

2016

APPROVED BUDGET
AND FINANCIAL
PLAN

*Planning for a Sustainable Future
in Dynamic Times*





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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

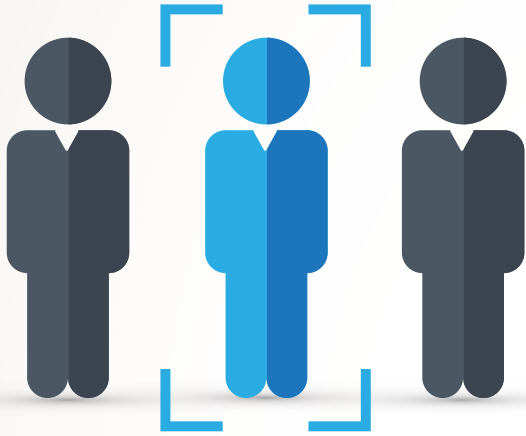
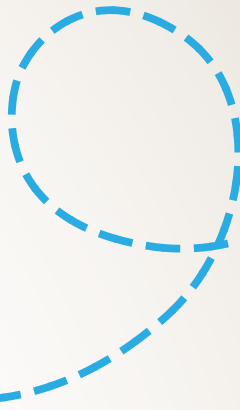
January 1, 2015

Executive Director

Wood Buffalo Facts & Figures



1,099,663
passengers
at Fort McMurray
International
Airport in 2015.



Population in 2015 is 125,032.



947

development permits
issued in 2015.



3,978

business licenses
issued in 2015.

1,171 kilometres of roadways
maintained in 2015.

148 kilometres of
trails maintained
in 2015.



161 wildfire
incidents in 2015.



GOVERNANCE STRUCTURE



Mayor
Melissa Blake

WARD 1



Tyran
Ault



Lance E.
Bussieres



Sheldon
Germain



Keith
McGrath



Phil
Meagher



Colleen
Tatum

WARD 2



Julia
Cardinal



Claris
Voyageur

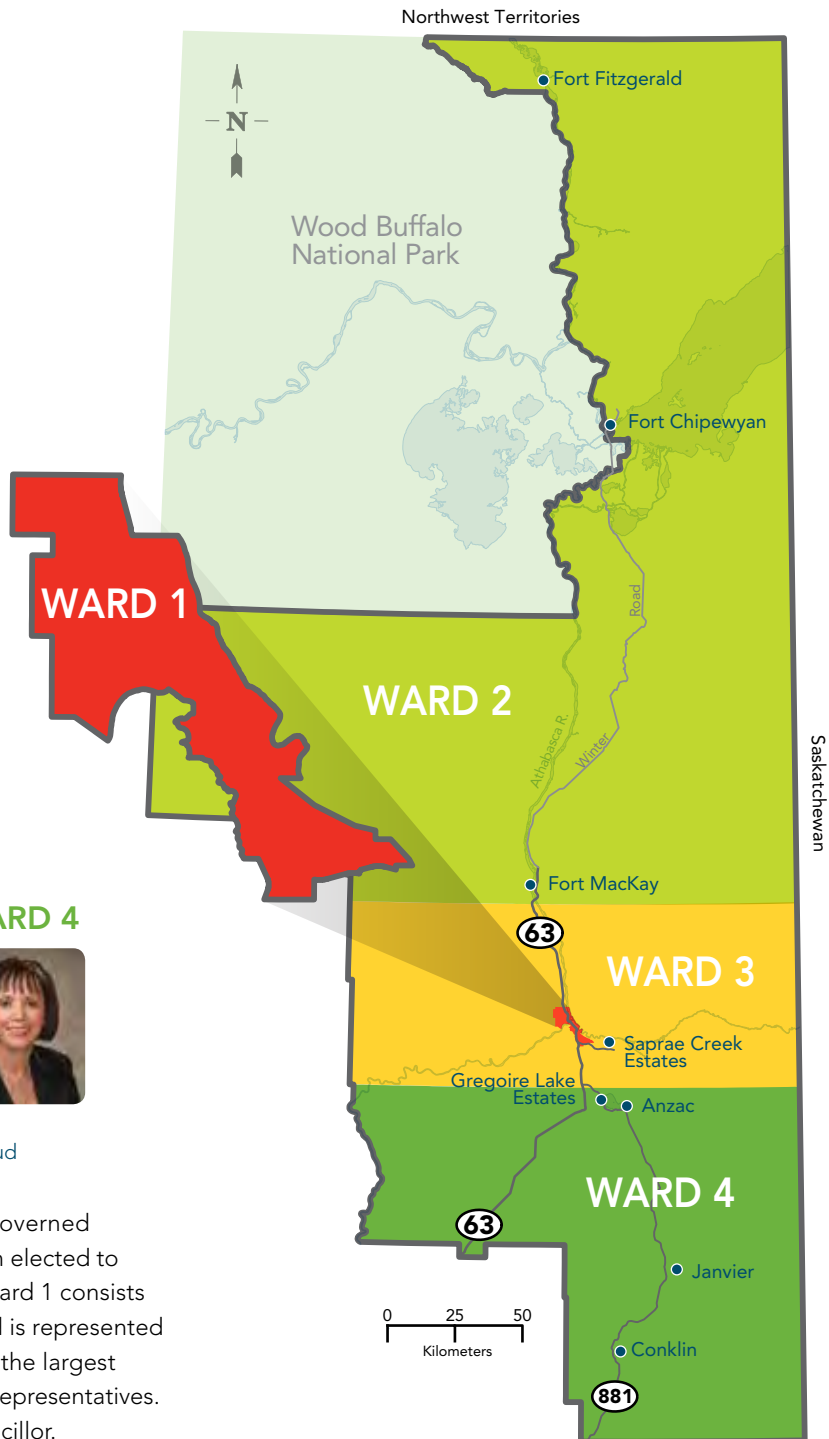


Allan
Vinni

WARD 3

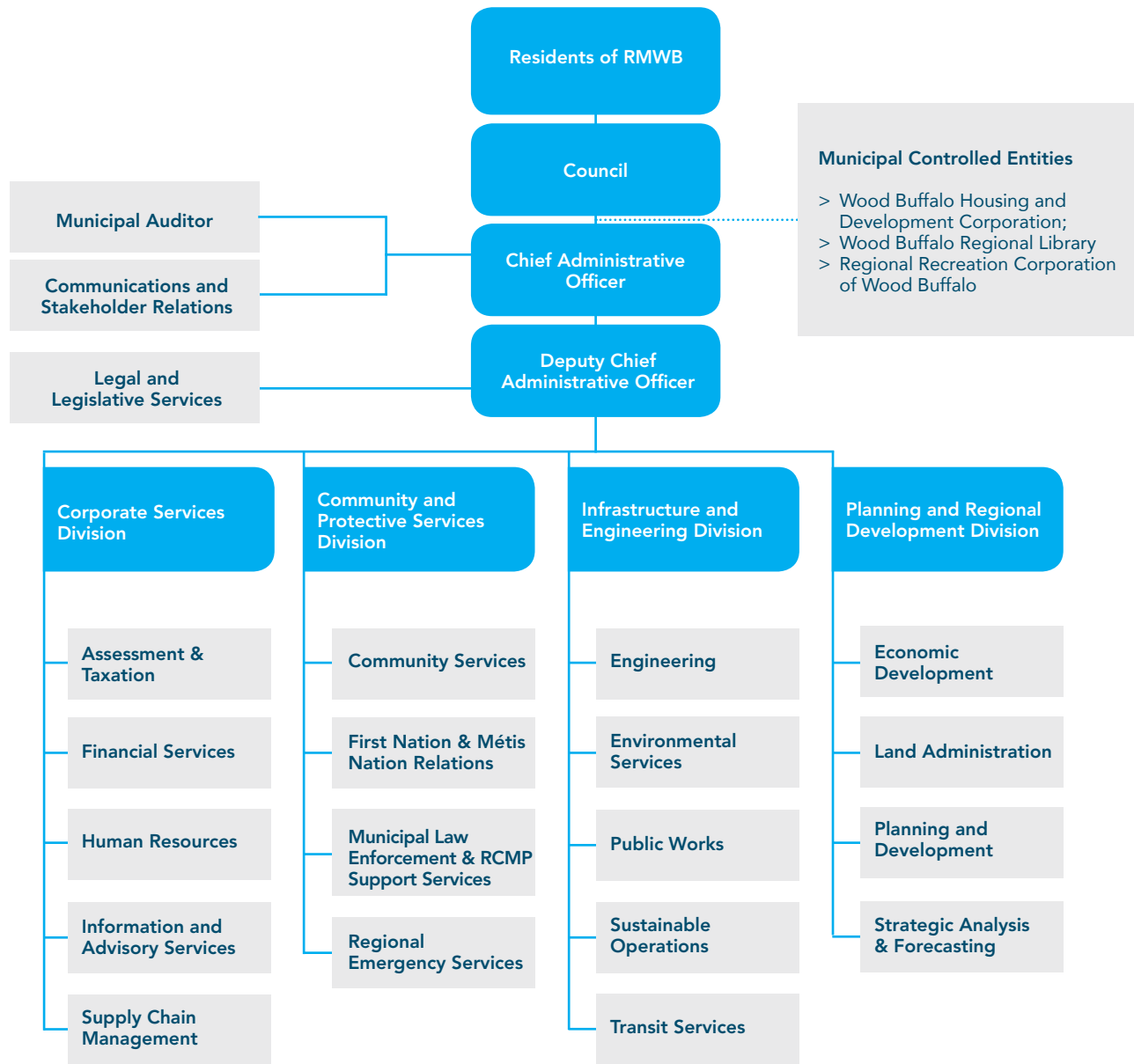


Jane
Stroud



The Regional Municipality of Wood Buffalo is governed by a Council of eleven members, who have been elected to represent the four wards covering the Region. Ward 1 consists of the Urban Service Area of Fort McMurray, and is represented by six Councillors, all elected at large. Ward 2 is the largest ward in terms of land area and has two elected representatives. Wards 3 and 4 are each represented by one councillor.

ORGANIZATION STRUCTURE



2016 Approved Budget Document Readers' Guide

2016 BUDGET DOCUMENT READER'S 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 document establishes the basic guidelines that the Municipality uses to measure and control expenses and to track revenues.
- **OPERATING GUIDE:** The budget document 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. It communicates the choices made and the direction in which the Municipality is headed.

The budget document, including each section within the document, has been arranged to provide summary level information at the beginning with more detailed information at the end, in a manner that assists the reader in understanding how and why the Municipality budgets as it does.

The four (4) primary sections of the document are as follows:

- **INTRODUCTION**
- **2016 OPERATING BUDGET AND 2017 - 2018 FINANCIAL PLAN**
- **DIVISIONAL ANALYST NOTES**
- **2016 CAPITAL BUDGET AND 2017 - 2021 CAPITAL PLAN**

INTRODUCTION

This section provides an overview of the Municipality's governance structure and administration through the inclusion of an organization chart. It also includes the budget document reader's guide, budget and financial policies, budget development principles and budget preparation guidelines.

2016 OPERATING BUDGET AND 2017 – 2018 FINANCIAL PLAN

This section contains budget analysis and discussion and provides brief overviews on: financial position, revenues, expenses, personnel and debt from 2012 through 2018. The budget overview focuses on the 2016 budget decisions and how these will meet community priorities in 2016 and their impact in the next two years. This section is designed to be a complete summary of the entire budget.

DIVISIONAL ANALYST NOTES

This section contains analyst notes by division detailing mandates, initiatives and summary of the 2016 approved budget.

2016 CAPITAL BUDGET AND 2017 - 2021 CAPITAL PLAN

This section contains details about the Regional Municipality of Wood Buffalo's recommended 2016 capital budget and 2017 – 2021 capital plan. The section is broken into major themes: Public Facilities, Recreation and Culture and Transportation.

Definitions

Annualization	Process of calculating the annual equivalent of a cost.
Actuals	Audited accounting numbers.
Committed Debt	A total of actual debt and amount of debt that Council has approved through the capital budget process but has not been drawn.
Department	Functional business unit comprising one or more specialized sections.
Division	Administrative unit comprising one or more functional business units.
Projected	Estimated year-end balance.

Abbreviations

CAO	Chief Administrative Officer
CFO	Chief Financial Officer
CUPE	Canadian Union of Public Employees
DCAO	Deputy Chief Administrative Officer
ED	Executive Director
EA	Executive Assistant
FNMNR	First Nation and Métis Nation Relations
IAFF	International Association of Fire Fighters
RCMP	Royal Canadian Mounted Police
RMWB	Regional Municipality of Wood Buffalo
SAA	Senior Administrative Assistant



Budget and 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 residents, Council, Municipal staff, 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

The Regional Municipality of Wood Buffalo recognizes revenues in the period they are deemed available and measurable to meet or pay for liabilities and expenses in the period goods and services are received.

BALANCED BUDGET

A balanced budget for the Municipality means revenues and transfers equal expenses excluding amortization expense for each budget year.

BUDGET CYCLE

The Municipality’s budget cycle follows the calendar year (January 1 through December 31). Administration submits annually for Council review and approval, one year of operating and capital budgets, two years of operating plan and five years of capital plan.

BUDGET AMENDMENTS

The framework of the Fiscal Responsibility Policy (FIN-160) approved by Council authorizes the Chief Administrative Officer or designate to re-allocate funds provided that:

Operating Budget

- 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

- i. The changes will result in efficient administrative and project 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.

All budget amendments outside these criteria are presented to Council for review and approval.

KEY FINANCIAL POLICIES

User Fees and Charges Policy

The purpose and objective of the Municipality's User Fees and Charges Policy (FIN-30) is as follows:

- Provide a decision-making framework regarding pricing of user fees and charges;
- Lead to a consistent and transparent process of establishing, evaluating and approving imposition of user fees and charges; and
- Support community priorities.

Debt Management Policy

The Municipality's Debt Management Policy (FIN-120) establishes 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 (MGA);
- 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, Budgets and Financial plans; and
- Establish thresholds for acquiring debt versus other funding sources.

The Council approved debt and debt service limits of 85% of the legislated limits as per the MGA provision.

Investment Policy

The Municipality's Investment Policy (FIN-140) aims for the following objectives:

- **Safety** – Investments shall be undertaken in a manner that seeks to ensure the preservation of capital;

- **Liquidity** – The investment portfolio will remain sufficiently liquid to meet all operating and capital cash requirements that may be reasonably anticipated; and
- **Return** – The investments of the Fund shall be structured with the objective of attaining a total return commensurate with the respective portfolio benchmarks as defined in this policy.

Further, the Municipality's investment activities are guided by the MGA.

RESERVES

As part of a deliberate long-term planning and fiscal sustainability efforts and in line with Council approved policy (FIN-160), the Municipality has put in place two major reserves: Emerging Issues and Capital Infrastructure. In the event that Council approves spending that will result in a balance lower than the uncommitted minimum balance of either reserve, the CAO or designate will recommend a strategy to replenish the reserve to its uncommitted minimum balance.

Emerging Issues Reserve (EIR)

The EIR is maintained 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 balance of the EIR shall not exceed 15% of prior year's audited net property tax revenue subject to a minimum uncommitted balance of \$50 million. Council approval is required to utilize funding from the EIR.

Capital Infrastructure Reserve (CIR)

The CIR is maintained to fund construction or acquisition of tangible capital assets. The CIR shall have a minimum uncommitted balance of \$50 million. Council approval is required to utilize funding from the CIR.





A MESSAGE FROM THE MAYOR



On behalf of Regional Council, I am pleased to present the 2016 budget for the Regional Municipality of Wood Buffalo.

This year's budget features a focus on core public services and continued key infrastructure development. With all of our communities in mind, the 2016 budget is reflective of the needs of our cherished residents while being responsive to the current economic uncertainties faced by all of us.

2015 proved a challenging year for our Region, our province and our nation. The economic downturn saw organizations across all sectors reassess the economic environment to accommodate the current fiscal climate. In light of this new reality, Council passed a motion to reduce the Municipality's 2016 operating budget by approximately \$30 million. As an organization, we must adapt to change and I applaud Council, our staff and our many partners and stakeholders for their resolve and collaboration throughout this process.

A considerable amount of effort has gone into the development of the 2016 budget, and a huge thank you is due to all involved in its preparation. In addition, I congratulate the Financial Planning branch for receiving the Government Finance Officers Association's Distinguished Budget Presentation Award for the fifth consecutive year! The dedication of our staff is a shining example of the Municipality's long standing commitment to excellent public service.

Even in economic adversity, the Municipality is firmly committed to maintaining – and improving – effective, efficient services for our Region. As always, we continue to be guided by the principles of accountability, integrity and transparency, ensuring a *balanced future with opportunity for all*.

Sincerely,
Melissa Blake
Mayor
Regional Municipality of Wood Buffalo

MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER



First of all, I'd like to commend our Financial Services team on receiving the Distinguished Budget Presentation Award for the 2015 Budget. Awarded to our organization on September 3, 2015 by the Government Finance Officers Association of the United States and Canada, this is the fifth year in a row that our Municipality has been recognized with this award. This kind of distinction can only be attributed to the hard work of each and every department in our organization. Congratulations everyone and thank you for your outstanding efforts.

Amongst a number of successes shared by our Region, the past year has been challenging amidst a backdrop of economic uncertainty that has affected all residents of Wood Buffalo. With this has come a significant amount of change as our neighbours, families, friends and fellow taxpayers make adjustments that affect their lives not only this year, but into the future. The decisions we make today will continue to have an impact on our Region as we navigate through this uncertainty.

The 2016 Budget will provide a foundation for the decisions that meet the public service and infrastructure needs of the residents of Wood Buffalo. It is essential that we be responsive to the community and that the budget reflect prudent use of taxpayers' dollars without compromising the integrity of operations and the delivery of services. Our decisions are guided by the principles of accountability, integrity and transparency, and we will continue to conduct the Region's business accordingly.

The 2016 Budget is a reaffirmation of our commitment to build stronger processes, policies and procedures, and to move forward in a culture defined by accountability, integrity, and transparency. As stewards of public funds, it is essential that we make decisions that are reflective of the realities faced in Wood Buffalo while continuing to improve the way we work together and how we involve the public. Understanding this is crucial to achieving our priorities of efficiency and transparency as we work together to build the future of Wood Buffalo. The Budget is our road map, and by taking a proactive leadership role, we will continue to make changes and improvements without compromising our integrity.

Together we will continue to build opportunity in our Region.

Sincerely,
Marcel Ulliac
Chief Administrative Officer,
Regional Municipality of Wood Buffalo

MESSAGE FROM THE DEPUTY CHIEF ADMINISTRATIVE OFFICER



With Council's approval of the 2015-17 Strategic Plan – Building a Strong and Resilient Community – Administration has been provided with the building blocks to meet the established goals of:

- An effective land strategy
- A reliable transportation network
- Balanced services for all residents in the Region
- Responsible government
- A healthy and active lifestyle
- A sustainable Region
- A continued robust economy

The 2016 Operating and Capital Budgets have been developed to provide a roadmap to ensure alignment and delivery of these strategic priorities. The current economic climate gives us an opportunity to refocus our attention to core services and strengthen service delivery to all residents and businesses within the Region.

With a strong Executive Director team, we are able to focus on our foundations and provide leadership to strengthen and enhance policies, processes and protocols related to accountability, integrity and transparency.

We are fortunate to employ a wide range of proud and highly qualified professional, administrative, operations, and maintenance personnel who strive every day to provide the highest level of service to our customers through their demonstrated commitment to quality service.

In summary, with the many strengths within our organization and communities, combined with Council guidance, and a well-developed budget process, we are in a favourable position to maintain and grow quality of life within the Regional Municipality of Wood Buffalo.

Sincerely
Kevin Scoble
Deputy Chief Administrative Officer,
Regional Municipality of Wood Buffalo

MESSAGE FROM THE CHIEF FINANCIAL OFFICER



I am pleased to present the approved 2016 Budget and Financial Plan, *Planning for a Sustainable Future in Dynamic Times*. The theme of the budget identifies with the current economic climate and set the tone for budget deliberations.

