,000	994,306	685,694
Sidewalks in Rural Communities	500,000	300,152	199,848
Signage & Wayfinding - City Centre Pre-Construction	383,746	-	383,746
Snow Storage/Reclamation Facility - Design	2,000,000	1,900,374	99,626





Surface Parking Relocation/Improvement - Construction	250,000	-	250,000
Surface Parking Relocation/Improvements Pre-Construction	500,000	16,703	483,297
Traffic Signals-LoutitRd 2013	400,000	184,070	215,930
Transit Bus Additions 2012-2014	2,335,399	402,904	1,932,495
Transit Bus Replacement 2012	2,700,000	1,199,778	1,500,222
Transit Bus Shelter Rplmts/Add 2011-2013	21,300,000	20,872,972	427,028
Transit Facility Construction	26,000,000	3,171,478	22,828,522
Transit Terminals	5,600,000	655,352	4,944,648
Urban Road Rehabilitation 20	3,613,640	2,746,610	867,031
Urban Road Rehabilitation 20	8,912,758	7,936,356	976,402
West Airport Boundary Road	19,500,000	16,619,565	2,880,435
<b>TOTAL</b>	<b>448,853,555</b>	<b>347,038,278</b>	<b>101,815,277</b>

*\*As at September 30, 2013*



<b>2014 PROPOSED CAPITAL BUDGET, Transportation</b>	
<b>Legend</b>	
Other than first year of a multi-year project	
First year of a pre-approved multi-year project - Construction Phase	
First year of a multi-year project	
Single year project	
<b>Project Name</b>	<b>Total Annual Cost</b>
Back of Curb Treatments at the King St. Traffic Circle and Along Gregoire Dr.	1,300,000
Christina River Bridge Construction	2,000,000
Christina River Bridge Design	500,000
City Centre Downtown Core Streetscapes - Construction	3,300,000
City Centre Downtown Core Streetscapes - Pre-Construction	2,200,000
Fort Chipewyan Richardson River Bridge Replacement - Construction	2,100,000
Fraser and Manning Pre-Construction	500,000
Fraser Av. and McLeod St. Extension - Design and Construction	1,100,000
Gateways Construction	3,000,000
Gateways Pre-Construction	500,000
Intelligent Bus Transit System (IBTS)	6,150,000
MacDonald Island Bridge Construction	40,000,000
Parking Garage Entertainment District Pre-Construction	2,100,000
Prairie Loop Boulevard	9,556,567
Rural Infrastructure Rehabilitation - Construction	5,000,000
Signage & Wayfinding - Construction	1,800,000
Snow Storage / Reclamation Facility - Construction	10,000,000
Specialized Transit Bus New Purchases & Replacements 2014-2018	290,000
Surface Parking Relocation/Improvement - Construction	2,600,000
Surface Parking Relocation/Improvements Pre-Construction	1,300,000
Traffic Signal Upgrades & Installation 2014	700,000
Transit Bus Refurbish Program	841,500
Transit Bus Replacement 2012-2014	935,000
Transit Facility Construction Green Trip Project	27,887,500
<b>TOTAL</b>	<b>125,660,567</b>

13 new projects included in the proposed 2014 transportation capital budget.

Details of each project are provided in project profiles.





## **Appendix: A**

**2014**

### **BUDGET DEVELOPMENT PRINCIPLES**

#### **THEME:**

**“EXPANDING FINANCING AND FUNDING OPTIONS:  
DELIVERY OF BIG PLANS”**



# BUDGET DEVELOPMENT PRINCIPLES

## (MODIFIED ZERO BASED BUDGET APPROACH)

### 2014 – 2019 Operating Budget Guiding Principles

The 2014 operating budget and 2015 – 2016 operating plans are guided by fiscal health measures of: sustainability, flexibility and vulnerability.

- **SUSTAINABILITY** – the degree to which the Municipality can maintain existing programs and meet existing creditor requirements without increasing the debt burden
- **FLEXIBILITY** – the degree to which the Municipality can increase its financial resources to respond to rising commitments, by either expanding its revenues or increasing its debt burden
- **VULNERABILITY** – the degree to which the Municipality becomes dependent on, and therefore vulnerable to, sources of funding outside of its control or influence

### 2014 BUDGET THEME

#### “Expanding Financing and Funding Options: Delivery of Big Plans”

The 2014 proposed budget continues to build on the strategic financial investments made in 2012 and 2013. Funding allocations is aimed at implementing Council approved plans; Municipal Development Plan, 2012 – 2016 Strategic Plan and the City Centre Redevelopment Plan.