With Council approval of Strategic Plan 2015 – 2017, *Building a Strong and Resilient Community*, the budget allocates the scarce resources required to implement the Plan.

Although the Fiscal Management Strategy, approved on May 12, 2015, was used as the framework for budget development, the economic climate continued to change subsequent to approval. In response and in the spirit of a resilient community, the budget development process was adapted to ensure that Council was able to make informed decisions that would continue to serve the best interests of the citizens of the Region.

The 2016 budget demonstrated that in order to plan for a sustainable future in dynamic times, the following measures would be necessary:

- 30 vacant staff positions would be eliminated throughout 2016;
- In addition to reductions identified during 2015, a further reduction of \$10M of the operating budget will be identified and a \$20M reduction in the transfer to the Capital Infrastructure Reserve, total budget reduction of \$30M or 4%;
- Staff engagement to identify other areas for savings and further efficiencies;
- Updated population growth projections to determine the timing of capital infrastructure projects to best serve the needs of the Region; and
- The outcomes of the organization/function review, currently underway, will also provide valuable information to allow the Municipality to continuously improve.

Producing a budget of this calibre requires an extensive team effort. The efforts have been recognized with the receipt of the Government Finance Officers Association Distinguished Budget Presentation Award for our five previous submissions. A trend we are certain will continue.

In closing, 2016 will be a year of anticipating how the current economic climate will further impact Municipal operations and the Region. In the true spirit of resiliency, the community will transition from a period of high growth to that of slower, methodical and planned growth. This environment presents significant opportunities for the Region.

Sincerely
Elsie Hutton, CPA, CMA, CLGM
Chief Financial Officer,
Regional Municipality of Wood Buffalo



2016 APPROVED BUDGET

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Budget Discussion and Analysis:

2016 Approved Operating and Capital Budget and Financial Plan Overview

*Planning for a Sustainable Future
in Dynamic Times*

2016 APPROVED BUDGET OVERVIEW

The 2016 budget of **\$962,430,591** consisting of **\$508,687,800** for operating needs and **\$453,742,791** for capital improvement program has been developed under the theme '**Planning for a Sustainable Future in Dynamic Times**'.

The 2016 budget development has been guided by principles of fiscal health; sustainability, flexibility and vulnerability:

- **SUSTAINABILITY** – the degree to which the Municipality can maintain existing programs and meet existing creditor requirements without increasing debt.
- **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.

In the short term, several budget development principles and strategies influenced the 2016 Budget;

- Develop and recommend a balanced budget supported by current revenues.
- Align business plans and budget with the Municipal Development Plan and the 2015 – 2017 Strategic Plan.
- Maintain fiscal stability reserves and debt levels as per applicable policies.
- Provide funding for new infrastructure, maintenance and asset replacement.
- Maintain quality of life programs in place and identify increasing service levels based on benchmarks.
- Maintain competitive compensation and benefits package for Municipal employees.

A number of strategies have been used to address a number of fiscal opportunities for the Municipality within the framework of achieving the fiscal goals in the 2015 – 2017 Fiscal Management Strategy:

- The Municipality has 1,685 approved personnel positions excluding the elimination of 30 vacant FTE positions which will occur throughout 2016. No increase from 2015 due to the economic situation in the Region.
- Continue to utilize the provisions of the fiscal responsibility policy to manage capital budget amendments in a timely manner.
- Expedite efforts to establish appropriate organization structures and service delivery financing models for utilities, recreation and transit services. These efforts are aimed at improving service delivery and also expanding financing options that would increase fiscal capacity in the long-term.

The 2016 Operating Budget and Plan meet the guidelines in the 2015 – 2017 Fiscal Management Strategy:

- Low-Risk – Revenue neutral taxation strategy approved by Council through the 2015 – 2017 Fiscal Management Strategy. This strategy limits property tax revenue growth to new development.
- Debt and debt service limit of 85% of Alberta Regulation 255/2000 of the MGA as set by Council.
- Maintains Capital Infrastructure Reserve and Emerging Issues Reserve at the \$50,000,000 approved minimums. Excess reserves are drawn down in future years to support a predictable taxation strategy.

The 2016 Operating Budget is balanced at \$830,708,200

	2013 Actual	2014 Actual	2015 Budget	2015 Projection*	2016 Budget	2017 Financial Plan	2018 Financial Plan
REVENUE							
Taxes	547,300,474	630,114,876	691,549,962	688,477,480	719,888,300	747,022,100	759,330,100
Grants in lieu-taxes	912,925	722,107	767,260	727,955	772,500	780,200	788,200
Sales to other Governments	2,960,403	3,280,699	3,573,100	3,394,100	3,469,600	3,484,600	3,496,100
Sales of goods & services	65,011,597	62,849,435	62,727,100	54,597,628	56,132,700	57,115,000	57,780,500
Other Revenue from Own Services	116,618,919	60,975,040	42,825,200	35,141,590	34,469,200	35,098,300	35,748,000
Grants	14,938,974	23,934,465	15,134,500	22,370,686	14,827,400	14,777,400	14,827,400
Other Transfers	811,360	411,018	42,000	192,569	157,500	199,000	200,100
TOTAL	\$ 748,554,652	782,287,640	816,619,122	804,902,009	829,717,200	858,476,600	872,170,400
EXPENSES							
Salaries, Wages & Benefits	178,487,271	189,168,739	233,737,107	229,690,030	261,310,200	269,734,100	282,898,600
Contracted & General Services	129,111,543	137,289,252	133,485,434	135,157,648	104,567,600	107,523,900	109,497,100
Purchases from Governments	22,877,551	23,387,184	24,867,100	24,392,600	28,147,800	28,770,800	30,208,500
Materials, Good, Supplies & Utilities	28,147,658	27,606,698	35,551,839	32,736,899	39,998,300	40,660,600	41,426,500
Small Equipment & Furnishings	3,823,437	4,414,089	6,045,100	4,956,209	3,239,500	3,285,300	3,345,600
Transfers & Grants	37,600,302	36,896,518	34,454,600	40,956,931	40,028,300	41,698,900	43,309,100
Financial Services Charges	44,169,977	33,943,015	31,200,900	36,538,715	30,307,300	30,953,200	29,357,100
Other Expenses	13,421,895	11,323,842	813,700	2,301,145	1,088,800	1,086,900	1,115,700
TOTAL	\$ 457,639,632	464,029,338	500,155,780	506,730,177	508,687,800	523,713,700	541,158,200
Operating Surplus	290,915,020	318,258,302	316,463,342	298,171,832	321,029,400	334,762,900	331,012,200
Contribution to Capital	220,601,530	269,713,713	285,499,020	285,499,020	320,212,900	333,852,500	330,065,800
Transfer to Reserve	16,026,106	43,367,291	31,789,322	33,165,570	1,807,500	1,851,200	1,888,000
Transfer from Reserve	7,808,051	14,093,667	825,000	21,192,778	991,000	940,800	941,600
SURPLUS/(DEFICIT)*	\$ 62,095,436	19,270,965	-	700,019	-	-	-

* Projections as of September 30, 2015.

Note: Surplus in 2013 and 2014 due to non-cash transactions such as depreciation, gains and losses on disposals and contributed assets.

BALANCED BUDGET RECONCILIATION

REVENUE	\$	EXPENSES	\$
Total Revenue	829,717,200	Total Expenses	508,687,800
Transfer from Reserve	991,000	Transfer to Reserve	1,807,500
		Subtotal	510,495,300
		Contribution to Capital	320,212,900
BALANCED BUDGET	830,708,200		830,708,200



OPERATING REVENUE

The approved 2016 operating budget revenues represent a 1.6% growth over the 2015 approved operating budget. No significant revenue growth is anticipated between the 2015 projected outturn and the 2016 approved operating revenue. Individual revenue items are projected to record varying assumptions. Property tax revenue is projected to grow by 4.5% over 2015 amended budget. This growth in operating revenue is driven largely by new construction.

Revenue summaries within this document provide trend analysis and discussion of each revenue category.

OPERATING EXPENSE

The approved 2016 operating budget expenses represent a 1.7% growth over the 2015 approved operating budget and a 0.4% increase over the 2015 projected year-end. The budget to budget growth is a result of successes in staff recruitment and retention, and increase in grants to community groups. The budgetary growth is in line with the assumptions in the 2015 – 2017 Fiscal Management Strategy relative to organization cost growth and inflation.

Highlights in the approved 2016 operating budget include the following;

- Expand service levels for snow removal that will result in additional coverage of residential and rural areas;
- Increase grants to local community groups; and
- General increases in existing contracts for services provided to the Municipality.

Expenditure summaries within this document provide trend analysis and discussion of each expenditure category.

CAPITAL BUDGET

The 2016 approved capital budget is balanced at \$453,742,791 representing a 25% increase from the 2015 approved capital budget. This increase can be attributed to a realignment of administrative and Council priorities to ensure resource capacity—internal, external and financial—is not exceeded. The focus for the 2016 approved capital budget is to complete projects started in prior years and to limit new projects to core projects that meet Council's priorities within the resource capacity.

CAPITAL BUDGET FUNDING SOURCES	2016	2017	2018
Grants	38,995,275	24,000,000	18,000,000
Capital Infrastructure Reserve*	362,720,894	228,952,234	105,649,119
Debentures	51,707,690	44,978,400	2,000,000
Offsite Levy / Developer Charges	318,932	-	-
TOTAL	\$453,742,791	\$297,930,634	\$125,649,119

CAPITAL BUDGET USES OF FUNDS	2016	2017	2018
Public Facilities	259,833,690	204,117,634	127,530,000
Recreation & Culture	52,090,902	29,893,000	9,180,000
Transportation	141,818,199	63,920,000	2,076,000
TOTAL	\$453,742,791*	\$297,930,634	\$138,786,000

*Does not include the approved capital grant of \$10,500,000 for Willow Square Aging in Place facility for 2016.

A number of capital projects have been identified to be funded through public private partnerships or alternative capital finance arrangements, most of which are utility-related projects. Additional work will be undertaken to evaluate each possible alternative financing arrangement and the subsequent impact on debt levels. Once finalized, each project will then be brought forward for Council consideration and approval. A policy on alternative capital finance was developed and approved by Council on March 26, 2013.

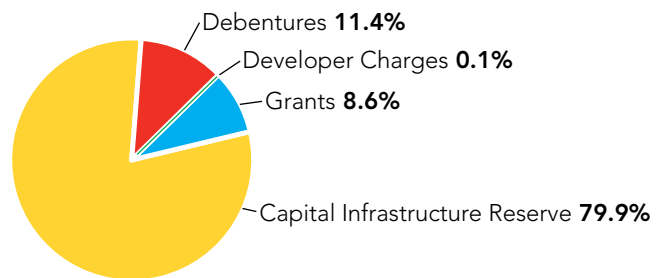


The 2016 capital budget contains 89 projects: 45 new single year, 10 new multi-year, and 34 continuing multi-year projects. The same list is categorized as 57 public facilities, 18 recreation and culture, and 14 transportation projects.

For the 2016 capital budget, 79.9% of total financing will come from reserves, 11.4% from debt, 8.6% from grants and 0.1% from levies/developer charges.

2016 CAPITAL BUDGET FUNDING SOURCES

\$453,742,791



Note: The capital budget section in this document provides further details on the 2016 capital budget and 2017-2021 capital plan.



2016 ECONOMIC OUTLOOK FOR RMWB

The Regional Municipality of Wood Buffalo (Municipality) continues to depend on the Rural Non-Residential Property tax class for the majority of tax revenue. The Municipality remains cognizant of cost and other operating pressure faced by all tax payers in the Region.

Interest in the Region is still active and the Municipality receives numerous information requests and visits from potential investors and developers. Given the present economic conditions the Region has experienced an influx of new businesses and services that contribute to the development of the local economy. Following the very successful 2015 Western Canada Summer Games, optimism exists for the Region to secure future sporting events that will enhance the overall economic impact.

A decline of 1.2 percent in the real Gross Domestic Product (GDP)* is a result of a decline in oil prices. This has affected support services including but not limited to wholesale and retail sales, transportation and warehousing and construction. Bitumen production and export continues to be strong.

Predictions are that economy growth in the Region will remain weak. This will have an impact on housing starts, which in turn have an impact on other support industries. There is some indication that employment growth will be positive in 2016.

An offset is that some oil sands construction projects are moving ahead, despite the market

Weak global demand and geopolitical forces depressing crude prices are expected to hamper growth in the Wood Buffalo economy over the next couple of years. They are not expected to disrupt most projects already underway or those that have cleared regulatory and financing stages, but they will lead to a slowdown in the primary and utilities and the manufacturing sectors that will spill over into the services sector as well. The current low crude oil prices are having major impact on oil industry across the Region with impact on future project expansions on hold or outright cancellation. This may result in flat property tax revenue for the Municipality from 2018 onwards with little or no revenue on new construction growth. The Municipality experienced significant increases in revenue from new construction in previous years and the trend is unlikely after 2018.

The Region is currently experiencing significant impact on population projections as a result of drop in oil prices and its impact on jobs and properties following job cuts from oil industry and cancellation of some projects by the major players in oil sands industry.

*source: Wood Buffalo Quarterly Economic Outlook 4th Quarter 2015 The Conference Board of Canada

2016 APPROVED OPERATING BUDGET, 2017 AND 2018 FINANCIAL PLAN

REGIONAL MUNICIPALITY OF WOOD BUFFALO

	2016 Approved Budget	2017 Plan	2018 Plan	2016 to 2017 Change	Change %	2017 to 2018 Change	Change %
REVENUE							
Taxes	719,888,300	747,022,100	759,330,100	27,133,800	4	12,308,000	2
Grants In Lieu-Taxes	772,500	780,200	788,200	7,700	1	8,000	1
Sales to Other Governments	3,469,600	3,484,600	3,496,100	15,000	0	11,500	0
Sales of Goods & Services	56,132,700	57,115,000	57,780,500	982,300	2	665,500	1
Other Revenue from Own Services	34,469,200	35,098,300	35,748,000	629,100	2	649,700	2
Conditional Grants	14,827,400	14,777,400	14,827,400	(50,000)	0	50,000	0
Other Transfers	1,148,500	1,139,800	1,141,700	(8,700)	(1)	1,900	0
Total Revenues	830,708,200	859,417,400	873,112,000	28,709,200	3	13,694,600	2
EXPENSES							
Salaries, Wages & Benefits	261,310,200	269,734,100	282,898,600	8,423,900	3	13,164,500	5
Contracted & General Services	104,567,600	107,523,900	109,497,100	2,956,300	3	1,973,200	2
Purchases from Governments	28,147,800	28,770,800	30,208,500	623,000	2	1,437,700	5
Materials, Goods, Supplies & Utilities	39,998,300	40,660,600	41,426,500	662,300	2	765,900	2
Small Equipment & Furnishings	3,239,500	3,285,300	3,345,600	45,800	1	60,300	2
Transfers & Grants	41,835,800	43,550,100	45,197,100	1,714,300	4	1,647,000	4
Financial Service Charges	30,307,300	30,953,200	29,357,100	645,900	2	(1,596,100)	(5)
Other Expenses	1,088,800	1,086,900	1,115,700	(1,900)	(0)	28,800	3
Total Expenses	510,495,300	525,564,900	543,046,200	15,069,600	3	17,481,300	3
Excess Revenue over Expenditures	320,212,900	- 333,852,500	330,065,800	- 13,639,600	4	(3,786,700)	(1)
Transfer for Capital Purposes	320,212,900	- 333,852,500	330,065,800	- 13,639,600	4	(3,786,700)	(1)
Net Change - Surplus/(Deficit)	-	-	-	-	-	-	-

2016 APPROVED OPERATING BUDGET - DEPARTMENTAL FINANCIAL SUMMARY

DEPARTMENTS	Revenue	%	Expenses	%	2016 Approved Operating Budget	2016 Approved FTEs
EXECUTIVE OFFICES (Incl. Mayor & Council)	\$		\$		\$	
Mayor & Council	-		1,719,000		(1,719,000)	2.0
Chief Administrative Officer	-		952,400		(952,400)	3.0
Municipal Auditor	-		2,004,700		(2,004,700)	8.0
Communications & Stakeholder Relations	9,000		7,098,900		(7,089,900)	30.0
Deputy Chief Administrative Office	-		706,900		(706,900)	3.0
Legal & Legislative Services	34,000		9,044,400		(9,010,400)	22.0
TOTALS	43,000	0%	21,526,300	4%	(21,483,300)	68.0
CORPORATE SERVICES						
Office of the Executive Director & CFO	-		512,700		(512,700)	2.0
Assessment & Taxation	331,000		5,097,700		(4,766,700)	28.0
Financial Services	880,500		12,870,300		(11,989,800)	72.5
Human Resources	155,000		14,770,200		(14,615,200)	53.0
Information and Advisory Services	-		30,335,400		(30,335,400)	88.0
Supply Chain Management	100,000		6,535,600		(6,435,600)	47.0
TOTALS	1,466,500	0%	70,121,900	14%	(68,655,400)	290.5
COMMUNITY AND PROTECTIVE SERVICES						
Office of the Executive Director	-		492,400		(492,400)	2.0
Community Services	6,622,500		55,386,200		(48,763,700)	69.0
First Nation and Métis Nation Relations	-		1,295,300		(1,295,300)	6.0
Municipal Law Enforcement & RCMP Support Services	6,904,400		52,562,600		(45,658,200)	174.0
Regional Emergency Services	10,513,200		43,721,900		(33,208,700)	214.0
TOTALS	24,040,100	3%	153,458,400	30%	(129,418,300)	465.0
INFRASTRUCTURE AND ENGINEERING						
Office of the Executive Director	-		469,400		(469,400)	2.0
Engineering	6,000		18,773,600		(18,767,600)	66.0
Environmental Services	50,665,300		72,174,300		(21,509,000)	254.0
Public Works	1,713,300		78,195,700		(76,482,400)	239.5
Sustainable Operations	-		3,527,800		(3,527,800)	18.0
Transit Services	2,938,300		35,724,200		(32,785,900)	161.0
TOTALS	55,322,900	7%	208,865,000	41%	(153,542,100)	740.5
PLANNING AND REGIONAL DEVELOPMENT						
Office of the Executive Director	-		610,200		(610,200)	2.0
Economic Development	108,000		2,451,400		(2,343,400)	11.0
Land Administration	650,000		8,693,300		(8,043,300)	14.0
Planning & Development	5,464,000		13,727,100		(8,263,100)	87.0
Strategic Analysis & Forecasting	-		1,635,100		(1,635,100)	7.0
TOTALS	6,222,000	0%	27,117,100	5%	(20,895,100)	121.0
CORPORATE FINANCE	742,622,700	90%	27,599,100	6%	715,023,600	-
Operating Surplus (Deficit)	829,717,200	100%	508,687,800	100%	321,029,400	1,685.0
Contribution to Capital	-		320,212,900		(320,212,900)	-
Transfer to Reserve	-		1,807,500		(1,807,500)	-
Transfer from Reserve	991,000		-		991,000	-
SURPLUS / (DEFICIT)	830,708,200		830,708,200		-	1,685.0
					*2015 APPROVED FTEs	1,685.0

*This excludes the elimination of 30 vacant FTEs in 2016 as approved by Council on December 8, 2015, since Administration will be identifying vacant positions throughout 2016.

2016 APPROVED OPERATING BUDGET SUMMARY BY DIVISION

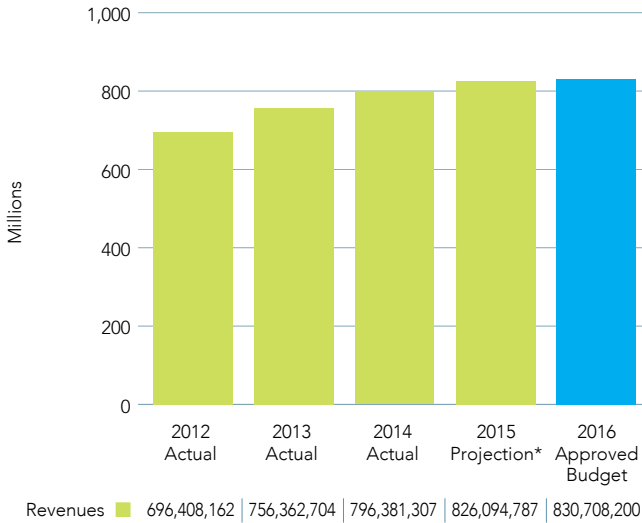
REGIONAL MUNICIPALITY OF WOOD BUFFALO	Executive Offices (incl. Mayor & Council)	Corporate Services	Community & Protective Services	Infrastructure & Engineering	Planning & Regional Development	2016 Approved Operating Budget
	\$	\$	\$	\$	\$	\$
REVENUES						
Taxes	-	719,529,500	-	358,800	-	719,888,300
Grants in Lieu - Taxes	-	772,500	-	-	-	772,500
Sales to Other Governments	-	-	248,200	3,221,400	-	3,469,600
Sale of Goods & Services	43,000	453,900	3,854,100	51,617,200	164,500	56,132,700
Other Revenue from Own Services	-	23,333,300	4,982,900	95,500	6,057,500	34,469,200
Conditional Grants	-	-	14,797,400	30,000	-	14,827,400
Other Transfers	-	-	157,500	-	-	157,500
TOTAL REVENUES	43,000	744,089,200	24,040,100	55,322,900	6,222,000	829,717,200
EXPENSES						
Salaries, Wages & Benefits	11,448,600	49,566,700	70,617,700	111,993,400	17,683,800	261,310,200
Contracted & General Services	9,813,700	14,667,400	9,986,400	61,062,800	9,037,300	104,567,600
Purchases from Governments	-	-	27,544,700	600,000	3,100	28,147,800
Materials, Goods, Supplies & Utilities	245,700	1,009,500	4,811,300	33,591,000	340,800	39,998,300
Small Equipment & Furnishings	18,300	1,236,800	377,600	1,599,700	7,100	3,239,500
Transfers & Grants	-	66,400	39,961,900	-	-	40,028,300
Financial Service Charges	-	30,242,900	1,300	18,100	45,000	30,307,300
Other Expenses	-	931,300	157,500	-	-	1,088,800
TOTAL EXPENDITURES	21,526,300	97,721,000	153,458,400	208,865,000	27,117,100	508,687,800
Operating Surplus (Deficit)	(21,483,300)	646,368,200	(129,418,300)	(153,542,100)	(20,895,100)	321,029,400
RESERVE TRANSFERS						
Contribution to Capital	-	(320,212,900)	-	-	-	(320,212,900)
Transfer to Reserve	-	(1,807,500)	-	-	-	(1,807,500)
Transfer from Reserve	-	991,000	-	-	-	991,000
SURPLUS/(DEFICIT)	(21,483,300)	325,338,800	(129,418,300)	(153,542,100)	(20,895,100)	-

2016 APPROVED OPERATING BUDGET RECONCILIATION

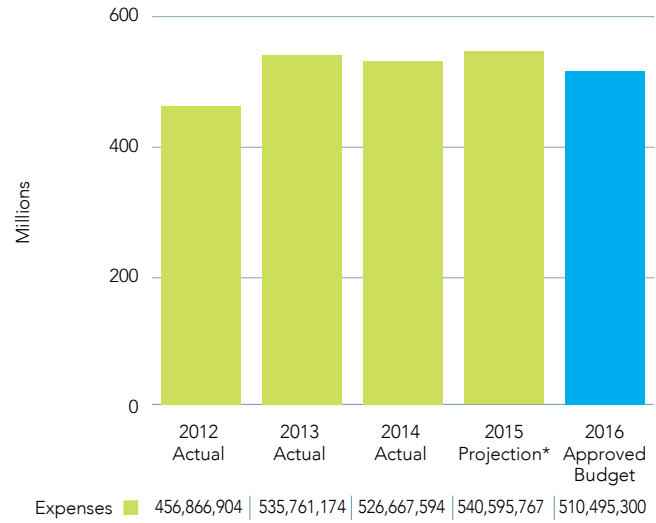
TOTAL REVENUES PRIOR TO TRANSFER FROM RESERVE	829,717,200
Transfer from Reserve	991,000
TOTAL APPROVED REVENUES	830,708,200
TOTAL EXPENSES PRIOR TO TRANSFERS TO RESERVE	508,687,800
Transfer from Reserve	1,807,500
TOTAL APPROVED EXPENSES	510,495,300
Contribution to Capital	320,212,900
TOTAL APPROVED OPERATING BUDGET	830,708,200

2012 - 2016 REVENUES AND EXPENSES TRENDS

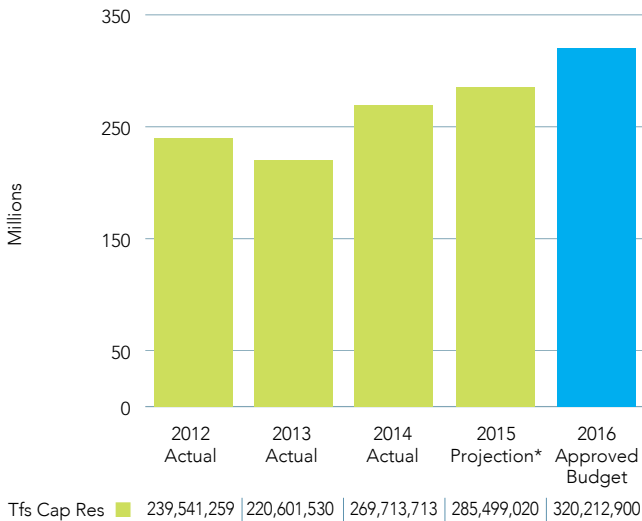
REVENUES 2012 - 2016



EXPENSES 2012 - 2016



TRANSFERS TO CAPITAL RESERVES 2012 - 2016



*2015 Projection is as of September 30, 2015

Financial Summaries:

Revenue Summaries 2012 - 2016

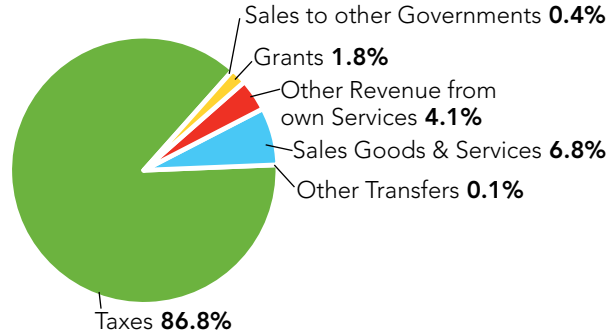
REVENUE SUMMARIES

The Regional Municipality of Wood Buffalo has six major sources of revenue: Taxes, Sales to Other Governments, Sales of Goods and Services, Other Revenue from Own Services, Grants, and Other Transfers. The 2016 approved operating budget total revenue is \$830,708,200.

	2016 Approved Budget	%
Taxes	720,660,800	86.8
Sales to Other Governments	3,469,600	0.4
Sales of Goods & Services	56,132,700	6.8
Other Revenue From Own Services	34,469,200	4.1
Grants	14,827,400	1.8
Other Transfers	1,148,500	0.1
	\$ 830,708,200	100

2016 APPROVED OPERATING BUDGET \$830,708,200

WHERE DOES THE MONEY COME FROM?

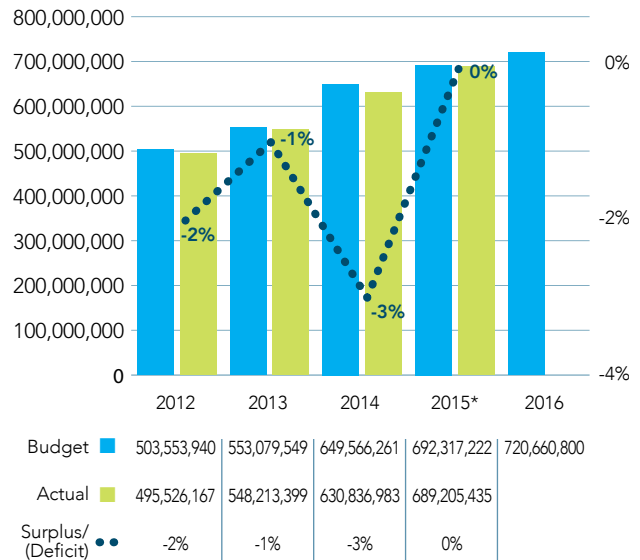


TAXES

The projected 2016 tax revenue is \$720,660,800 which accounts for 86.8% of total revenue and represents a 4% increase from the 2015 budget.

The projected increase in taxes is a result of new assessment growth as projected in the 2015-2017 Fiscal Management Strategy. No property tax rate increases in 2016 are assumed in this budget. Property tax revenue was reduced by 4% during the budget deliberations on December 8, 2015; this represents a deviation from revenue neutral plus new construction growth methodology. Council sets the effective property tax rates for each budget year prior to the tax due date of June 30th.

TAXES 2012 - 2016



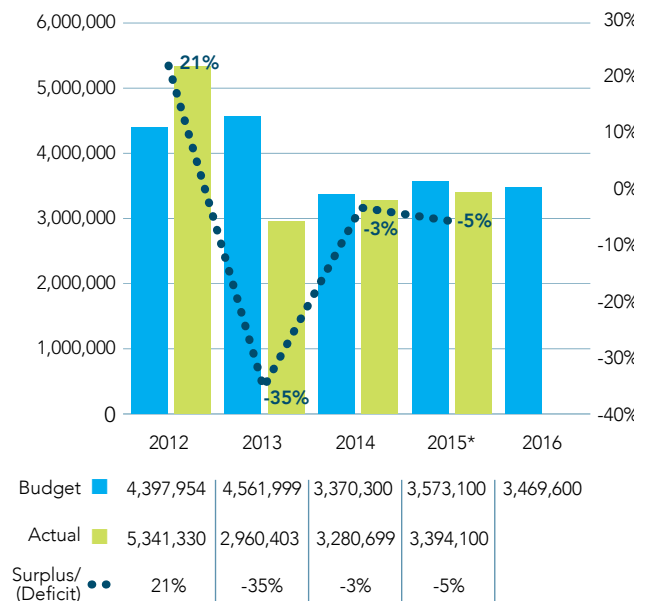
Taxes includes Property Taxes and Grants in-lieu of Taxes
*2015 Actual refers to Projections as of September 30, 2015

SALE TO OTHER GOVERNMENTS

Sales to Other Governments include revenue arising from transactions between the Municipality and other public entities, mostly in the form of reimbursements of actual spending.

The 2016 budget is \$3,469,600 which accounts for 0.4% of the total revenue and a decrease of 3% from the 2015 budget.

SALES TO OTHER GOVERNMENTS 2012 - 2016



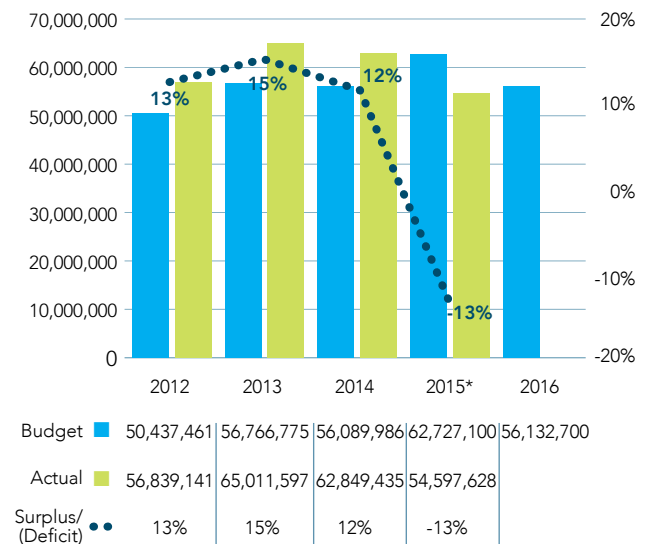
*2015 Actual refers to Projections as of September 30, 2015

SALES OF GOODS AND SERVICES

The 2016 approved budget is \$56,132,700. This represents 6.8% of total revenue and a decrease of 11% from the 2015 budget due to the economic downturn the Region is currently experiencing.

The major items in this category include utilities, ambulance fees, community programs and facility fees.

SALES OF GOODS AND SERVICES 2012 - 2016



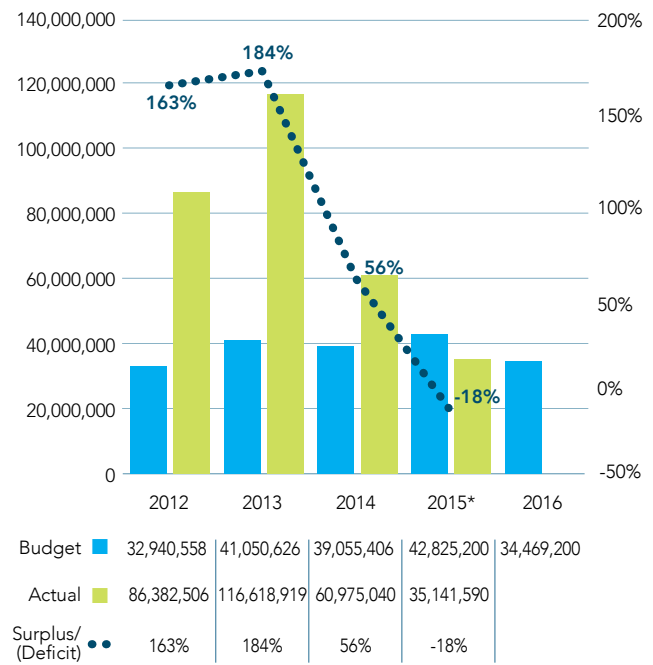
*2015 Actual refers to Projections as of September 30, 2015

OTHER REVENUE FROM OWN SERVICES

The approved 2016 budget is \$34,469,200, which represents 4.1% of total revenue and a decrease of 20% from the 2015 budget due to economic downturn. The major items in this category include all investment income, franchise fees, permits, fines and penalties.

Contributed assets are included in this category and are responsible for the spikes in actuals for 2012 and 2013, and are difficult to estimate. Contributed assets are not generally included in the budget.

REVENUE FROM OWN SERVICES 2012 - 2016



*2015 Actual refers to Projections as of September 30, 2015

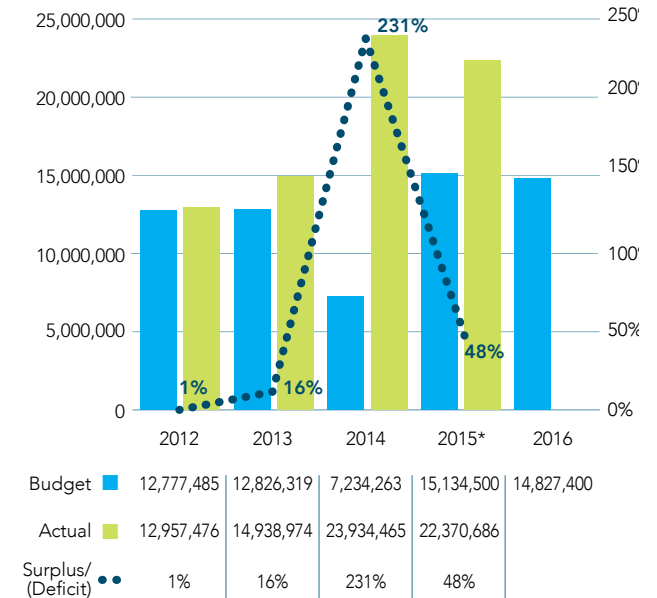


GRANTS

Grants are amounts received from other levels of government, federal and provincial, to support operating programs. The approved 2016 budget is \$14,827,400, which is 1.8% of total revenue and a 2% decrease over the 2015 budget.

Variances in this category are indicative of grants that the Municipality receive 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.

GRANTS 2012 - 2016



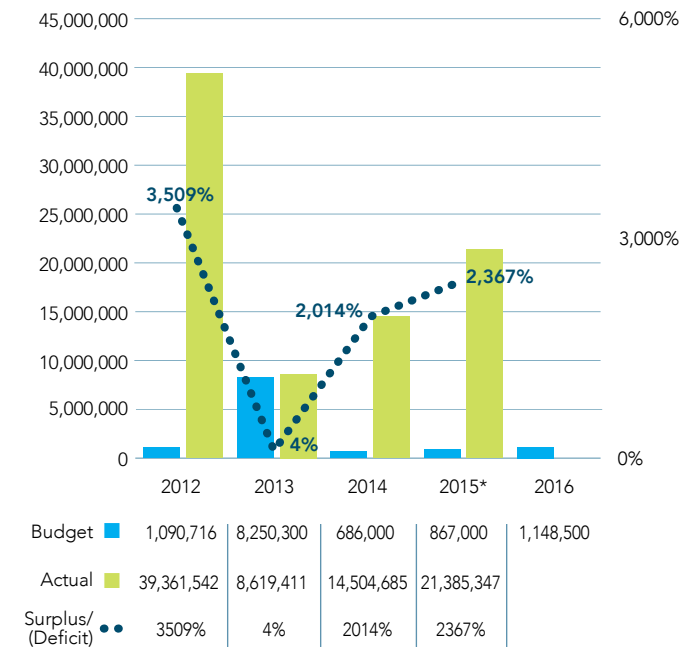
*2015 Actual refers to Projections as of September 30, 2015

OTHER TRANSFERS

The approved budgeted transfer from reserves in 2016 is \$1,148,500 which accounts for 0.1% of the total revenue. This category includes transfer from reserves and internal charges.

The significant variances between budgets and actuals are transfers from reserves to cover costs of programs not completed in the year they were budgeted for. Budget funds are carried forward to the next budget year.

OTHER TRANSFERS 2012 - 2016



*2015 Actual refers to Projections as of September 30, 2015



Financial Summaries:

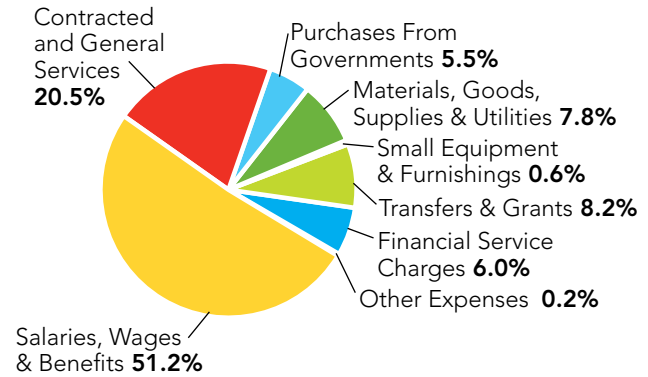
Expense Summaries 2012 - 2016

EXPENSES SUMMARIES

The Regional Municipality of Wood Buffalo has eight expense categories: Salaries, Wages and Benefits; Contracted and General Services; Purchases from Governments; Materials, Goods, Supplies and Utilities; Small Equipment and Furnishings; Transfers and Grants; Financial Service Charges and Other Expenses. The 2016 approved operating budget expenses total \$830,708,200 including transfer to the Capital Infrastructure Reserve.

2016 APPROVED OPERATING BUDGET \$830,708,200

WHERE DOES THE MONEY GO?