#### Municipal Development Plan for 2011 – 2030 Sustainable Community Goals

The Regional Municipality of Wood Buffalo is poised to enter a bold new era. The Municipal Development Plan for 2011 - 2030 will lead the way, charting a course to make Wood Buffalo a global model for sustainable living in the north. The Municipal Development Plan will achieve sustainable communities by adhering to the following six (6) goals:

- **Responsible Development** – We must enable responsible development, ensuring the timely availability of developable land to stimulate investment, accommodate population growth, and fuel prosperity. Responsible Development will be achieved by providing sufficient land for urban and rural development, following comprehensive development practices, achieving responsible investment in municipal infrastructure, and reducing the risk to environmental hazards.
- **Environmental Stewardship** – Through practicing environmental stewardship, we will respect and sustain our rich natural surroundings, reduce energy consumption and waste, and play our part in the global effort to reduce greenhouse gas emissions. Environmental stewardship will be achieved by promoting healthy ecosystems that support biodiversity, taking action on climate changes, providing access to clean air and water, and ensuring responsible waste management.
- **Economic Resilience** – We can establish a more resilient economy through diversification, supporting local businesses, and promoting a culture of innovation, education and training. Economic resilience will be achieved by continuing to build a diversified regional economy, utilizing integrated regional economic development, following responsible natural resource development and promoting skills and knowledge development.
- **Home and Belonging** – By building attractive, livable communities that offer a high quality of life, we can foster a sense of home and belonging that will attract residents to settle in the region for the long-term. Home and belonging

will be achieved by building complete, livable communities, providing diverse and attainable housing choices, providing a safe and secure region, and promoting caring communities that support wellness.

- **Vibrant Culture** – We can support and promote a vibrant culture that will bring our story to life through celebrations, events, and the arts, as well as through high quality urban design that will help build pride in our region. Vibrant culture will be achieved by ensuring we have thriving heritage, culture, and diversity, supporting vibrant arts and culture, providing culture of the outdoors, and showing regional pride.
- **Working Together** – By working together, municipal government and the region's stakeholders can achieve coordinated service delivery, mutually supportive relationships, and effective communication to help us achieve a more sustainable future for all. Working together will be supported by delivering good governance, providing valued services, encouraging engaged citizens and undertaking effective partnerships.

## 2012 – 2016 Strategic Plan

The Strategic Plan identifies ten implementation priorities of the Municipal Development Plan and is intended to guide and inform the actions of the Municipality, with goals that reflect the priorities of Council, citizens and stakeholders. The Plan will be adjusted as new issues, challenges and opportunities emerge over the planning horizon of the Strategic Plan and it will be used to align all Municipal planning decisions, provide direction for departmental business plans and budgets, and continually monitor progress towards desired outcomes. The 2012 – 2016 Strategic Plan ten implementation priorities are as follows:

### 1. Direct Responsible Growth in the Region

- The Municipality effectively and efficiently invests resources in the development of the region. The Municipality knows how fast and where it is growing, where it wants to enhance communities and areas that it wants to protect. Land is released in a timely manner and an updated Land Use Bylaw, new secondary plans and other guidelines support the development of sustainable, complete communities. Development is also linked to the implementation of a sustainable mobility network. The priority actions are:
  - Establish the Urban Development Sub-Region (USDR)
  - Establish land acquisition and disposition policies
  - Create and implement Fort McMurray Growth Study
  - Complete and adopt rural Area Structure Plans
  - Update the Land Use Bylaw
  - Develop a Land Authority
  - Undertake the next Municipal Census
  - Establish partnerships with other levels of government

### 2. Develop Sustainable Mobility Choices

- Create a shift in the region's transportation modes and ensure there are viable choices to enable residents to move within the communities and throughout the region. The priority actions are:
  - Develop and implement a Mobility Study
  - Ensure policy and bylaw enforcement
  - Invest in Capital Infrastructure Network Development
  - Support the Airport Expansion
  - Develop active transportation and transportation alternatives
  - Establish Transportation Authority
  - Develop rapid transit system
  - Develop Transit-Oriented-Design Guidelines
  - Develop Complete Streets Standards

### 3. Revitalize the City Centre

- Our City Centre will be built on the foundation of our significant cultural heritage and natural beauty. We will grow to become a model of an intelligent, sustainable and vital 21<sup>st</sup> century city. Our City Centre will be an active, vibrant and quality urban environment that provides opportunities to work, live and play. The priority actions are:
  - Develop City Centre Action Program
  - Implement Phase 1 of the City Centre Action Program
  - Update the Land Use Bylaw
  - Update the Engineering Servicing Standards
  - Ensure Servicing Requirements and Infrastructure Coordination
  - Develop the Entertainment District / Performance Arena
  - Develop the Civic Centre
  - Support the MacDonald Island Master Plan (Expansion)
  - Develop in the Snye and Clearwater River
  - Establish a Downtown Development Authority

### 4. Build Complete Communities

- Existing and new communities are sustainable, attractive, safe and accessible. Residents are able to access a number of services and amenities required for their daily needs in close proximity to their homes and are serviced by various modes of transportation. The priority actions are:
  - Develop and implement Area Structure Plans and Area Redevelopment Plans
  - Ensure policy and process implementation
  - Develop Community Threshold Study (identification of facilities, amenities, etc.)
  - Invest in capacity and infrastructure
  - Implement Emergency Management Plans

### 5. Promote the Development of Green Initiatives

- The Municipality supports the innovative development of green initiatives and is a leader in sustainable business practices. This includes working in partnership with stakeholders throughout the region. The priority actions are:
  - Support Municipal Green Initiatives (i.e. Community Gardens, procurement, etc.)
  - Develop a Zero Waste Facility
  - Develop a Green Procurement Policy
  - Investigate alternative energy sources – Wind, Solar, co-generation, etc.
  - Update policies (i.e. Land Use Bylaw, Engineering Servicing Standards)
  - Develop Municipal Green Building Policy

### 6. Demonstrate Leadership in Climate Change Adaptation and Mitigation

- The Municipality is a leader in climate change adaptation and mitigation, and is the global model for sustainable living in the north. The priority actions are:
  - Develop Climate Change Adaptation and Mitigation Plan
  - Establish carbon footprint
  - Set targets for reducing carbon footprint
  - Set targets for reducing greenhouse gas emissions
  - Increase waste diversion
  - Reduce water consumption
  - Reduce electricity consumption
  - Increase transit use



## **7. Increase Economic Development Attraction and Retention**

- Investors perceive Wood Buffalo as a great place to develop commercial ventures, resulting in a more diverse economy with reduced leakage of local spending. Local educational opportunities enable residents to study and work here in the long term. The priority actions are:
  - Undertake Economic Leakage and Gap Study
  - Promote economic development opportunities
  - Ensure commercial and retail space and development
  - Establish development Incentives
  - Promote rural economic development
  - Promote local skills and development
  - Support the development of an innovation centre for education, research and development
  - Support the development of business and industry incubators
  - Support the expansion of post-secondary educational opportunities
  - Promote the image of the Municipality

## **8. Address Housing Affordability and Attainment**

- The region has affordable and attainable housing, which enables people of all demographics to live in the region. Ensuring affordability also supports the development of small and medium businesses, and arts and culture development. The priority actions are:
  - Explore flexible application of regulatory measures
  - Update Land Use Bylaw
  - Develop and implement ASPs/ARPs or other supporting documents
  - Establish stronger coordination and partnership with Wood Buffalo Housing
  - Explore land dedication and bylaw requirements
  - Undertake Housing Affordability and Attainment Study
  - Explore incentives to attract development affordability, such as funding and grant opportunities

## **9. Invest in Arts, Recreation and Culture Development**

- The region provides a variety of indoor and outdoor recreation and culture facilities, programs and activities for all ages of the population. Residents also have access to a variety of green spaces, connected through an extensive network that supports biodiversity, historical and cultural priorities. The priority actions are:
  - Develop the waterfronts along the Snyc and Clearwater River
  - Explore development of a major cultural facility
  - Invest in cultural programming and public art
  - Establish community per capita requirements (Threshold Study for urban and rural)
  - Explore off highway vehicle staging opportunities
  - Identify and develop new recreational lakes

## **10. Enhance and Improve Corporate Responsibility & Governance**

- The Municipality has the tools required to successfully implement corporate plans, such as the MDP and implementation efforts are purposeful, directed and consistent. The Municipality monitors its progress and adapts to change, ensuring that they are also transparent and accountable to the public for their actions.