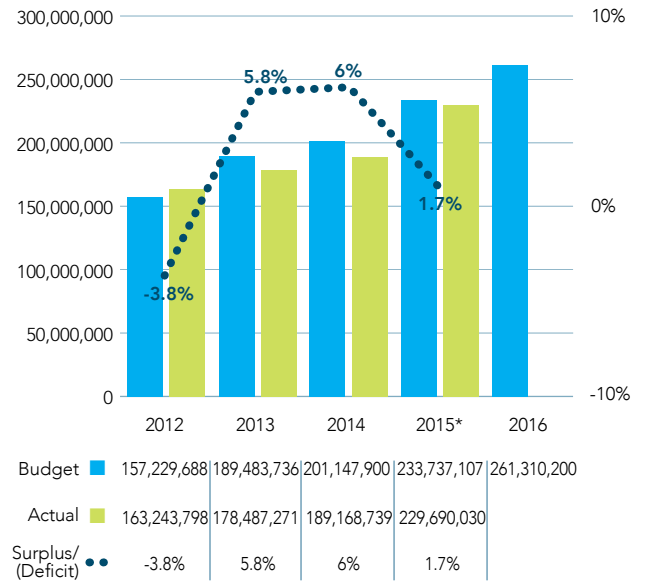
	2016 Approved Budget	%
Salaries, Wages and Benefits	261,310,200	51.2
Contracted and General Services	104,567,600	20.5
Purchases from Governments	28,147,800	5.5
Materials, Goods, Supplies & Utilities	39,998,300	7.8
Small Equipment & Furnishings	3,239,500	0.6
Transfers and Grants	41,835,800	8.2
Financial Service Charges	30,307,300	6.0
Other Expenses	1,088,800	0.2
Subtotal	\$ 510,495,300	100
Contribution to Capital	320,212,900	
TOTAL	\$ 830,708,200	



SALARIES, WAGES AND BENEFITS

2016 Salaries, Wages and Benefits budget accounts for 51.2% of total operating expenses and represents a 12% increase from the 2015 budget. There are no new positions approved in the 2016 budget. The 2016 budget does not consider the elimination of vacant FTE positions as approved by the Council on December 8, 2015. A detailed discussion is provided in the personnel summaries section of this budget document.

SALARIES WAGES AND BENEFITS 2012 - 2016

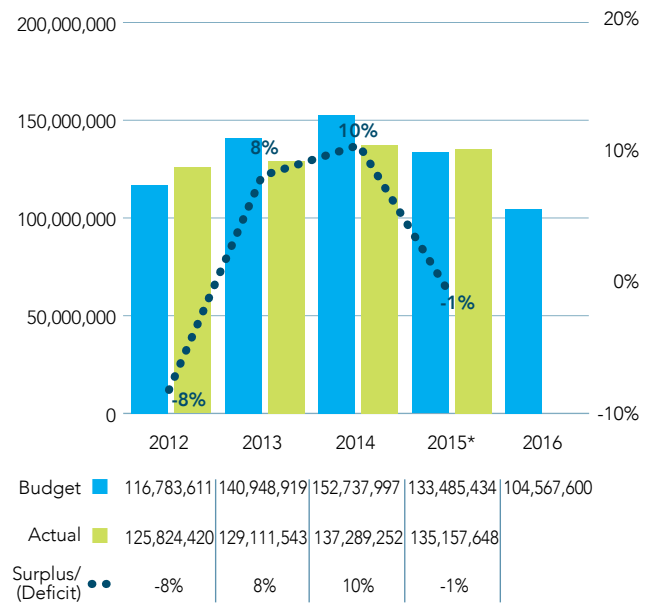


*2015 Actual refers to Projections as of September 30, 2015

CONTRACTED AND GENERAL SERVICES

Contracted and General Services budget in 2016 is \$104,567,600. This accounts for 20.5% of the total operating budget and represents a 22% decrease from the 2015 budget. The decrease is a result of ongoing efforts to decrease reliance on external contractors by bringing services such as Transit Services, Animal Control, Victims' Services and Safety Codes in-house. Details and analysis for Contracted and General Services can be found in the charts on the right.

CONTRACTED AND GENERAL SERVICES 2012 - 2016



*2015 Actual refers to Projections as of September 30, 2015

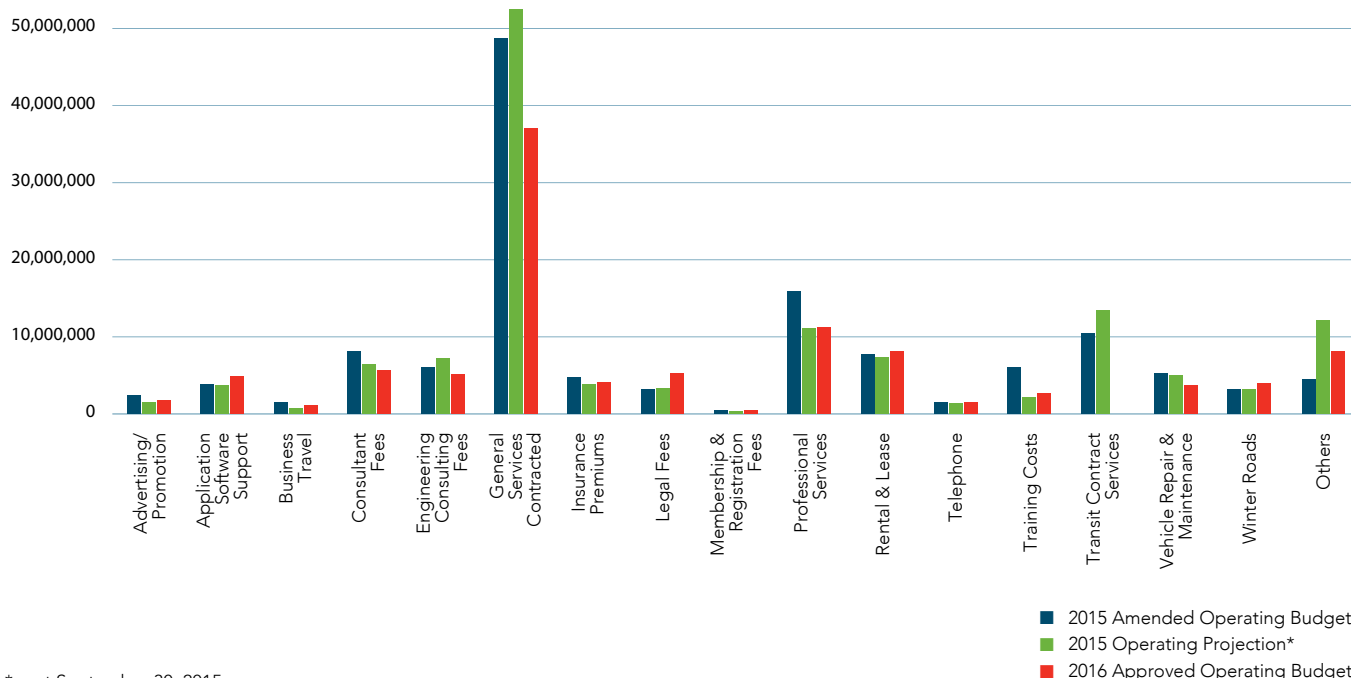


2015 AMENDED TO 2016 APPROVED BUDGET ANALYSIS FOR CONTRACTED AND GENERAL SERVICES

	2014 Operating Actuals	2015 Amended Operating Budget	2015 Operating Projection*	2016 Approved Operating Budget	Change 2015 Amended Operating Budget Vs 2016 Approved Operating Budget	
	\$	\$	\$	\$	\$	%
CONTRACTED & GENERAL SERVICES						
Advertising/Promotion	1,654,112	2,447,250	1,467,200	1,714,000	(733,250)	(30)
Application Software Support	3,390,529	3,770,300	3,716,811	4,853,900	1,083,600	29
Business Travel	812,009	1,500,900	685,049	1,111,300	(389,600)	(26)
Consultant Fees	3,272,076	8,092,250	6,431,260	5,706,900	(2,385,350)	(29)
Engineering Consulting Fees	2,139,810	6,003,000	7,168,490	5,075,000	(928,000)	(15)
General Services-Contracted	53,134,267	48,691,365	52,439,563	37,049,500	(11,641,865)	(24)
Insurance Premiums	4,196,503	4,787,472	3,787,018	4,112,100	(675,372)	(14)
Legal Fees	7,603,674	3,200,000	3,350,000	5,200,000	2,000,000	63
Membership & Registration Fees	389,998	447,850	348,684	441,900	(5,950)	(1)
Professional Services	9,458,003	15,933,750	11,109,184	11,212,300	(4,721,450)	(30)
Rental & Lease	7,481,287	7,672,200	7,311,525	8,085,900	413,700	5
Telephone	2,210,811	1,473,540	1,298,110	1,482,800	9,260	1
Training Costs	2,882,783	6,080,480	2,188,250	2,709,700	(3,370,780)	(55)
Transit Contract Services	24,471,273	10,505,769	13,453,145	-	(10,505,769)	(100)
Vehicle Repair & Maintenance	3,647,449	5,216,637	5,059,616	3,760,400	(1,456,237)	(28)
Winter Roads	2,943,694	3,171,300	3,171,300	3,950,000	778,700	25
Others	7,600,976	4,491,371	12,172,443	8,101,900	3,610,529	80
Total	137,289,252	133,485,434	135,157,648	104,567,600	(28,917,834)	(22)

* as at September 30, 2015

GENERAL AND CONTRACTED SERVICES COMPARISON GRAPH



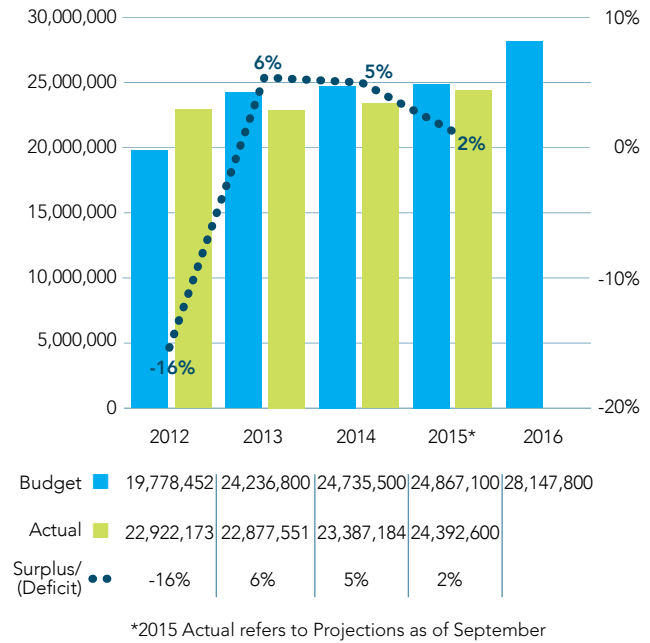
* as at September 30, 2015

PURCHASES FROM GOVERNMENTS

Purchases from Governments are comprised of transactions between the Municipality and other public agencies. A significant portion of these costs (98%), relate to the RCMP contract.

2016 Purchases from Governments budget is \$28,147,800. This accounts for 5.5% of the total operating budget and represents a 13% increase from the 2015 budget. The increase is mainly driven by annualization of costs for 20 RCMP members who were partially funded in 2015 as the positions were unlikely to be filled.

PURCHASES FROM GOVERNMENTS 2012 - 2016

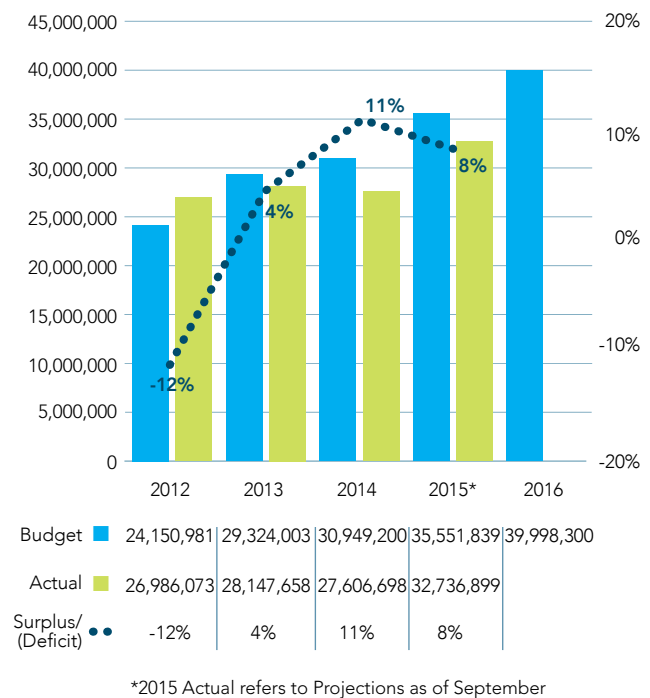


MATERIALS, GOODS, SUPPLIES AND UTILITIES

Materials, Goods, Supplies and Utilities budget for 2016 is \$39,998,300. This accounts for about 7.8% of the total operating budget and represents a 13% increase from the 2015 budget. The increase is mainly driven by operating and maintenance costs for bringing Transit Services in-house, offset by a reduction in Contracted and General Services.

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 and lubes, equipment and parts, chemicals and salts, natural gas and electricity.

MATERIALS, GOODS, SUPPLIES AND UTILITIES 2012 - 2016

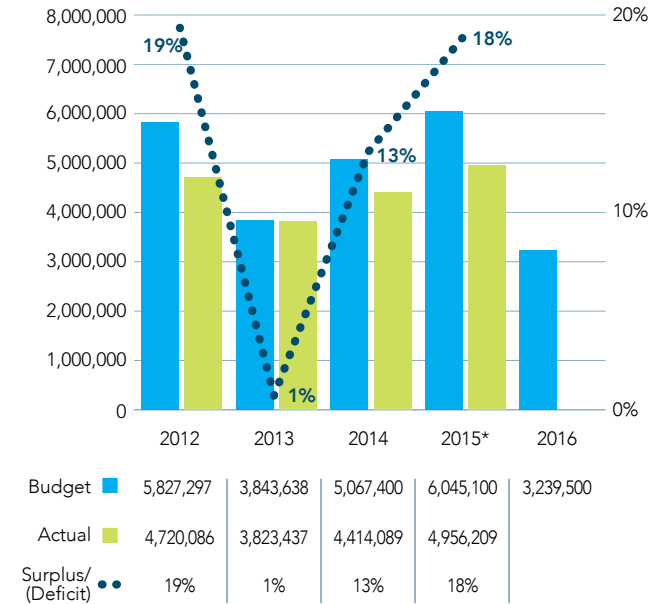


SMALL EQUIPMENT AND FURNISHINGS

The budget for Small Equipment and Furnishings in 2016 is \$3,239,500. This accounts for 0.6% of the total operating budget and represents a 46% decrease from the 2015 budget. The decrease is mainly driven by a significant reduction in water meter purchases as the majority of replacements occurred in 2015.

Acquisition of office furniture and small equipment is included in this expense category.

SMALL EQUIPMENT AND FURNISHINGS 2012 - 2016

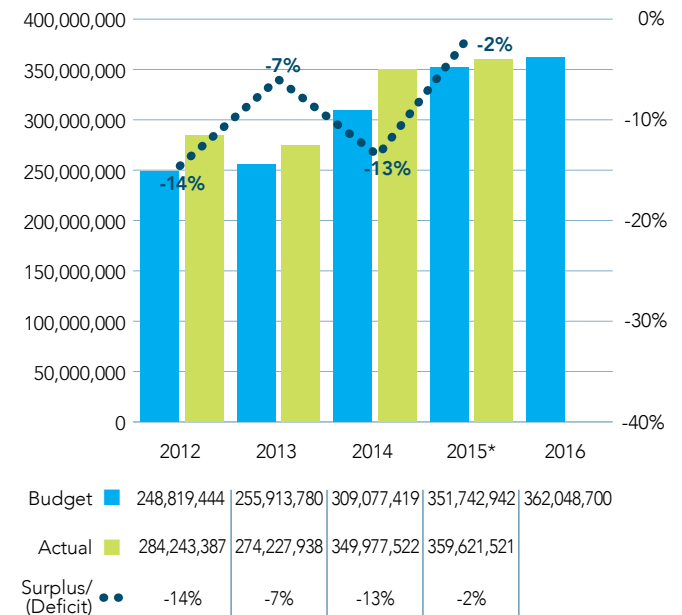


*2015 Actual refers to Projections as of September

TRANSFERS AND GRANTS

Included in this category are transfers of \$320,212,900 to the Capital Infrastructure Reserve and other Transfers and Grants of \$41,835,800 or 8.2% of the operating expense budget. The \$41,835,800 is primarily grant funding to community organizations.

TRANSFERS AND GRANTS 2012 - 2016

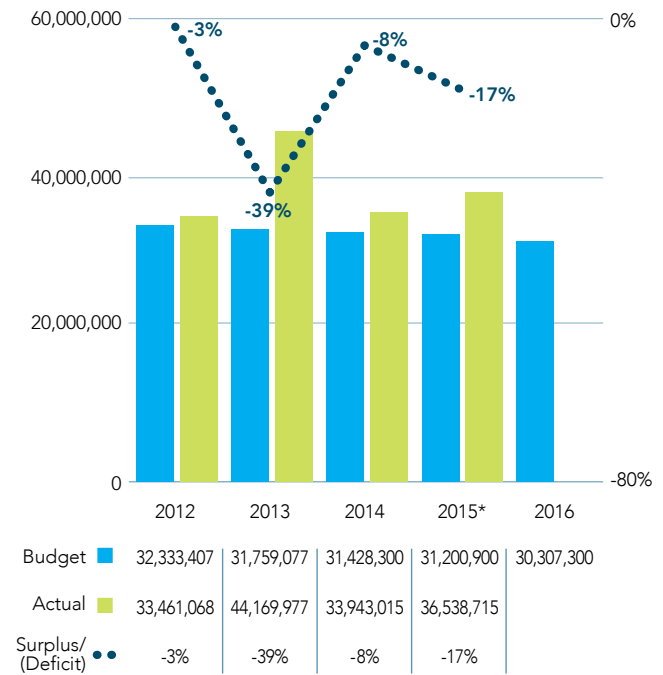


*2015 Actual refers to Projections as of September

FINANCIAL SERVICE CHARGES

Financial Service Charges accounts for approximately 6.0% of the total operating expense budget in 2016 and represents a 3% decrease from the 2015 budget. The major items included in this category are debt payments (interest and principal) and bank charges. A detailed discussion of debt and debt service is provided in the debt summaries section of this budget overview.

FINANCIAL SERVICE CHARGES 2012 - 2016



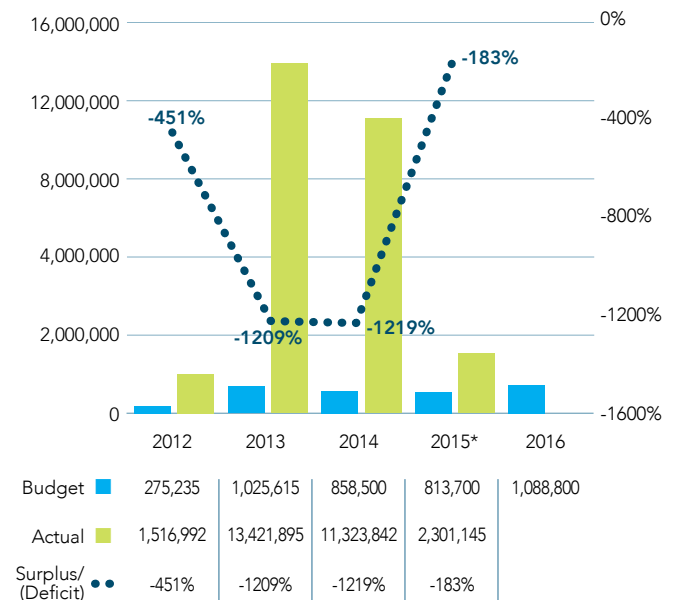
*2015 Actual refers to Projections as of September

OTHER EXPENSES

Allowance for bad debts, inventory shrinkage, and internal charges are recorded in this category and account for 0.2% of the 2016 budgeted expenses.

Tax Adjustment Appeal expenses are responsible for the spike in actuals for 2013 and 2014.

OTHER EXPENSES 2012 - 2016



*2015 Actual refers to Projections as of September

Financial Summaries:

Personnel Summary 2012 - 2016

PERSONNEL SUMMARIES

The Regional Municipality of Wood Buffalo is committed to being an employer of choice that develops a self-motivated and empowered workforce to achieve its strategic goals and provide efficient and effective service to its residents. The organization values training and development of its employees, with an emphasis on safety, wellness, and performance excellence in the workplace.