Information is easily accessible, and residents of the region are well informed of Municipal undertaking and interaction is consistent and effective. This ensures that the Municipality has a strong, positive regional and global image. The priority actions are:

- Develop a Strategic Plan
- Establish strategic Implementation Working Group
- Ensure alignment of priorities to Business Planning and Financial Planning
- Develop data warehouse and monitoring tool

- Collaborate on Community Indicators development
- Enhance coordination between municipal departments and stakeholders
- Develop an Annual Municipal Report Card
- Develop comprehensive public engagement guidelines (rural and urban)
- Ensure continual public participation and awareness
- Ensure strategic alignment of messaging
- Create strategic processes and partnerships to improve communication

## 2014 Budget development calendar

The following is a high level 2014 Budget development Calendar:

<b>Month/2013</b>	<b>Activity</b>
<b>January – April</b>	<ul style="list-style-type: none"> <li>➤ Develop 2013 – 2015 Fiscal Management Strategy</li> <li>➤ 2013 Property Tax Bylaw</li> </ul>
<b>April</b>	<ul style="list-style-type: none"> <li>➤ Council consider 2013 – 2015 Fiscal Management Strategy</li> <li>➤ Council consider 2013 Property Tax Bylaw</li> </ul>
<b>May - June</b>	<ul style="list-style-type: none"> <li>➤ Financial Planning develop 2014 Pre-Budget Analysis</li> <li>➤ Presentation of 2014 Budget process guidelines and timelines to the Executive Leadership Team</li> <li>➤ Budget guidelines Rollout &amp; Budget kickoff session – June 6, 2013</li> </ul>
<b>July</b>	<ul style="list-style-type: none"> <li>➤ 2014 – 2016 Departmental Business Planning sessions and process (Co-ordinated by Advisory Services)</li> <li>➤ 2014 – 2016 Operating Budget submissions to Financial Planning</li> <li>➤ Capital Budget listing and 2014 request sheets submitted and reviewed by Capital Accounting</li> </ul>
<b>August</b>	<ul style="list-style-type: none"> <li>➤ Draft Budget Analyst Notes due to Financial Planning for review</li> <li>➤ Capital Budget request sheets due to Financial Planning for review</li> </ul>
<b>September</b>	<ul style="list-style-type: none"> <li>➤ Consolidation of departmental budget submissions</li> <li>➤ Draft Budget Analyst Notes distributed to Executive Leadership Team for review</li> <li>➤ Divisional/Departmental budget reviews by the Executive Leadership Team</li> </ul>
<b>October</b>	<ul style="list-style-type: none"> <li>➤ Corporate budget reviews – Departmental Directors' budget presentation to the Executive Leadership Team</li> <li>➤ Final draft of Budget Package and Documents due to Executive Leadership Team</li> </ul>
<b>November</b>	<ul style="list-style-type: none"> <li>➤ Release of 2014 Proposed Budget and Financial Plans to Council – Nov. 12, 2013</li> <li>➤ Council Workshops for 2014 Proposed Budget and Plans – Nov. 15, 16 and 18, 2013</li> </ul>
<b>December</b>	<ul style="list-style-type: none"> <li>➤ Council approval of 2014 Budget and Financial Plans – Dec.10, 2013</li> <li>➤ Publish approved budget document</li> </ul>



**APPENDIX: B**

**2014 OPERATING BUDGET**

**AND**

**2015-2016 OPERATING PLAN**

**GUIDELINES**

# BUDGET PREPARATION

## GUIDELINES General Guidelines

### and Assumptions

2014 Operating Budget and 2015-2016 Operating Plans:

- Current revenues support current expenditures
- Align business plans and budget with Municipal Development Plan and 2012 – 2016 Strategic Plan
- Maintain approved fiscal stability reserves
- Provide sufficient asset maintenance funding
- Maintain quality of life programs in place
- Identify increasing service levels based on demonstrated demand
- Maintain competitive compensation and benefits package for Regional Municipality's employees