OVERVIEW

The Regional Municipality of Wood Buffalo has 1,685 approved Full Time Employee (FTE) positions excluding elimination of 30 vacant FTEs in 2016 as per Council motion of December 8, 2015.¹ As of the end of the third quarter of 2015, the Municipality had an occupancy rate of 92 percent.²

The 1,655 (net of 30 vacant FTEs) approved FTEs for 2016 is inclusive of Transit Services staff brought in-house in May 2015.

The budget includes funding for negotiated union agreements and annualized salaries, wages and benefits for all positions.

The Municipality recognizes the benefits of a systematic allocation and control of human resources. There are no



new FTE requests for 2016. Requests for FTEs continue to be accommodated within existing approved positions by assessing the business need for long-term vacancies and reallocating vacant positions within business units as required. An evaluation of need is considered for all existing positions. Approved staffing levels meet current levels of service.

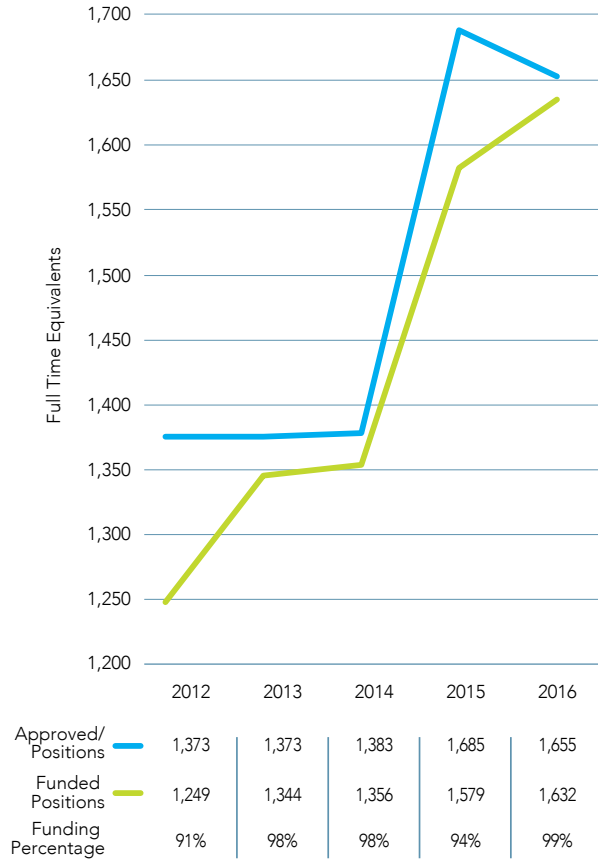
The Municipality will continue to meet the service needs of its residents while maintaining existing approved positions. 2016 funding levels have been reviewed against 2015 trends and have been budgeted based on hiring and occupancy plans. Of the authorized 1,655 FTEs, 1,632 FTEs are funded in 2016. This includes full funding for filled positions and partial funding for vacancies and reallocated positions in accordance with the 2016 Budget Preparation Guidelines.

¹ Authorized FTEs are those positions approved by Council. The 2015 Approved Budget included 1,542 approved FTEs. In the second quarter of 2015, Transit Services joined the Municipality increasing the 2015 authorized FTE positions to 1,685.

² The above occupancy figures do not include temporary and student positions utilized to meet seasonal operations or temporary work/projects.

The graph below shows the position control and funding trend from 2012 to 2016:

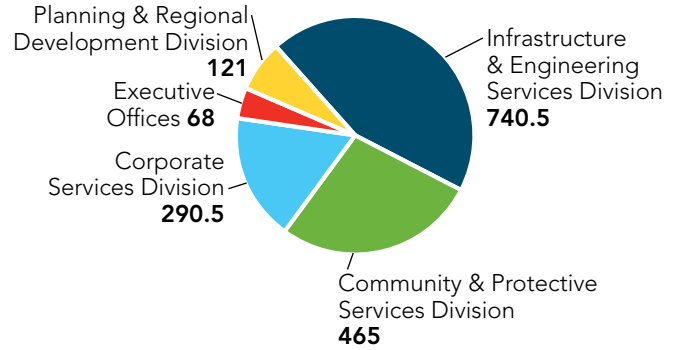
POSITION CONTROL AND FUNDING 2012 - 2016



As a result of ongoing efforts to decrease reliance on contracted services, during 2015, services such as: Victim's Services, Safety Codes, Animal Control and Transit Services were brought in-house, resulting in an increase of 302 FTE positions in 2015 compared to 2014. There are no new FTE requests in 2016, and a further reduction of 30 vacant FTEs will occur during 2016.

The 1,685 FTE positions (prior to the elimination of 30 vacant FTEs) are distributed among the operating and support areas as follows:

APPROVED PERSONNEL POSITIONS FULL TIME EMPLOYEES TOTAL: 1,685*

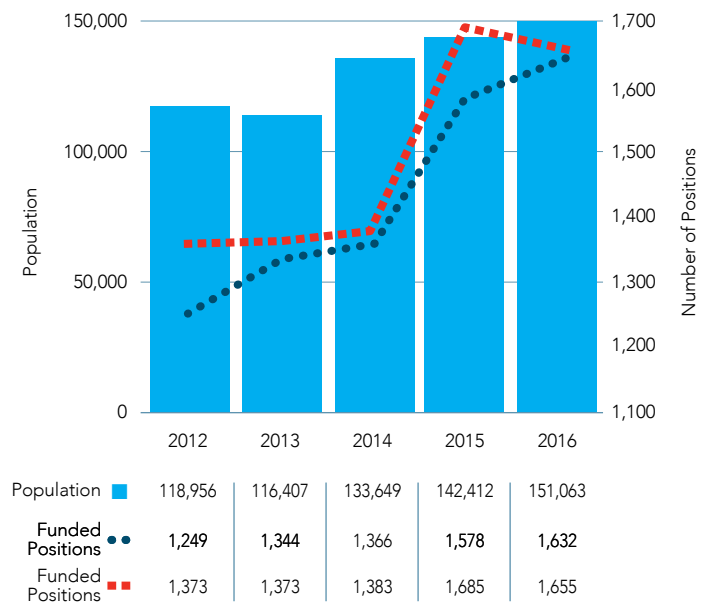


* The above number excludes the elimination of 30 vacant FTEs in 2016 as approved by Council on December 8, 2015.

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 2012 - 2016

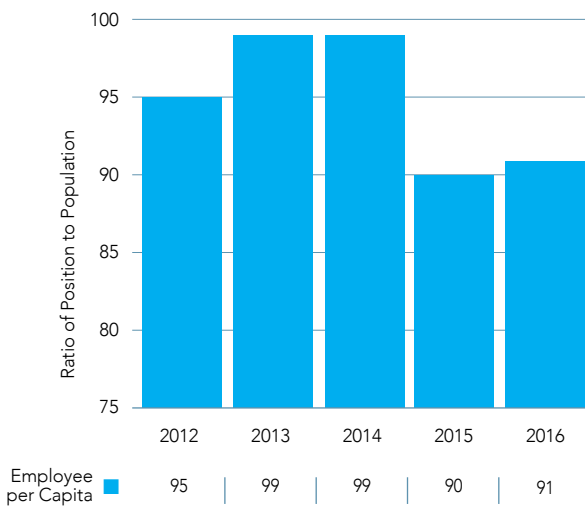


Population data provided by RMWB Planning & Development - Population Projection Report; utilized for budget development purposes only. 2015 and 2016 population is a projection and includes shadow population. 2015 funded positions includes additional 143 FTE positions for Transit Services. Subject to revision when 2015 Census results are released by the Province.

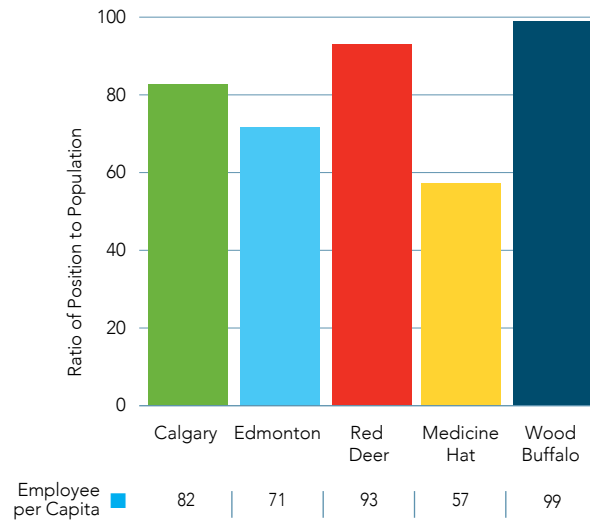
EMPLOYEE PER CAPITA

A benchmark measure that is used to evaluate relative workload per employee is the ratio of employee count to total population. In 2012, the Municipality had a ratio of 1:95 or 1 funded employee for every 95 residents³. In recent years, the Municipality's ratio has improved and in 2015 was 1:90. The projected ratio for 2016 is 1:91. Employee per capita ratio can also be used to evaluate the size of total employees in an organization relative to other organizations. The chart on the right is a comparison of the employee to population ratios for 2013 in selected Municipalities.

EMPLOYEE PER CAPITA 2012 - 2016



2013 SELECT CITIES EMPLOYEE PER CAPITA



Comparatively, in 2013, the Regional Municipality of Wood Buffalo had a ratio of funded FTE positions to population of 1:99. This was within trend in relation to selected Municipalities; however, this measure is critical and yet contextual.

- The comparison is based on 2013 official population and employee counts published by Alberta Municipal Affairs. For the Regional Municipality of Wood Buffalo, the official population number is significantly lower in comparison to Municipal population records; therefore, Municipal population data has been used instead.
- 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 labour 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 labour market and talent mobility or lack of, as well as, reorganization and realignment within an organization.

³ For the years 2012 to 2016, the Municipality's funded FTE figures have been used to calculate the position per capita ratio. This figure is more indicative of actual occupancy.

2016 PERSONNEL BUDGET

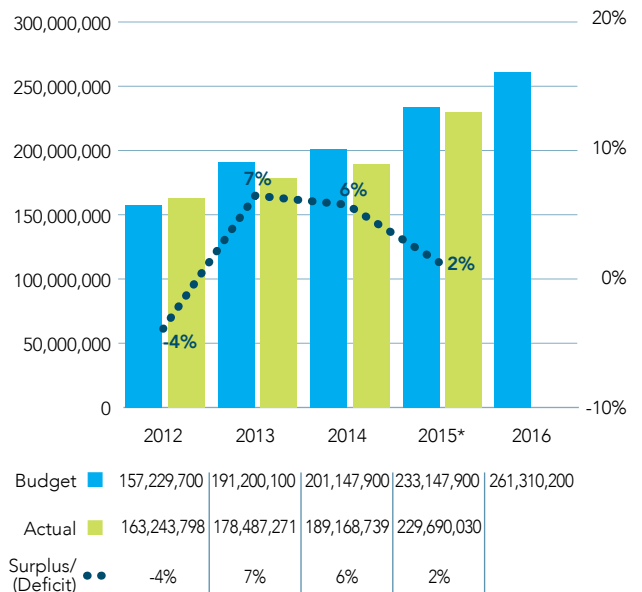
The approved 2016 personnel budget is \$261,310,200. This represents 51.2% of the Municipality's 2016 operating budget, as well as a 12% increase over the 2015 approved budget. The increase is attributed to:

- 2016 Salaries, Wages and Benefits increases; Provisions for wage increases for CUPE and IAFF staff are in accordance with each collective agreement. Exempt staff salary increases are based on performance, as per the exempt compensation plan and have been budgeted under a contingency. Furthermore, the current collective agreements for IAFF and CUPE expire in December 31, 2016 and 2017 respectively, provisions for wage increase forecast for 2017 and 2018 have been budgeted in contingency for IAFF while similar provisions for CUPE is for 2018 only.
- Funding for outstanding vacant positions has been included based on planned occupancy and in accordance with the 2016 Budget Development Principles.

The 2016 personnel budget also includes funding for 67 temporary positions and 130 students to address short term work or projects and seasonal operations.

The following graph indicates personnel budget performance from 2012 to 2016.

SALARIES WAGES AND BENEFITS 2012 -



*2015 actuals are projections as of September 30, 2015.

*2015 budget amended to include Transit budget.

The Municipality has experienced challenges regarding its personnel budget to manage perennial vacancies and the resultant surpluses. Contributing factors include:

- **Union Agreements:** Union contract provisions have directed preference to internal candidates. While recruiting from within has many advantages, it needs to be balanced. If an internal candidate is successful, their placement creates a vacancy. 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.

PERSONNEL CHANGES IN 2016

2016 BUDGET DEVELOPMENT PRINCIPLES

The Municipality analyzed the contributing factors to favourable personnel budget and actual cost variances in the past three (3) budgets, and as a result a number of considerations have been incorporated in developing the 2016 personnel budget:

- **Improved Position Control:** During 2015, the Municipality's Workforce Management – Position Control Procedure was reviewed and updated. The procedure provides a means of effective control over the total number of FTEs and their distribution within the Municipality. It also provides guidelines and a structured process on the establishment of new positions.

During the 2016 budgeting process, long term vacancies and their business need were also reviewed which resulted in some positions being reallocated between business units.

- **Consistent Budgeting Model:** A consistent approach that aligns budget provisions to hiring delays is now in place. The business need for vacant positions have been critically reviewed and partially funded where applicable based on estimated 2016 hiring dates, 2015 occupancy trends, and in accordance with the 2016 Budget Preparation Guidelines.

2016 PERSONNEL BUDGET PRESSURES

As an employer, the Municipality does experience certain upward budgetary pressures related to personnel benefits. Critical to mention is the Health and Dental contributions.

Despite the organization rationalization in 2011, as well as strategies put in place to address a structural vacancy rate, the Municipality continues to experience increased demand for services and infrastructure. The subsequent KPMG audit of the Municipality has introduced organizational realignment which has helped to position the Municipality to identify opportunities to further decrease reliance on contracted services and achieve cost savings. To balance increased needs with position control, a review of staffing requirements was completed. The review resulted in vacant positions being reallocated across departments sanctioning the Municipality's stance on a reduction of 30 vacant FTEs during the course of 2016 without jeopardizing an efficient and effective service delivery to residents.

Financial Summaries:

Debt and Debt Management Summaries 2012 - 2016

DEBT AND DEBT MANAGEMENT SUMMARY

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 1.5x revenue and 0.25x revenue for debt service. Regional Municipality of Wood Buffalo's debt limit is set at 2x revenue and debt service limit is set at .35x 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 the Alberta Debt Limit Regulation (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 preserves 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 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, unless a more attractive loan arrangement is available from another acceptable lender (Policy FIN. 120).

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 the year-end actual and projected debt levels for the Regional Municipality of Wood Buffalo:

ACTUAL DEBT AND COMMITTED DEBT

Year	Actual Debt	Actual Debt %	Committed Debt**	Committed Debt %
2012	347,350,484	27.1%	731,686,994	57.1%
2013	332,247,146	23.7%	973,140,075	69.4%
2014	317,005,111	20.5%	937,121,106	60.5%
*2015	301,240,819	19.4%	988,551,494	63.8%
*2016	285,538,481	17.7%	1,024,556,846	63.7%
*2017	269,423,471	16.2%	1,053,420,236	63.5%
*2018	253,143,164	14.2%	1,039,139,929	58.5%

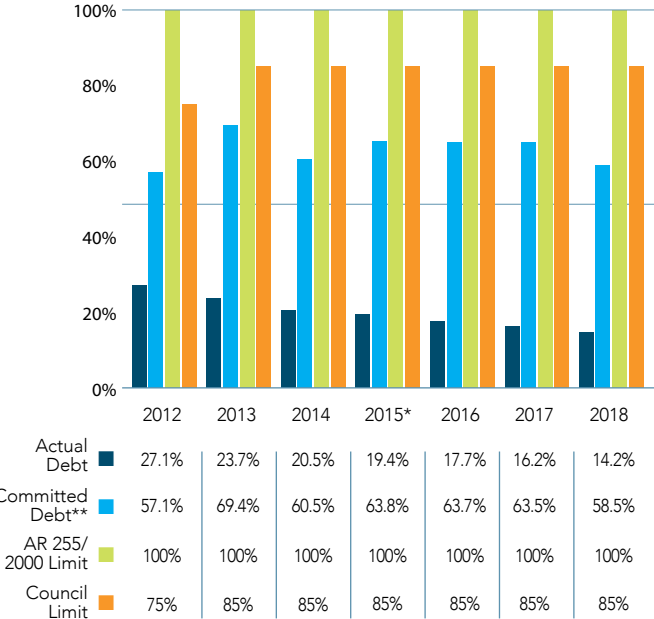
* 2015 actuals are as at December 31, 2015 unless otherwise stated, other years 2016-2018 are projections.
 ** The above figures for committed debt excludes new debenture funded projects for 2016 and future years.

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.

Note:

The data above assumes no actual debt drawn for 2016. This position will be reevaluated during 2016 and incorporate any financial impact in the 2016 - 2018 Fiscal Management Strategy (FMS). 2016 and beyond Committed Debt is reduced from the 2015 amended budget by 8% due to cancelled projects.

DEBT LIMIT



*2015 revenue was calculated based on September 30, 2015 projections.

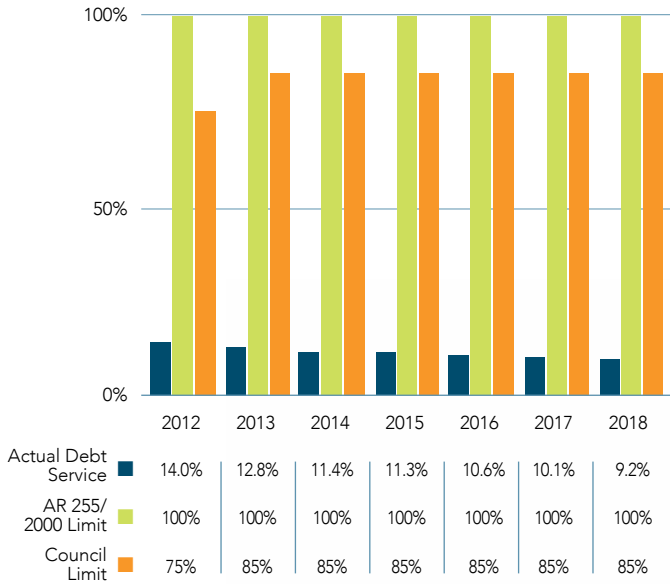
**Committed debt is based on 2015 approved budget

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

2016 DEBT AND DEBT SERVICE CHANGES

DEBT SERVICE LIMIT PERCENTAGE OF REVENUE



The 2016 debt funding requirements will be determined after the projects are prioritized. Associated debenture bylaws will be brought forward for Council consideration subsequent to the approval of the 2016 capital budget.

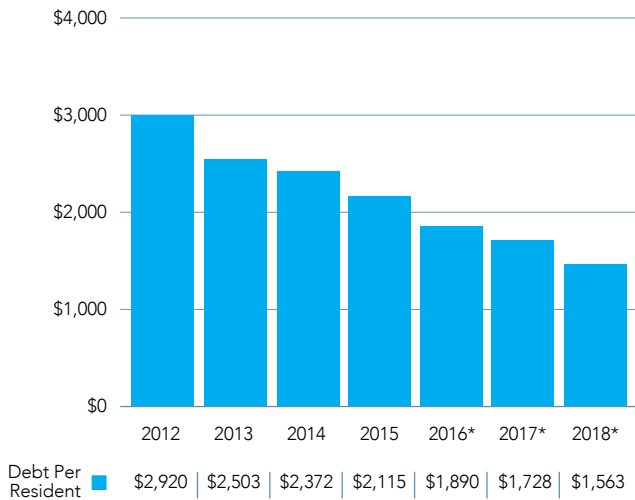
In both limits, debt amount and debt service, the Regional Municipality of Wood Buffalo has committed to levels significantly lower than legal limits. The debt the Municipality has incurred has all been invested in tangible capital assets. Over time, once the infrastructure gap is significantly reduced, less debt financing will be required. More resources at that point will be required for asset maintenance.



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

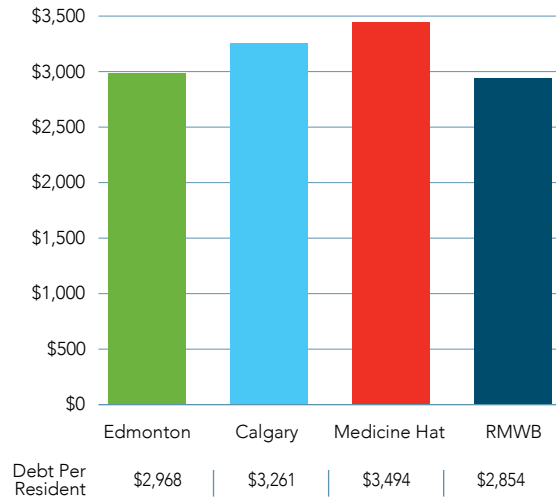


* Debt per resident for year 2016, 2017 and 2018 is based on projections. Population data is based on 2012 Municipal Census.

Debt per resident is a ratio of debt to total population. 2012 onwards debt per resident is shown as decreasing which is a function of population growth and debt repayment.

Comparatively in 2013, the graph above right compares a select group of Cities and Municipalities' debt per capita. The most current published data on Alberta Municipal Affairs website is as at 2013.

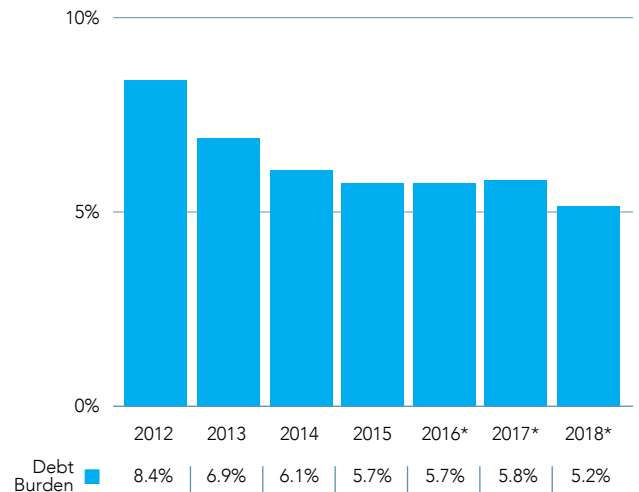
2013 DEBT PER RESIDENT SELECTED CITIES



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



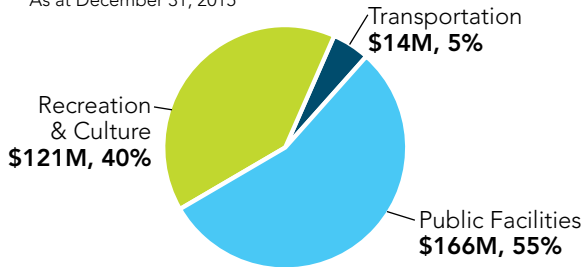
* Debt per resident for year 2016, 2017 and 2018 is based on projections.

Actual debt burden has averaged 6% of total expenses between 2012 and 2015 and is projected to continue at 6%.

2015 ACTUAL/COMMITTED DEBT OVERVIEW

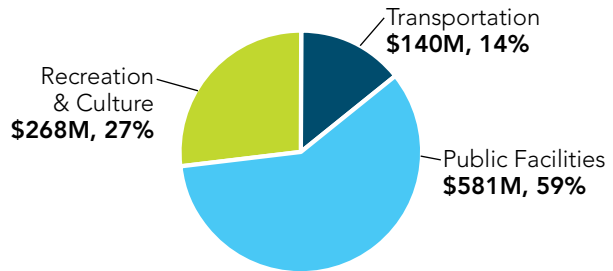
ACTUAL DEBT - \$301 MILLION

As at December 31, 2015



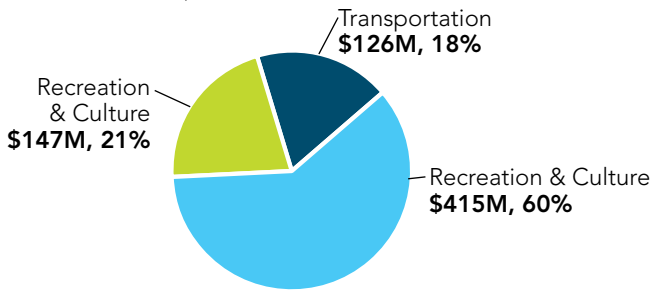
COMMITTED DEBT - \$989 MILLION

As at December 31, 2015



UNDRAWN DEBT - \$688 MILLION

As at December 31, 2015





REGIONAL MUNICIPALITY
OF **WOOD BUFFALO**



**SOUTH OPERATIONS
CENTER**



TRANSIT SERVICES



FIRE HALL #5

MAXIMUM
15
SPEED

Divisional Overviews

Divisional Summaries:

- 63** Chief Administrative Officer and Reporting Departments
- 69** Deputy Chief Administrative Officer and Reporting Departments
- 74** Corporate Services Division
- 85** Community and Protective Services Division
- 96** Infrastructure and Engineering Division
- 111** Planning and Regional Development Division

Divisional Summaries:

CHIEF ADMINISTRATIVE OFFICER AND REPORTING DEPARTMENTS

Division Mandate

The Chief Administrative Officer (CAO) is the administrative head of the Municipality hired by Council. He is responsible for ensuring that the policies and programs of the Municipality are implemented and advises and informs Council on the operation and affairs of the Municipality. The CAO performs the duties and functions and exercises the powers assigned to him by the Municipal Government Act and other enactments or assigned by Council (CAO By-law).

The CAO's Office is supported by the Office of the Deputy Chief Administrative Officer and is comprised of the following departments:

- I. Communications and Stakeholder Relations
- II. Municipal Auditor

DIVISION PROFILE

COMMUNICATIONS AND STAKEHOLDER RELATIONS

The Communications and Stakeholder Relations Department is responsible for maintaining the Municipality's corporate image, providing strategic communications counsel, public relations, advertising, media relations, issues management, stakeholder management, creative services, web content development and management, and providing communication services during Emergency Operations Centre activations. The department ensures that information relating to the Municipality is strategic, tied to organizational goals, and easily accessible to residents and employees.

MUNICIPAL AUDITOR

The Municipal Auditor assists the Municipality in accomplishing its objectives by bringing a systematic and disciplined risk-based approach to evaluate and improve the integrity and effectiveness of the Municipality's systems of risk management and control for governance, management and operational functions.

The department includes two branches. Each branch, within its own area of expertise, supports the Municipality in balancing risks and reward.

i. Enterprise Risk Management

Enterprise Risk Management (ERM) focuses on enabling the Organization to effectively deal with uncertainty and associated risk and opportunity, thereby enhancing the capacity of the corporation to build value.

ii. Compliance & Control

Compliance and Control is essentially the internal audit function of the Municipality. Internal auditing is defined by the Institute of Internal Auditors as "an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes."

MAJOR 2016 INITIATIVES

COMMUNICATIONS AND STAKEHOLDER RELATIONS

Communications and Stakeholder Relations provides support to all strategic initiatives by helping other Municipal departments communicate information (internally and externally) and seeks feedback from all types of stakeholder vis-à-vis Municipality projects and plans.

The department as a whole supports Strategic Plan 1: "Building a Responsible Government", however, we support program areas in their achievement of all strategic plan goals.

MUNICIPAL AUDITOR

The Municipal Auditor contributes to all Strategic Initiatives and has committed to providing assurance on the implementation of Council policies across the Municipality.

The Compliance and Control Branch provides the internal audit function, which enhances and protects organizational value by providing risk-based and objective assurance, advice, and insight.

The Enterprise Risk Management function supports the Corporate Governance framework of the Regional Municipality of Wood Buffalo.



FINANCIAL SUMMARY

DIVISIONAL OPERATING BUDGET SUMMARY

CAO DIVISION	2015 Amended Operating Budget	2015 Operating Projection*	2016 Approved Operating Budget	Change 2015 Amended Operating Budget vs 2016 Approved Operating Budget		Change 2015 Operating Projection vs 2016 Approved Operating Budget	
	(a)	(b)	(c)	(a) to (c)	(a) to (c)	(b) to (c)	(b) to (c)
	\$	\$	\$	\$	%	\$	%
REVENUES							
Property Taxes**	-	-	-	-	-	-	-
Sales To Other Governments	-	-	-	-	-	-	-
Sales Of Goods & Services	305,900	17,200	9,000	(296,900)	(97)	(8,200)	(48)
Other Revenue from Own Services	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-
Other Transfers	-	-	-	-	-	-	-
TOTAL REVENUES	305,900	17,200	9,000	(296,900)	(97)	(8,200)	(48)
EXPENSES							
Salaries, Wages & Benefits	6,775,300	6,285,500	6,306,600	(468,700)	(7)	21,100	0
Contracted & General Services	5,431,100	3,533,306	3,625,400	(1,805,700)	(33)	92,094	3
Purchases from Governments	-	-	-	-	-	-	-
Materials, Goods, Supplies & Utilities	263,600	135,000	111,000	(152,600)	(58)	(24,000)	(18)
Small Equipment & Furnishings	17,600	74,400	13,000	(4,600)	(26)	(61,400)	(83)
Transfers & Grants	-	-	-	-	-	-	-
Financial Service Charges	-	-	-	-	-	-	-
Others	-	-	-	-	-	-	-
TOTAL EXPENSES	12,487,600	10,028,206	10,056,000	(2,431,600)	(19)	27,794	0
Operating Surplus (Deficit)	(12,181,700)	(10,011,006)	(10,047,000)	(2,134,700)	(18)	35,994	(0)
Contribution to Capital	-	-	-	-	-	-	-
Transfer to Reserve	-	-	-	-	-	-	-
Transfer from Reserve	-	461,856	-	-	-	(461,856)	(100)
SURPLUS/(DEFICIT)	(12,181,700)	(9,549,150)	(10,047,000)	(2,134,700)	(18)	497,850	5

* as at September 30, 2015

** Based on approved Property Tax Rate Bylaw; includes Grants in Lieu of Taxes; net of provision for potential appeal losses

CAO DIVISION	Revenues	Expenses	2016 Approved Operating Budget	2016 Approved FTE
	\$	\$	\$	
DEPARTMENTS				
Office of the CAO	-	952,400	(952,400)	3.0
Communications & Stakeholder Relations	9,000	7,098,900	(7,089,900)	30.0
Municipal Auditor	-	2,004,700	(2,004,700)	8.0
Totals	9,000	10,056,000	(10,047,000)	41.0

PERSONNEL SUMMARY

DIVISIONAL FULL TIME EMPLOYEES (FTE) SUMMARY

CAO DIVISION	2015 Approved FTE ¹	2015 Authorized FTE ^{2*}	2015 Filled FTE*	2015 Vacancies*	2015 Projected FTE	2016 Approved New FTE	2016 Approved FTE
DEPARTMENTS							
Office of the CAO	3.0	3.0	2.0	1.0	3.0	-	3.0
Communications & Stakeholder Relations	33.0	30.0	26.0	4.0	30.0	-	30.0
Municipal Auditor	8.0	8.0	8.0	-	8.0	-	8.0
Total	44.0	41.0	36.0	5.0	41.0	-	41.0

* as at September 30, 2015

¹ Approved FTE is a term used to describe the number of permanent positions that have been authorized by Council, as published in the 2015 Approved Budget and Financial Plan. It does not include temporary and student positions.

² Differences between 2015 Approved FTEs and 2015 Authorized FTEs are due to reallocations among branches and/or departments. No increase to the overall approved FTEs occurred at the Municipality in 2015.

CAPITAL BUDGET SUMMARIES

MAJOR CATEGORY	2015 & Prior Actual			2016 Approved Budget \$	2017 - 2021 Plan \$
	Budget \$	Cost* \$	CarryFwd* \$		
Public Facilities	750,000	280,973	469,027	313,928	-
Recreation & Culture	-	-	-	-	-
Transportation	-	-	-	-	-
TOTAL	750,000	280,973	469,027	313,928	-

* cost to date and carry forward estimate as at September 2015

CAPITAL BUDGET SUMMARIES

(continued)

LEGEND:

Project has future capital budget request

2015 AND PRIOR CAPITAL BUDGET

Major Category	Project Name	Financial Update		
		Budget (\$)	Cost* (\$)	Carryfwd (s)
Public Facilities	Council Chamber Technology Upgrade	750,000	280,973	469,027
Public Facilities				
Public Facilities Total		750,000	280,973	469,027
Recreation & Culture		-	-	-
Recreation & Culture Total		-	-	-
Transportation		-	-	-
Transportation Total		-	-	-
GRAND TOTAL		750,000	280,973	469,027

* includes actual and committed costs as at September 2015

LEGEND:

Other than first year of a multiple year project

First year of a preapproved multiple year project - Construction Phase

First year of a multiple year project

Single year project

2016 APPROVED CAPITAL PLAN

Major Category	Project Name	Budget (\$)
Public Facilities	Legislative Management System Replacement	264,000
Public Facilities	Public Engagement Signage	49,928
Public Facilities Total		313,928
Recreation & Culture		-
Recreation & Culture Total		-
Transportation		-
Transportation Total		-
GRAND TOTAL		313,928

Divisional Summaries:

DEPUTY CHIEF ADMINISTRATIVE OFFICER AND REPORTING DEPARTMENTS

Division Mandate

The Office of the Deputy Chief Administrative Officer (DCAO) oversees the operational functions of the Municipality. This includes ensuring alignment of operational efforts with the Municipal Development Plan and the Strategic Plan. During any absence of the Chief Administrative Officer (CAO) the DCAO assumes the responsibilities of the CAO.

The DCAO provides leadership and support to the Executive Leadership Team. The Executive Directors are accountable to DCAO for the delivery of departmental business plans and budgets, as approved by Council.

The DCAO is supported by four Executive Directors: Executive Director for Corporate Services Division/Chief Financial Officer; Executive Director for Public Infrastructure and Engineering Division; Executive Director for Community and Protective Services Division; Executive Director for Planning and Regional Development Division; and, leads the Legal and Legislative Services Department.



DIVISION PROFILE

MAJOR 2016 INITIATIVES

LEGAL AND LEGISLATIVE SERVICES

The Legal and Legislative Services Department serves internal clients within the Municipal organization.

Legal and Legislative Services is comprised of four branches:

i. FOIP

The FOIP branch receives and responds to all requests for records under the Freedom of Information and Protection of Privacy Act and provides training to other departments on the requirements of that legislation.

ii. Legal Services

The Legal Services branch is responsible for all legal support and services required by Council, the CAO, and all Divisions and Departments.

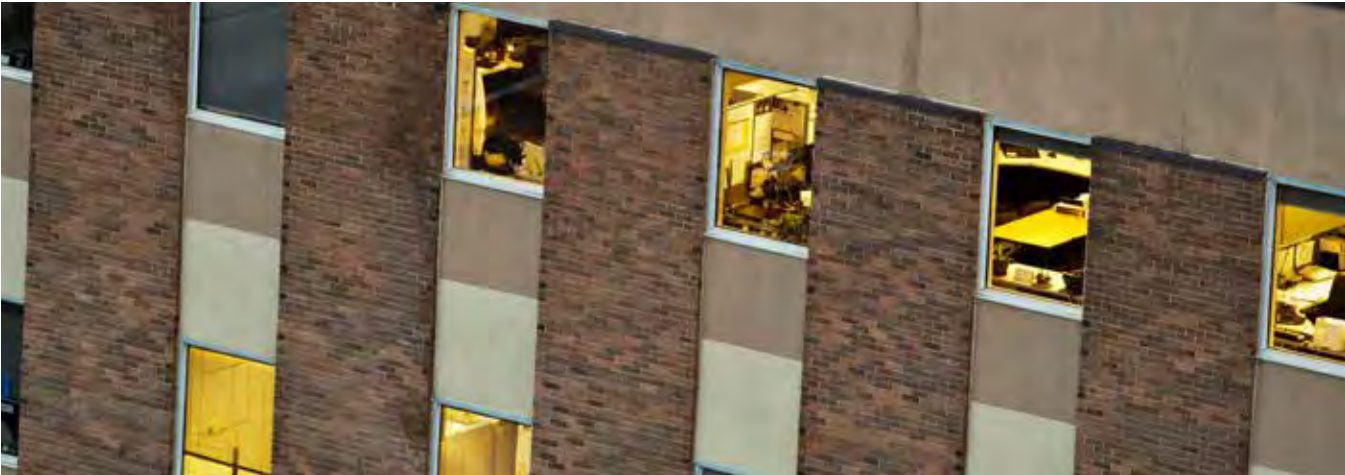
iii. Legislative Services

The Legislative Services branch provides the full range of administrative and legislative support services to Council, Committees, Boards and Quasi- Judicial Tribunals.

iv. Policy and Governance

The Policy and Governance branch provides support to the organization in drafting and managing Council policies and the administrative directives in support of them, as well as administrative procedures.

- Building a Responsible Government
 - o Implement business delivery modes that enhance customer service for residents throughout the Region
 - Improve awareness of and access to services through enhanced website and mobile applications
 - Strengthen system for storage of legal opinions and precedents
 - o Ensure consistency and continuity of Municipal policies and procedures
 - Review the existing policies and procedures
 - Create new policies/procedures where needed



FINANCIAL SUMMARY

DIVISIONAL OPERATING BUDGET SUMMARY

	2015 Amended Operating Budget (a) \$	2015 Operating Projection* (b) \$	2016 Approved Operating Budget (c) \$	Change 2015 Amended Operating Budget vs 2016 Approved Operating Budget (a) to (c) \$ %		Change 2015 Operating Projection vs 2016 Approved Operating Budget (b) to (c) \$ %	
DEPUTY CAO DIVISION							
REVENUES							
Property Taxes**	-	-	-	-	-	-	-
Sales To Other Governments	-	-	-	-	-	-	-
Sales Of Goods & Services	26,500	35,800	34,000	7,500	28	(1,800)	(5)
Other Revenue from Own Services	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-
Other Transfers	-	-	-	-	-	-	-
TOTAL REVENUES	26,500	35,800	34,000	7,500	28	(1,800)	(5)
EXPENSES							
Salaries, Wages & Benefits	4,017,700	3,717,600	4,195,900	178,200	4	478,300	13
Contracted & General Services	3,530,600	3,653,400	5,504,500	1,973,900	56	1,851,100	51
Purchases from Governments	-	100	-	-	-	(100)	(100)
Materials, Goods, Supplies & Utilities	50,000	49,850	46,100	(3,900)	(8)	(3,750)	(8)
Small Equipment & Furnishings	7,500	7,600	4,800	(2,700)	(36)	(2,800)	(37)
Transfers & Grants	-	-	-	-	-	-	-
Financial Service Charges	-	-	-	-	-	-	-
Others	-	-	-	-	-	-	-
TOTAL EXPENSES	7,605,800	7,428,550	9,751,300	2,145,500	28	2,322,750	31
Operating Surplus (Deficit)	(7,579,300)	(7,392,750)	(9,717,300)	2,138,000	28	2,324,550	31
Contribution to Capital	-	-	-	-	-	-	-
Transfer to Reserve	-	-	-	-	-	-	-
Transfer from Reserve	-	500,000	-	-	-	(500,000)	(100)
SURPLUS/(DEFICIT)	(7,579,300)	(6,892,750)	(9,717,300)	2,138,000	28	2,824,550	41

* as at September 30, 2015

** Based on approved Property Tax Rate Bylaw; includes Grants in Lieu of Taxes; net of provision for potential appeal losses

	Revenues \$	Expenses \$	2016 Approved Operating Budget \$	2016 Approved FTE
CORPORATE AND COMMUNITY SERVICES				
DEPARTMENTS				
Office of the Deputy CAO	-	706,900	(706,900)	3.0
Legal & Legislative Services	34,000	9,044,400	(9,010,400)	22.0
TOTALS	34,000	9,751,300	(9,717,300)	25.0

PERSONNEL SUMMARY

DIVISIONAL FULL TIME EQUIVALENTS (FTE) SUMMARY

DEPUTY CAO DIVISION	2015 Approved FTE ¹	2015 Authorized FTE ^{2*}	2015 Filled FTE*	2015 Vacancies*	2015 Projected FTE	2016 Approved New FTE	2016 Approved FTE
DEPARTMENTS							
Office of the Deputy CAO	-	3.0	3.0	-	3.0	-	3.0
Legal & Legislative Services	22.0	22.0	20.0	2.0	22.0	-	22.0
TOTAL	22.0	25.0	23.0	2.0	25.0	-	25.0

* as at September 30, 2015

¹ Approved FTE is a term used to describe the number of permanent positions that have been authorized by Council, as published in the 2015 Approved Budget and Financial Plan. It does not include temporary and student positions.