#### 2014 Budget Preparation

The 2014 budget is set by taking into account existing recurring costs, fiscal strategy, trends and adjusting for annualized costs (where applicable), growth, program/service level changes and inflation:

- **Growth** – Increases/Decreases as a result of population changes. Includes the additional costs required to maintain the same level of service to a larger or smaller population or service area. Identify the impact on the operating budget of new/completed capital assets for 2014 and anticipated impacts for 2015 and 2016. All growth funding requests must be justified through demonstrated changes in workloads or service demand.
- **Contingency on CUPE and IAFF wages** – Pending outcome of negotiations with CUPE and IAFF, a contingency amount is in the 2014 budget. Current agreements between the RMWB with both CUPE and IAFF expire on December 31, 2013.
- **Inflation** – Inflationary assumptions are included as part of these guidelines.
- **Advertising** – This is centrally budgeted for by the Communications department and is defined as:
  - paid advertising for simple purchase of advertising space sold for a specific period of time at rates agreed to by the Municipality and the seller.
  - advertising space on radio or television broadcasts, online, in print publications, and on property (for example on billboards, scaffolding, and rink boards) or events (for example ads in conference program books, at centre ice, on concession stands, etc.).
- **Recruitment Costs** – This is centrally budgeted for by the EDSS department only.
- **Relocation Costs** – This will be centrally budgeted for by the EDSS department only.
- **Legal fees** – This will be centrally budgeted for and coordinated by the Legal department only.
- **Conferences, Training and Tuition** – These are budgeted based on identifiable need and benefit to the Municipality and must be pre-approved by the departmental and or divisional heads.
- **Contracted and General Services** – These are budgeted based on the approved business plans and specific contracts.
- **Operating maintenance costs of capitalized projects** – A number of projects are now being capitalized with ongoing annual maintenance costs.

## Goods & Sales Tax (GST)

All operating expenditures are budgeted net of the Goods & Services Tax (GST).

## Inflationary Impact Assumptions

Budgeted expenditures subject to inflationary increases are budgeted using the inflation assumptions approved by Senior Leadership Team for the current budget/financial plan horizon as follows:

Cost Category	2014 – 2016
Fuel	Annualized est. costs plus a 6% inflation factor
Natural Gas, Electricity	Per current price contract where applicable adjusted for changes in consumption
Contracted Services	Per contract terms
Others	2% inflation factor

## Personnel Costing

The following table shows the estimated annual increases used for the personnel costing:

Group	2014	2015	2016
CUPE			
IAFF			
Exempt			

\* There are contingency amounts included in the 2014 budget pending negotiation outcomes with CUPE and IAFF as current agreements with both unions expire December 31, 2013. Exempt staff salary increases are based on performance, in accordance with the exempt compensation plan, and is budgeted centrally.

Vacancy funding levels for new or vacant FTE positions are funded as follows:

- New positions – Pro-rated, maximum 6 months provision.
- Vacant for more than 6 months – Pro-rated, maximum 6 months provision.
- Vacant for less than 6 months – Pro-rated, maximum 9 months provision.

## New/Changing Staffing Level Requests

Staffing level changes are managed as follows:

- Budgeting is based on approved organization charts.

## Community Group Funding Assistance/Grants

Funding requests from community groups are incorporated into the related departmental budget.



## Development and Population Growth Assumptions

The following urban population projections are the basis for budget/financial plan development:

Population	2014	2015	2016	2017
Projected Population	133,649	142,412	151,063	155,954
Shadow Population in Project Accommodation	41,164	42,145	43,149	44,177
Projected Population (excluding Shadow Population)	92,485	100,267	107,914	111,777
*Data provided by RMWB Planning & Development Department - Population Projection report with 85-10-05 percent population distribution in Urban Service Area, Project Accommodation and Rural areas respectively on May 2, 2013.				
The projected population figures excludes the population in Fort Fitzgerald, Hinterland and the proposed New Town				

The following projected urban development growth assumptions are the basis for budget/financial plan development:

Dwelling Type	2014	2015	2016	2017
Single Family	14,104	14,892	15,696	16,501
Semi-detached	2,298	2,504	2,737	2,969
Town house/Condo	3,718	3,924	4,157	4,389
Apartment	10,792	11,818	12,905	13,991
Mobile Home	3,777	3,991	4,090	4,189
Total	34,688	37,129	39,584	42,039
Completed housing units for RMWB				
Baseline Information derived from the projection contained in the Gary Gordon & Associates housing study report.				
These projected housing requirement forecast were based on the High Case Scenario result of the Population projection as recognized in the MDP				

## 2014 - 2016 Revenue Assumptions

Revenues are estimated using an objective, analytical process utilizing trends, judgment, and statistical tools, as appropriate. Since revenues are subject to both local and regional economic conditions, revenue estimates are conservative.