² Differences between 2015 Approved FTEs and 2015 Authorized FTEs are due to reallocations among branches and/or departments. No increase to the overall approved FTEs occurred at the Municipality in 2015.

Divisional Summaries:

CORPORATE SERVICES DIVISION

Division Mandate

The Corporate Services Division provides service and support to both internal and external customers enabling the Municipality to maximize its effectiveness and potential. The Corporate Services Division is committed to ensuring fiscal stewardship and customer support services in a collaborative, transparent and innovative manner.

The departments within the Corporate Services Division provide a diverse range of support services to the Municipality's operating departments, including financial services, information and advisory services, supply chain management, assessment and taxation, and human resources.

Corporate Services is comprised of the following departments:

- I. Assessment and Taxation
- II. Corporate Finance
- III. Financial Services
- IV. Human Resources
- V. Information and Advisory Services
- VI. Supply Chain Management

A MESSAGE FROM THE EXECUTIVE DIRECTOR

With the approval of the 2015 – 2017 Strategic Plan, Building a Strong and Resilient Community, Corporate Services is poised to support operating departments in the implementation of this Plan. Corporate Services has aligned the Business Plan to support Building Responsible Government.

Corporate Services is mindful of the current economic climate and has tailored the 2016 Budget to provide the greatest value to taxpayers. Guided by the principles of accountability, integrity and transparency, Corporate Services will continue to collaborate and be responsive. In order to do so, departments will continue to engage staff in providing innovative ways to reduce costs while delivering the objectives and projects identified within the Strategic Plan.

A strong focus on employee development will continue within the Learning, Development and Training Policy approved by Council in 2015. The outcomes of the organizational review will also provide valuable perspective in ensuring Corporate Services is operating in an effective and efficient manner.

In closing, Corporate Services is well-positioned to continue to provide a valued contribution in supporting delivery of the 2015 – 2017 Strategic Plan.

Sincerely,

Elsie Hutton
Executive Director
Corporate Services Division

DIVISIONAL PROFILE

ASSESSMENT AND TAXATION

The Assessment and Taxation Department is responsible for the classification and valuation of all property classes within the Municipality. The department is charged with the responsibility of ensuring fair and equitable distribution of taxes in accordance with provincially legislated standards. The department must conduct its business in an open, honest, and transparent manner which demonstrates accountability to the rate payers. The department is also responsible for defending all assessment appeals and rationalizing all values aligned to individual properties.

The Assessment and Taxation Department is comprised of two branches:

I. Assessment

The Assessment branch is mandated by provincial legislation to fairly and equitably assess all property within the Municipality at market value or regulated cost on an annual basis.

II. Taxation

The Taxation branch is responsible for annual tax billing and monitoring the collection of property taxes.

FINANCIAL SERVICES

The Financial Services Department provides financial stewardship based on a commitment to leading practices which are aligned with the Municipality's goals and values. Financial Services discharges its duties and responsibilities in a collaborative, innovative and responsive manner guided by the principles of accountability and transparency.

The Financial Services Department is comprised of the following branches:

FINANCIAL PLANNING

The Financial Planning branch is responsible for establishment, implementation and monitoring of Municipal budgets including tracking budget variances and projections and treasury management.

Treasury function supports an appropriate investment management governance structure, debt and reserve

management, banking relations and cash flow management responsibilities.

ACCOUNTING SERVICES

The Accounting Services branch oversees the transactional processing of accounts receivable, utility billing, collections, front counter services, fixed assets accounting, ledger reconciliations, financial statements reporting, payroll processing and to the external audit process.

INSURANCE SERVICES

The Insurance Services branch is responsible for obtaining insurance products to adequately protect the assets of the Municipality, as well as, risk minimization.

HUMAN RESOURCES

Human Resources Department provides professional Human Resources (HR) services in support of the strategic direction and operational needs of the organization. The departmental Branches and the services they provide are as follows:

I. Health and Safety

- Health and safety programs and injury prevention strategies.
- Disability management and return to work.
- Interpretation and advice on Occupational Health and Safety (OH&S) legislation.
- Short-term, long-term, and Workers' Compensation Board (WCB) claims administration.

II. Labour and Employee Relations

- Interpretation, application and administration of employment law, the collective agreements, and human resources policies and procedures.
- Administration of the collective agreements' grievance/arbitration process and other dispute resolution processes.
- Creation of collective bargaining mandates and negotiation of the collective agreements.
- Labour and employee relations training and first point of contact for the provision of generalist support to individuals responsible for supervising employees.

III. Learning, Development and Training

- Business system, safety and other compliance program development and training.
- Consultation and strategies to support individual and group facilitation.
- Support to departments on curriculum development and delivery strategies.
- Employee and organizational development (including employee feedback and change leadership).
- Needs assessment and development and delivery of systems, safety, and soft skills programs to meet needs.

IV. Recruitment, Systems and Processes

- Recruitment on/off boarding services.
- Personnel file management.
- SAP data entry of personnel and benefits information.
- Position control and organizational structure maintenance.

V. Total Compensation and Benefits

- Compensation strategies and program management.
- Benefits, leaves and pension strategies and administration.
- Strategic HR projects.
- Rewards, recognition, and related attraction retention strategies.

INFORMATION AND ADVISORY SERVICES

The Information and Advisory Services Department is a business advisory and information technology (IT) organizational partner helping to create and support efficient and effective government operations. The department provides business advisory and IT support services that include tools, technology, information and analytics to assist in managing knowledge, meeting regulatory requirements, building internal competencies and improving corporate accountability. The department is responsible for all information technology hardware, business application software, physical communications, information security and availability.

This internal service department provides the following services:

I. IT Governance Services

- Provide strategic and tactical planning in the use of information and advisory services.
- Establish enterprise standards in processes, procedures, business solutions and information technology.

II. Business Engagement

- Strategic and Business planning for the organization.
- Performance measurement of the strategic and business plans.
- Enable decision making by providing real time business information.
- Improve collaboration and decision making by aligning cross departmental processes and sharing of common data.
- Leverage the benefits of common data and core applications.

III. Infrastructure Services

- Provide and maintain a secure, reliable and adaptive infrastructure.
- Proactively optimize throughout, availability and performance.
- Recommend, acquire and implement information technology.

IV. Information Services

- Manage access to data and information in an integrated and secure manner regardless of the source.
- Ensure that the authoritative data is well known and accessible.
- Enable and assist statistical analysis of CORE system data.

V. Application Services

- Configure and implement robust, scalable, secure and reusable business solutions.
- Enhance business solutions to optimize its use and applicability in line with changing business requirements.
- Proactively ensure availability and reliability of business solutions.

SUPPLY CHAIN MANAGEMENT

The Supply Chain Management Department (SCM) provides support for the purchase of goods and services to meet the current and future needs to the Municipality in a cost effective manner through accountable, fair, open, and transparent processes in accordance with relevant trade agreements and Public Procurement Law.

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

SCM is continually looking for innovative ways to develop our vendor base and engage all vendors on how they can more effectively do business with the Municipality. For example, the SCM internet page has now been updated to transparently post our policy and procedures. As well, we have constructed a vendor self-registry. This registry allows vendors to register their company information and inform the Municipality on what services and/or goods they can provide. When the Municipality has any need for any goods or service, our buyers now can solicit pricing from the relevant suppliers listed in this database. This database is especially helpful when we need to buy products or services valued under treaty threshold amounts.

SCM ensures that vendors are treated fairly and without bias by publicly posted opportunities on Alberta Purchasing Connection that exceed treaty thresholds. This public posting process allows all interested vendors to provide submissions that will be evaluated in a consistent manner, utilizing quantifiable criteria stipulated in our market solicitation documents.

SCM provides objectivity and fairness monitoring during the evaluation process of submissions to make certain that all bids are reviewed according to the objective criteria, and that all proponents are treated equitably. All awards of business and all decisions are defensible to audit, council, or public scrutiny and challenge.

Request for Tenders are opened and read out publicly, demonstrating that the process is open and transparent. SCM's enforcement of compliancy regarding mandatory criteria ensures that only those vendors that fully met established requirements are provided the opportunity to actually provide goods and services to the Municipality.



MAJOR 2016 INITIATIVES

ASSESSMENT AND TAXATION

Direct and Responsible Growth in the Municipality (Responsible Government and Vibrant Economy Together)

- Ensure fair and equitable assessments and tax collection in accordance with provincial legislation by continuation of the processes and procedure review and by increasing the level of current and best practice standards.

Increase Economic Development and Retention (Responsible Government and Balanced Regional Services)

- Reallocate staff to better represent departmental needs by moving staff from residential to non-residential area, which will result in an improved knowledge base for staff and future succession planning.
- Ensure that staff is trained to take over currently contracted services.
- Increase staff capacity by hiring subject matter experts thus building internal expertise.

Promote the Development of Green Initiatives (Sustainable Environment)

- Research and implement ways of doing business with less paper such as using an aerial photos system to detect the new developments in the Region.
- Digitalize records and linking them within the Computer Assisted Mass Appraisal (CAMA) system to properties.

FINANCIAL SERVICES

Enhance and Improve Corporate Responsibilities and Governance by:

- Leading the Five-Year Plan, the Budget and Projection Process and monitoring the variances throughout the year;
- Managing and investing funds appropriately in accordance with the investment policy, building a sound relationship with financial institutions and managing the debt and reserves;
- Ensuring satisfactory 2015 external audit report on financial statements reporting;

- Continuing oversight on internal control across the Municipality with effective collaboration with all other departments;
- Continuing to build strong internal and external relationships;
- Ensuring appropriate insurance coverage for all Municipal assets;
- Implementing taxable benefits across the Municipality;
- Enhancing key reconciliation processes;
- Facilitating confirmation of insured assets across all departments to ensure existence to justify insurance premiums being paid on all Municipal assets;
- Providing prompt and timely financial reports to management and Council;
- Receiving Government Financial Officers Association awards on budget and financial reporting for 2015; and
- Collaborating with other departments to ensure fiscal responsibility for the Municipality.

HUMAN RESOURCES

- Identify and describe core competencies for success at all levels of the organization;
- Implement exempt performance management program;
- Develop new compensation model once all CUPE and Exempt positions have been evaluated using the new job evaluation plans;
- Enhance in-house learning, development and training programs, including the introduction of a leadership development program;
- Complete, design and implement disability management and return to work program;
- Develop/enhance employee recognition program;
- Design and implement employee engagement survey;
- Engage in a competitive bid process to ensure the Municipality receives good value for its employee benefits program; and
- Provide support for Council/Executive Leadership Team strategic initiatives (e.g. Utility Corporation, assessment/development of organizational culture).

INFORMATION AND ADVISORY SERVICES

- Improve online permitting capabilities within resident-facing business applications.
- Improve Regional Emergency Services business application infrastructure (911).
- Implement Customer Relations Management (CRM) software for resident issue tracking.
- Support Transit Services master plan through Intelligent Transit System business application implementation.
- Improve Accounts Receivable (AR) functionality for residents.
- Deploy Business Intelligence tools (decision support) through HANA system.
- Implement Computer Maintenance Management System and Fleet Management system.

SUPPLY CHAIN MANAGEMENT

- **Improved Reporting for the Municipality:**

SCM will continue to provide executive reports on non-competitive procurement, inventory management, overall vendor spending, invoice processing, purchasing card reporting, travel spending with goals of leveraging total expenditures with vendors to negotiate the best pricing for the Municipality, and eliminating costly behaviors, such as booking travel the day before a trip. In 2016, we will continue to utilize SAP's reporting capabilities versus utilizing SAP as an operational system only.

- **Drive a "Develop our own Talent" strategy supplemented by hiring externally as required:**

SCM plans to continue to develop internal skillsets and provide team members with the opportunity for promotion within SCM combined with hiring externally as needed. For example, an intermediate buyer (Buyer II) position was created in 2014 as a stepping stone position between buyer and senior buyer by a reclassification of a buyer position. This new intermediate position was filled internally by the promotion of a buyer. In 2015, another Buyer II promotion took place to enhance the opportunities for progression within the buying team.

- **Continue to Develop and Update Standard Operating Procedures to improve processes:**

SCM has built robust standard operating procedures (SOPs). There are currently 18 SOPs in place that SCM will continue to update and utilize throughout 2016. The Regional Municipality of Wood Buffalo is one of the few Municipalities in the province of Alberta to have developed procurement SOPs.

- **2016 New Hire Strategy:**

In 2016, SCM plans to fill the warehouse technician positions that was a result of an organizational reallocation to provide expanded inventory management coverage in alignment with the stakeholder shifts currently worked.

FINANCIAL SUMMARY

DIVISIONAL OPERATING BUDGET SUMMARY

	2015 Amended Operating Budget (a) \$	2015 Operating Projection* (b) \$	2016 Approved Operating Budget (c) \$	Change 2015 Amended Operating Budget vs 2016 Approved Operating Budget (a) to (c) \$ %		Change 2015 Operating Projection vs 2016 Approved Operating Budget (b) to (c) \$ %	
CORPORATE SERVICES							
REVENUES							
Property Taxes**	691,940,422	688,846,435	720,302,000	28,361,578	4	31,443,565	5
Sales To Other Governments	-	-	-	-	-	-	-
Sales Of Goods & Services	612,500	477,300	453,900	(158,600)	(26)	(23,400)	(5)
Other Revenue from Own Services	26,842,400	24,571,800	23,333,300	(3,509,100)	(13)	(1,238,500)	(5)
Grants	-	-	-	-	-	-	-
Other Transfers	-	-	-	-	-	-	-
TOTAL REVENUES	719,395,322	713,895,535	744,089,200	24,681,878	3	30,181,665	4
EXPENSES							
Salaries, Wages & Benefits	45,245,020	41,958,490	49,566,700	4,321,680	10	7,608,210	18
Contracted & General Services	29,396,176	30,306,627	14,667,400	(14,728,776)	(50)	(15,639,227)	(52)
Purchases from Governments	-	12,900	-	-	-	(12,900)	(100)
Materials, Goods, Supplies & Utilities	1,468,900	656,875	1,009,500	(459,400)	(31)	352,625	54
Small Equipment & Furnishings	1,995,700	1,788,650	1,236,800	(758,900)	(38)	(551,850)	(31)
Transfers & Grants	28,800	42,000	66,400	37,600	131	24,400	58
Financial Service Charges	31,088,600	36,465,400	30,242,900	(845,700)	(3)	(6,222,500)	(17)
Others	813,600	2,152,725	931,300	117,700	14	(1,221,425)	(57)
TOTAL EXPENSES	110,036,796	113,383,667	97,721,000	(12,327,796)	(11)	(15,674,667)	(14)
Operating Surplus (Deficit)	609,358,526	600,511,868	646,368,200	37,009,674	6	45,856,332	8
Contribution to Capital	285,499,020	285,499,020	320,212,900	34,713,880	12	34,713,880	12
Transfer to Reserve	31,789,022	33,159,022	1,807,500	(29,981,522)	(94)	(31,351,522)	(95)
Transfer from Reserve	42,000	10,647,718	991,000	949,000	2,260	(9,656,718)	(91)
SURPLUS/(DEFICIT)	292,112,484	292,501,544	325,338,800	33,226,316	11	32,837,256	11

* as at September 30, 2015

** Based on approved Property Tax Rate Bylaw; includes Grants in Lieu of Taxes; net of provision for potential appeal losses

	Revenues \$	Expenses \$	2016 Approved Operating Budget \$	2016 Approved FTE ¹
CORPORATE SERVICES				
DEPARTMENTS				
Office of the Executive Director & CFO	-	512,700	(512,700)	2.0
Assessment & Taxation	331,000	5,097,700	(4,766,700)	28.0
Corporate Finance	742,610,700	349,600,000	393,010,700	-
Financial Services	920,500	12,870,300	(11,949,800)	72.5
Human Resources	1,106,000	14,777,700	(13,671,700)	53.0
Information & Advisory Services	-	30,335,400	(30,335,400)	88.0
Supply Chain Management	100,000	6,535,600	(6,435,600)	47.0
TOTALS	745,068,200	419,729,400	325,338,800	290.5

PERSONNEL SUMMARY

DIVISIONAL FULL TIME EQUIVALENTS (FTE) SUMMARY

CORPORATE SERVICES	2015 Approved FTE ¹	2015 Authorized FTE ^{2*}	2015 Filled FTE*	2015 Vacancies*	2015 Projected FTE	2016 Approved New FTE	2016 Approved FTE
DEPARTMENTS							
Office of the Executive Director & CFO	3.0	2.0	2.0	-	2.0	-	2.0
Assessment & Taxation	28.0	28.0	24.0	4.0	28.0	-	28.0
Financial Services	74.5	72.5	65.5	7.0	72.5	-	72.5
Human Resources	53.0	53.0	51.0	2.0	53.0	-	53.0
Information & Advisory Services	104.0	88.0	78.0	10.0	88.0	-	88.0
Supply Chain Management	42.0	47.0	44.0	3.0	47.0	-	47.0
TOTAL	304.5	290.5	264.5	26.0	290.5	-	290.5

* as at September 30, 2015

¹ Approved FTE is a term used to describe the number of permanent positions that have been authorized by Council, as published in the 2015 Approved Budget and Financial Plan. It does not include temporary and student positions.

² Differences between 2015 Approved FTEs and 2015 Authorized FTEs are due to reallocations among branches and/or departments. No increase to the overall approved FTEs occurred at the Municipality in 2015.