The following categories/line items make up RMWB revenues:

- i. Taxes
- ii. Grant-in-lieu - Taxes
- iii. Sales to Other Governments
- iv. Sales-Goods-Services
- v. Other Revenue from Own Sources
- vi. Conditional Grants
- vii. Other Transfers

## LINE ITEM DETAIL

### i. Taxes

Tax revenues are budgeted based solely on numbers provided by Assessment and Taxation department.

### ii. Grants in Lieu – Taxes

Tax revenues are budgeted based solely on numbers provided by Assessment and Taxation department.

### iii. Sales to Other Government

For revenues in this category, the budget is a percentage of total expenses for the corresponding cost center. The percentages are set by RMWB and Aboriginal Affairs and Northern Development Canada (AANDC) agreements.

### iv. Sales-Goods-Services

Sale of goods and services is a category that includes various items such as revenue from;

- utility rates
- ambulance fees
- community program
- facility fees

For revenues in this category, the budget figures are based on an analysis of 2012 actuals, 2013 budget and September 2013 projections.

### v. Other Revenue from own Sources

This category includes revenue from;

- permits
- fines & penalties
- franchise fees
- interest from investments.

The major contributors to this category are revenue from building permits and interest income.

## vi. Conditional / Unconditional Operating Grants

Conditional grants include funds secured from federal and provincial government such as the Royal Canadian Mounted Police (RCMP) Grant.

Budget figures are for approved specific grants to be received in 2014.

The Municipality encourages the use of conditional and unconditional operating grants under the following principles:

- All grants made available to the Municipality are approved by Chief Financial Officer and supported by properly executed grant contract;
- All grants are vetted and inventoried through the office of Grants Administrator;
- Each recipient department is responsible for coordinating grant application, interim reporting and grant close out process with the office of Grants Administrator;
- Each responsible department ensures that funds received are spent for eligible costs;
- Operating grants available to support operations are utilized based on grant agreement terms and conditions;
- Each responsible department ensures that recipients of pass-through operating grants are fully informed of specific grant guidelines and enter into suitable grant agreements with recipients where applicable; and
- Some grants are subject to annual audit by RMWB's external auditor, as specified in the grant agreement.

## vii. Other Transfers

Other transfers include internal charge allocations and transfers from operating reserves.

## 2014 - 2016 Expense Assumptions

Budget estimates for all operating expenses reflect expected costs for the 2014 fiscal year. All decisions are based on *actual* expenses incurred or which should have been incurred in 2013.

In general, all accounts are budgeted as follows:

- Salary & benefits as per active or estimated wage settlement contracts plus growth.
- Contracted services as per contract terms
- All other expenses as per growth or incremental costs

The following categories/line items make up RMWB expenditures:

- i. Salaries, Wages and Benefits
- ii. Contracted and General Services
- iii. Purchases from Government
- iv. Materials Goods Supplies
- v. Small Equipment and Furnishings
- vi. Transfers & Grants
- vii. Financial Service Charges
- viii. Other Expenditure

### i. Salaries, Wages & Benefits

This category captures wages, salaries and benefits of all employees.

### ii. Contracted and General Services

Contracted & general services consist of various expense categories including recruitment, training, travel, telephones and internet, professional services, legal costs and other expense.

### iii. Purchases from Governments

Purchases from other governments include transactions between other municipalities and other public agencies. A significant portion of these costs are related to RCMP contracts.

Where applicable, budget is based on existing contracts.

### iv. Materials, Goods, Supplies

The materials, goods, supplies and utilities category consists of expenses incurred to maintain and operate the Municipality on a daily basis.

Major items in this category include:

- fuel & lubes;
- chemicals and salts;
- natural gas; and
- electricity.

For all expenses in this category, the budget estimate is based on proposed expenditure by departments.

### v. Small Equipment and Furnishings

The major categories in small equipment and furnishing include:

- office equipment: purchases for equipment and furnishing are centrally done through the Space planning branch of EDSS.
- computer hardware: computer hardware and equipment are requested through the IT department. IT centrally budgets for computer hardware for all new employees including general software packages e.g. MS Office. Specialized software costs, e.g. Adobe Acrobat, are to be budgeted for by individual departments in consultation

- with the IT department (requests and purchases are to be routed through the IT department).
- field equipment, etc.

All other expenses under this category are budgeted for using the modified zero-based budget\* approach.

#### **vi. Transfers & Grants**

This category includes:

- contribution to capital;
- transfer to reserves;
- general grants;
- heritage grants; and
- cash grants.

#### **vii. Financial Service Charges**

Items in this category include\*\*:

- bank charges;
- debenture principal; and
- debenture interest.

#### **viii. Other Expenditure**

Charges related to internal services, bad debt expense, inventory shrinkage are some of the major expenses that are recorded in Other Expenditures.

For all expenses in this category, the modified zero-budget is used.

**\* Modified zero-based budgeting is a service level based way of budgeting that starts from the base necessary to sustain basic service level delivery and any incremental requests of funds is based on justifiable needs.**

**\*\* Depreciation expense is a non-cash transaction and is not funded. Therefore, it is not included in the budget.**



**APPENDIX: C**

**2014 CAPITAL BUDGET AND**

**2015-2019 CAPITAL PLAN**

**GUIDELINES**



# CAPITAL BUDGET DEVELOPMENT GUIDELINES

Each capital request must meet definition of a tangible capital asset as defined in the Administrative Directive – Tangible Capital Assets.

Consideration is given to whether a capital request is a betterment versus maintenance as defined within the Municipality's Administrative Directive – Tangible Capital Assets.

Capital funding requests:

1. Require submission of a Capital Request form; and
2. Require submission of a Capital Business Case for new 2014 requests only.

Capital projects that are classified as multiple-year typically follow three distinct phases:

1. Pre-Design/Design
2. Land (where applicable)
3. Construction

In order to ensure that the appropriate type and timing of funding is provided, each phase is budgeted as a separate project requiring a separate request form. The naming of the project includes the phase (e.g. Water Treatment Plant Pre-Design, Water Treatment Plant Design, and Water Treatment Plant Construction). Pre-design costs are funded from a source other than debt. Capital projects may be grouped differently and consolidated for various presentation purposes and approval.

The separation of each phase allows more accurate information to be reflected in the capital request form as the project progresses. For example, upon completion of the design phase, more accurate budget estimates will be available to support the debenture borrowing estimate and total project costs. Feasibility studies are budgeted within the operating budget. A feasibility study may not result in the next phase of a capital asset.

Capital Business Cases should be completed (or updated) for:

1. 2014 Capital Requests
2. Previously approved multi-year projects, if scope changes and/or increased costs of 15% or more of original project have occurred

## Capital Requests with Operating Budget Impacts

Capital requests which require operating budget resources (during construction of the project and for ongoing operations/maintenance after completion) should be identified in the Capital Business Case and incorporated into the departmental operating budgets for affected years as well as operating maintenance costs for completed capital projects.

Appropriate due diligence must be dedicated to this portion of the capital budget request to ensure that all information is available at the time a decision is made. Failure to incorporate adequate operating budget impact information, could lead to the rejection of the project.

## Capital Request Criteria

A capital request meets at least one, maximum of two, of the following criteria in order to be considered for inclusion in the capital budget/plan:

- Health or Safety issue
- Legislated Changes/Contractual Obligations
- Maintenance of Existing Assets
- Maintaining Current Service Levels
- Increased Efficiencies

- Increase in Level of Existing Service
- New Service

Refer to Capital Request Template for definitions of each criteria and guidelines for assigning priority.

### Capital Request Prioritization

All capital requests for all years of the budget/financial plan are ranked (and subsequently approved) in order of corporate-wide priority utilizing the Capital Request Criteria above. Refer to Capital Request Template for further guidance and instruction. The Capital Projects Steering Committee may re-prioritize projects outside the existing criteria.

### Capital Cost Estimates

Each Capital Request form indicates the type of cost estimate utilized as follows:

- Detailed: Typically utilized for multiple year projects in progress where specific estimates have been obtained, therefore a higher degree of accuracy is expected +/- 15%
- Preliminary: Estimate for a capital request in the budget year, but where detailed research has not occurred. Cost estimate within the range of +/- 30%
- Conceptual: Estimate for a capital request in 2014 (first year of capital plan). Cost estimate within the range of +/-50%
- Strategic: Estimate for a capital request in 2015-2019 (future years for capital plan). Cost estimate within range of +/-100%.

### Fleet and Other Equipment Purchases

All fleet and equipment purchases request are completed and submitted to Fleet Services Department to ensure specifications and budget information is adequate. Individual capital request forms are categorized and included as a consolidated budget amount within the categories determined. Summarized listings should also be included in the capital budget request.

A determination is also be made on the appropriate purchase option (i.e. Capital Lease vs. Buy). Fleet Services Department also determines the most efficient use of the Municipal fleet when reviewing requests to purchase additional vehicles.

## CAPITAL FUNDING SOURCES

Funding of capital projects is done by Financial Planning. An effective capital improvement plan funding strategy employs a mix of funding options or instruments that include:

- **Capital Infrastructure Reserve**
- **Debt**
- **Grants**
- **Offsite Levies**
- **Other**

### Taxation

Tax revenues are budgeted based on the 2013 – 2016 Fiscal Management Strategy. A portion of taxation revenue is transferred from the operating budget to fund capital improvement program.

### Offsite Levies/Development Impact Fees

Developer fees are charged for development impact and properly segregated to fund infrastructure associated with the development.

### Capital Grants

Grant Administrators to research capital project plans ahead of budget year for grant availability.

The Regional Municipality of Wood Buffalo encourages the use of capital grants under the following principles:

- All grants made available to the Municipality are approved and supported by a properly executed grant agreement.
- All grants are vetted and inventoried through the office of Grants Administrator.
- Each recipient department is responsible for coordinating grant application, interim reporting and grant close out process with the office of Grants Administrator.
- Each responsible department ensures that funds received are spent for eligible costs.
- Financial Officers must familiarize themselves with available per capita and competitive capital grants and work through the office of Grant Administrator to secure pre-approval for grant funding for capital improvement plan projects.
- Each responsible department ensures that recipients of pass-through capital grants are fully informed of specific grant guidelines and enter into suitable grant contract with recipients where applicable.

# CAPITAL FUNDING ALLOCATION

## Preliminary Funding Allocation

Project Managers and Finance Officers should familiarize themselves with the nature and availability of funding sources for each project at the planning stage. The following guidelines assist in that process:

1. Review all multiple year projects in progress to determine funding that has already been approved and consider the following:
  - a. Debenture funded projects continue as debenture funded even though a debenture bylaw amendment may be required;
  - b. Identify grant funding, if any, and apply additional grant funding from the same grant if available, eligible and applicable; and
  - c. Continue with reserve funding if initial years of the project were reserve funded since the RMWB cannot initiate a debenture once a project has started.
2. Apply grant funding to applicable projects with the following considerations:
  - a. Attempt to apply grants to projects that can utilize the entire grant to decrease the amount of administration required;
  - b. Apply grants to projects where there is a history of completion to ensure that funding is not jeopardized due to funding deadlines; and
  - c. Previous grant funding must be confirmed to ensure that funding has been approved by the granting authority.
3. Apply off-site levies to eligible projects.
4. Apply Capital Infrastructure Reserve funding to projects based on the following considerations:
  - a. Design and pre-design projects: This is the rationale for separating design and pre-design from the construction phase of a project;
  - b. Relative value: A project involving a large dollar value is difficult to budget from the reserve fund;
  - c. Projects that were previously reserve funded; and
  - d. Lower dollar capital projects.
5. Apply debenture funding to projects based on the following considerations:
  - a. Higher dollar value; and
  - b. Utility rate funded projects take precedent for debt funding if they are higher in value.

## Final Funding Allocation

Capital funding requests are prioritized corporately based on a score system. Multi-year projects are ranked higher so as to ensure that projects progress to completion without interruption. New projects are then funded based on their score delivery capacity and funding limitations. Financial Planning branch makes final funding recommendations.

## Community Group Funding Assistance/Grants

Funding requests from community groups must be appropriately identified as capital contribution to a community group. Recipients must comply with the conditions of the contribution agreement.