CAPITAL BUDGET SUMMARIES

MAJOR CATEGORY	2015 & Prior Actual			2016 Approved Budget \$	2017 - 2021 Plan \$
	Budget \$	Cost* \$	CarryFwd* \$		
Public Facilities	42,034,402	31,345,895	10,688,507	3,177,750	6,632,000
Recreation & Culture	-	-	-	-	-
Transportation	-	-	-	-	-
TOTAL	42,034,402	31,345,895	10,688,507	3,177,750	6,632,000

*cost to date and carryfwd estimate as at September 2015

CAPITAL BUDGET SUMMARIES

(continued)

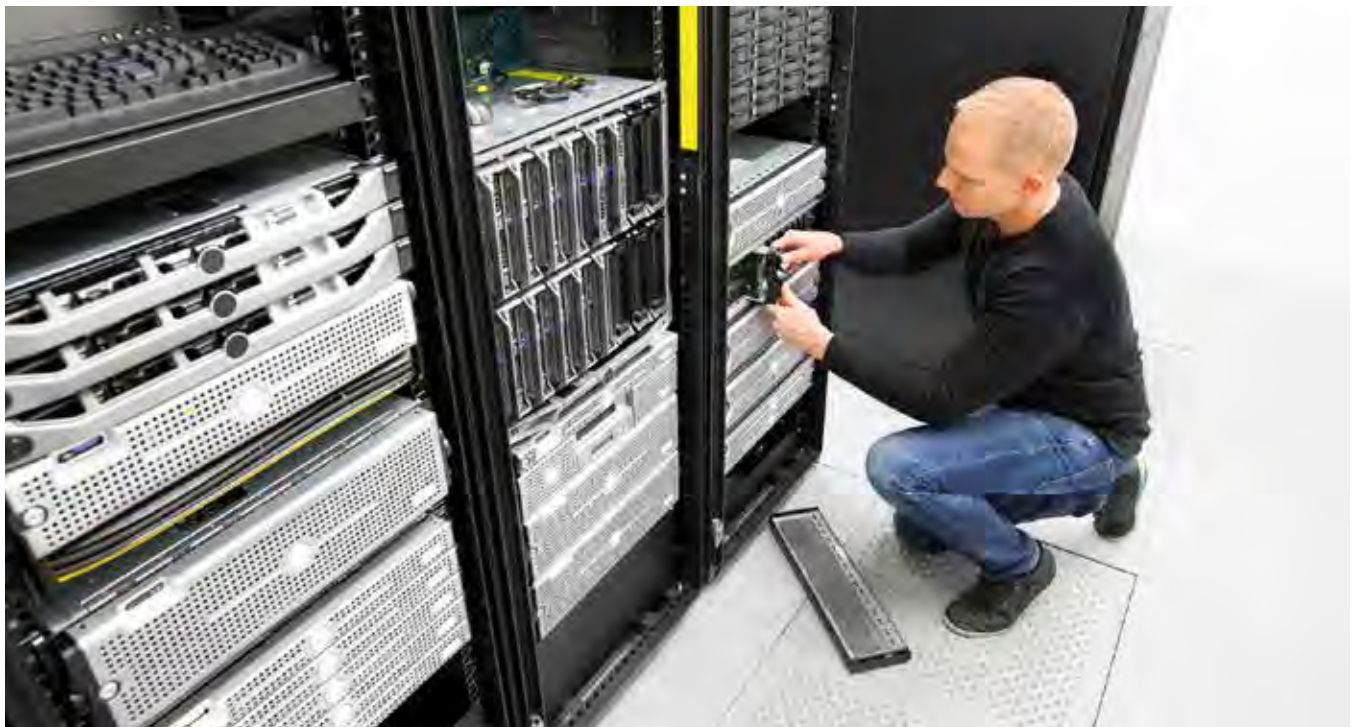
LEGEND:

Project has future capital budget request

2015 AND PRIOR CAPITAL BUDGET

Major Category	Project Name	Financial Update		
		Budget (\$)	Cost* (\$)	Carryfwd (s)
Public Facilities	Community Accessibility - Rural Communities	750,000	709,538	40,462
Public Facilities	Electronic Agenda & Voting	300,000	136,781	163,219
Public Facilities	Enterprise Information Management	3,497,069	2,346,112	1,150,957
Public Facilities	Enterprise Resource Planning	29,868,042	23,526,921	6,341,121
Public Facilities	IS Infrastructure Upgrades 2015	1,055,000	766,719	288,281
Public Facilities	IT Infrastructure Upgrade 2013	1,413,924	1,387,869	26,055
Public Facilities	IT Windows Terminal Servers	1,500,000	-	1,500,000
Public Facilities	Regional Geomatics Program	3,268,185	2,093,064	1,175,121
Public Facilities	Wireless Access	382,182	378,891	3,291
Public Facilities Total		42,034,402	31,345,895	10,688,507
Recreation & Culture				
Recreation & Culture Total		-	-	-
Transportation				
Transportation Total		-	-	-
GRAND TOTAL		42,034,402	31,345,895	10,688,507

*includes actual and committed costs, and carryfwd estimate as at September 2015



LEGEND:

- Other than first year of a multiple year project
- First year of a preapproved multiple year project - Construction Phase
- First year of a multiple year project
- Single year project

CAPITAL BUDGET SUMMARIES

(continued)

2016 APPROVED CAPITAL BUDGET

Major Category	Project Name	Budget (\$)
Public Facilities	Enterprise Information Management	120,000
Public Facilities	Enterprise Resource Planning	-
Public Facilities	IAS Infrastructure Upgrades	1,810,000
Public Facilities	Information Security Program	1,120,800
Public Facilities	Warehouse Equipment	126,950
Public Facilities Total		3,177,750
Recreation & Culture		-
Recreation & Culture Total		-
Transportation		-
Transportation Total		-
GRAND TOTAL		3,050,800

2017 APPROVED CAPITAL PLAN

Major Category	Project Name	Budget (\$)
Public Facilities	Enterprise Information Management	132,000
Public Facilities	Enterprise Resource Planning	5,000,000
Public Facilities Total		5,132,000
Recreation & Culture		-
Recreation & Culture Total		-
Transportation		-
Transportation Total		-
GRAND TOTAL		5,132,000

2018 APPROVED CAPITAL PLAN

Major Category	Project Name	Budget (\$)
Public Facilities	Enterprise Resource Planning	1,500,000
Public Facilities Total		1,500,000
Recreation & Culture		-
Recreation & Culture Total		-
Transportation		-
Transportation Total		-
GRAND TOTAL		1,500,000

Divisional Summaries:

COMMUNITY AND PROTECTIVE SERVICES DIVISION

Division Mandate

The Community and Protective Services Division provides a range of internal and external services to the Municipality and its residents.

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 Municipality. Community and Protective Services is comprised of the following departments:

- I. Community Services
- II. First Nation and Métis Nation Relations
- III. Municipal Law Enforcement and RCMP Support Services
- IV. Regional Emergency Services



A MESSAGE FROM THE EXECUTIVE DIRECTOR

Community and Protective Services Division is committed to work in partnership with all the communities that we serve by delivering high quality core Municipal services. Consisting of social development, recreation, and culture, relationship building, education, emergency response, policing services, enforcement activities, animal control services, fire prevention and crime prevention.

The work plan for all the departments within Community and Protective Services for 2016 is ambitious and is based upon supporting and achieving the goals as established within the Strategic Plan of the Regional Municipality of Wood Buffalo (Municipality).

The Division is made up of many dedicated employees who are committed to the corporate values of the Municipality and are proud to be a member of the organization. This dedication and commitment provides strength to our employees to provide high quality services.

Sincerely,

Bob Couture,
Executive Director
Community and Protective Services Division

DIVISION PROFILE

COMMUNITY SERVICES

The Community Services Department, often coined “People Services,” has a rich history of providing a wide range of programs and services to Wood Buffalo’s children, youth, adults, families, seniors and the most vulnerable populations.

The Community Services Department provides quality programs and services through collaborative partnerships and strategic alliances with community groups, non-profit organizations and residents. The department builds capacity within the community to improve the quality of life and strives to achieve the goal of building a future with opportunities for all.

FIRST NATION AND MÉTIS NATION RELATIONS

The First Nation and Métis Nation Relations (FNMNR) Department enhances and maintains meaningful relationships with First Nations, Métis, Non-Status and Inuit communities and organizations to ensure inclusion and participation in Municipal matters. The preceding department, Aboriginal and Rural Relations’ mandate was completed in summer 2014 by KPMG, as a result of the external audit process. Since summer 2014, the Rural Relations and Fort Chipewyan Hamlet branches have been respectively absorbed into the Community Services and Public Works Departments as a result of organizational changes.

FNMNR acts as a focal point for the Municipality’s relationships with Aboriginal communities and organizations in the Region. The department provides leadership and advice to other departments on Aboriginal issues and policies, and builds relationships with Aboriginal people and communities, the federal and provincial governments, industry and other partners to strengthen social and economic opportunities for Aboriginal people in the Region.

MUNICIPAL LAW ENFORCEMENT AND RCMP SUPPORT SERVICES

The RCMP under contract to the Municipality, as the Police of Jurisdiction, is responsible for the preservation of peace, protection of life and property, prevention of crime and offences against the laws of Canada and the laws in force in the Province, apprehension of criminals, offenders and others who may be lawfully taken into custody; and execution of all warrants and performing all duties and services in relation thereto that may, under the laws of Canada or the laws in force in the Province or the Municipality, be executed and performed by peace officers.

REGIONAL EMERGENCY SERVICES

The Regional Emergency Services (RES) Department provides emergency services to respond and mitigate emergencies that threaten life, property, and the environment. The department provides a coordinated response to emergencies and provides emergency medical pre-hospital care, training, fire prevention and life safety education.

MAJOR 2016 INITIATIVES

- **Building Responsible Government**

- Community Investment Program (CIP) meets in fall under this goal by demonstrating accountability, integrity and transparency by ensuring the consistency and continuity of the CIP Policy (FIN 220). It also strengthens responsible financial management procedures.
- Implement business delivery modes that enhance customer service for residents throughout the Region
- Strengthen a positive work environment of trust and respect by promoting employee engagement and enhancing professional development
- Develop policies and procedures in alignment with the Truth and Reconciliation Commission's recommendations and new provincial First Nation and Métis Consultation policies
- Ensure First Nation and Métis input on policy and procedures surrounding public engagement
- Improve the use of business information systems to streamline reporting procedures for invoicing Indigenous and Northern Affairs Canada (INAC)

- **Building Balanced Regional Services**

- Increase cultural programming in the rural communities and will be formalizing a rural engagement strategy
- Increase accessible recreation and leisure opportunities for all user groups in the Region
- Review and refresh First Nation Municipal Service Agreements
- Strengthen Regional service delivery by increasing safety and security in the Region
- Strengthen Regional service delivery quality
- Strengthen service delivery monitoring and reporting practices
- Implement, improve, and maintain core service infrastructure and technology

- **Building a Vibrant Economy Together**

- Ensure First Nation and Métis involvement in economic development matters

- **Building an Effective Land Strategy**

- Establish partnerships with First Nation and Métis, Industry and Government Relations Corporations

- **Building a Sustainable Region**

- Increase opportunities for sports and cultural events that attract outside visitors to the Region

- **Building for a Healthy and Active Lifestyle**

- Support cultural heritage through programs like the Regional Aboriginal Connection
- Ensure First Nation and Métis participation in the Cultural Heritage
- Allocate funds to operators of various Municipal recreational facilities through operating grants. Community Investment Program (CIP) also supports the social profit sector through its nine funding streams.
- Increase partnerships in the rural communities within the Region
- Implement the Regional Indoor Recreation Community Facilities Master Plan
- Build healthy and active lifestyle by maximizing the use of the Region's recreational and community facilities, including natural amenities

FINANCIAL SUMMARY

DIVISIONAL OPERATING BUDGET SUMMARY

	2015 Amended Operating Budget (a) \$	2015 Operating Projection* (b) \$	2016 Approved Operating Budget (c) \$	Change 2015 Amended Operating Budget vs 2016 Approved Operating Budget (a) to (c) \$ %		Change 2015 Operating Projection vs 2016 Approved Operating Budget (b) to (c) \$ %	
COMMUNITY AND PROTECTIVE SERVICES							
REVENUES							
Property Taxes**	-	-	-	-	-	-	-
Sales To Other Governments	268,300	259,400	248,200	(20,100)	(7)	(11,200)	(4)
Sales Of Goods & Services	2,950,400	3,679,292	3,854,100	903,700	31	174,808	5
Other Revenue from Own Services	5,411,300	4,744,797	4,982,900	(428,400)	(8)	238,103	5
Grants***	15,134,500	22,296,686	14,797,400	(337,100)	(2)	(7,499,286)	(34)
Other Transfers	-	122,500	157,500	157,500	100	35,000	29
TOTAL REVENUES	23,764,500	31,102,675	24,040,100	275,600	1	(7,062,575)	(23)
EXPENSES							
Salaries, Wages & Benefits	68,603,928	66,068,400	70,617,700	2,013,772	3	4,549,300	7
Contracted & General Services	10,028,100	8,316,707	9,986,400	(41,700)	(0)	1,669,693	20
Purchases from Governments	24,266,000	23,775,500	27,544,700	3,278,700	14	3,769,200	16
Materials, Goods, Supplies & Utilities	4,484,400	3,463,270	4,811,300	326,900	7	1,348,030	39
Small Equipment & Furnishings	502,900	505,880	377,600	(125,300)	(25)	(128,280)	(26)
Transfers & Grants	34,422,300	40,931,579	39,961,900	5,539,600	16	(969,679)	(2)
Financial Service Charges	1,200	2,934	1,300	100	8	(1,634)	(56)
Others	-	124,482	157,500	157,500	100	33,018	27
TOTAL EXPENSES	142,308,828	143,188,753	153,458,400	11,149,572	8	10,269,647	7
Operating Surplus (Deficit)	(118,544,328)	(112,086,077)	(129,418,300)	10,873,972	9	17,332,223	15
Contribution to Capital	-	-	-	-	-	-	-
Transfer to Reserve	-	-	-	-	-	-	-
Transfer from Reserve	825,000	870,207	-	(825,000)	(100)	(870,207)	(100)
SURPLUS/(DEFICIT)	(117,719,328)	(111,215,870)	(129,418,300)	11,698,972	10	18,202,430	16

* as at September 30, 2015

** Based on approved Property Tax Rate Bylaw; includes Grants in Lieu of Taxes; net of provision for potential appeal losses

*** Including Conditional Grants and Unconditional Grants

	Revenues \$	Expenses \$	2016 Approved Operating Budget \$	2016 Approved FTE
PUBLIC INFRASTRUCTURE AND PLANNING				
DEPARTMENTS				
Executive Office	-	492,400	(492,400)	2.0
Community Services	6,622,500	55,386,200	(48,763,700)	69.0
First Nation & Métis Nation Relations	-	1,295,300	(1,295,300)	6.0
Municipal Law Enforcement & RCMP Support Services	6,904,400	52,562,600	(45,658,200)	174.0
Regional Emergency Services	10,513,200	43,721,900	(33,208,700)	214.0
Totals	24,040,100	153,458,400	(129,418,300)	465.0

PERSONNEL SUMMARY

DIVISIONAL FULL TIME EQUIVALENTS (FTE) SUMMARY

COMMUNITY AND PROTECTIVE SERVICES	2015 Approved FTE ¹	2015 Authorized FTE ^{2*}	2015 Filled FTE*	2015 Vacancies*	2015 Projected FTE	2016 Approved New FTE	2016 Approved FTE
DEPARTMENTS							
Office of the Executive Director	2.0	2.0	2.0	-	2.0	-	2.0
Community Services	69.0	69.0	63.0	6.0	63.0	-	69.0
First Nation & Métis Nation Relations	6.0	6.0	5.0	1.0	5.0	-	6.0
Municipal Law Enforcement & RCMP Support Services	178.0	176.0	152.0	24.0	158.0	-	174.0
Regional Emergency Services	214.0	214.0	203.0	11.0	204.0	(2.0)	214.0
TOTAL	469.0	467.0	425.0	42.0	432.0	(2.0)	465.0

* as at September 30, 2015

¹ Approved FTE is a term used to describe the number of permanent positions that have been authorized by Council, as published in the 2015 Approved Budget and Financial Plan. It does not include temporary and student positions.

² Differences between 2015 Approved FTEs and 2015 Authorized FTEs are due to reallocations among branches and/or departments. No increase to the overall approved FTEs occurred at the Municipality in 2015.

CAPITAL BUDGET SUMMARIES

MAJOR CATEGORY	2015 & Prior Actual			2016 Approved Budget \$	2017 - 2021 Plan \$
	Budget \$	Cost* \$	CarryFwd* \$		
Public Facilities	116,605,427	107,762,670	8,842,757	34,296,826	21,099,000
Recreation & Culture	143,684,258	98,257,329	45,426,929	36,476,902	23,500,000
Transportation	13,500,000	10,907,871	2,592,129	-	-
TOTAL	273,789,685	216,927,870	56,861,815	70,773,728	44,599,000

*cost to date and carryfwd estimate as at September 2015

CAPITAL BUDGET SUMMARIES

(continued)

LEGEND:

Project has future capital budget request

2015 AND PRIOR CAPITAL BUDGET

Major Category	Project Name	Budget (\$)	Costs* (\$)	Carry Forward* (\$)
Public Facilities	Ambulances Fleet Replacements (1) 2014	243,000	241,928	1,072
Public Facilities	Ambulances Fleet Replacements (2) 2014	243,000	241,928	1,072
Public Facilities	Anzac Facility - Fixtures, Furniture & Equipment	1,000,000	695,754	304,246
Public Facilities	Anzac Fire Hall - Construction	1,000,000	112,616	887,384
Public Facilities	Anzac Multi-Use Leisure Facility & Community Park	47,700,000	47,187,600	512,400
Public Facilities	Archie Simpson Arena Air Conditioning	720,000	493,649	226,351
Public Facilities	Arena Site Preparation	781,326	192,654	588,672
Public Facilities	Bylaw Area Expansion	1,425,533	1,409,769	15,764
Public Facilities	Casman Centre - Food Service Expansion	7,067,103	6,351,566	715,537
Public Facilities	Casman Centre Generator 2014	310,000	111,022	198,978
Public Facilities	Casman Centre Redevelopment	3,850,044	3,750,508	99,536
Public Facilities	Casman Centre Roof Replacement	900,000	682,241	217,759
Public Facilities	Eagle Ridge Community Centre Partnership Initiative	10,052,454	8,000,000	2,052,454
Public Facilities	Fire Hall #6 Pre-Design and Design	1,120,000	961,003	158,997
Public Facilities	Fort Chipewyan Animal Control Centre	200,000	-	200,000
Public Facilities	Fort Chipewyan Pumper 309 Replacement	500,000	470,933	29,067
Public Facilities	Fort MacKay Fire Hall - Design	800,000	779,094	20,906
Public Facilities	Fort MacKay Fire Hall - PreDesign	200,000	91,389	108,611
Public Facilities	Fort MacKay Fire Hall - Construction	-	-	-
Public Facilities	Fort McMurray Animal Control Centre	99,050	94,050	5,000
Public Facilities	Frank Lacroix Arena 2014 Generator	135,000	74,522	60,478
Public Facilities	Jubilee Plaza Design and Construction	16,919,917	16,609,556	310,361
Public Facilities	RCMP Project Room Fit-up	75,000	61,600	13,400
Public Facilities	RES light fleet replacement (4 vehicles) 2014 #1	48,545	48,445	100
Public Facilities	RES light fleet replacement (4 vehicles) 2014 #2	29,799	29,544	255
Public Facilities	RES light fleet replacement (4 vehicles) 2014 #3	29,799	29,544	255
Public Facilities	RES light fleet replacement (4 vehicles) 2014 #4	55,857	47,979	7,878
Public Facilities	RES Tower 5 Power Upgrades	100,000	68,636	31,364
Public Facilities	"Rural & Urban Emergency Vehicle Replacement for Pumper Truck 307	750,000	744,747	5,253
Public Facilities	Saprae Creek Fire Hall Expansion - Design	200,000	180,000	20,000
Public Facilities	SCBA Technician/Inventory Control Truck	50,000	41,584	8,416
Public Facilities	South Police Centre and Cellblock	20,000,000	17,958,808	2,041,192
Public Facilities Total		116,605,427	107,762,670	8,842,757
Recreation & Culture	Anzac Community Centre Upgrade	1,850,000	128,000	1,722,000
Recreation & Culture	Conklin Multiplex - Construction	16,500,000	13,567,745	2,932,255
Recreation & Culture	Conklin Multiplex - Pre-Design & Design	3,900,000	1,796,926	2,103,074
Recreation & Culture	Doug Barnes Cabin Expansion - Design	150,000	78,400	71,600
Recreation & Culture	Doug Barnes Cabin Expansion - PreDesign	100,000	96,000	4,000
Recreation & Culture	Fort Chipewyan Swimming Pool - Construction	26,000,000	27,879,741	(1,879,741)
Recreation & Culture	Haxton Centre Upgrades - 2014	350,000	269,972	80,028
Recreation & Culture	MacDonald Island Utility Expansion	30,500,000	29,415,016	1,084,984
Recreation & Culture	Mamawi Community Centre Refurbishment	4,700,000	4,119,935	580,065
Recreation & Culture	Northside Multi-Use Facility - Phase 1 (Twin Arenas)	31,542,310	-	31,542,310

CAPITAL BUDGET SUMMARIES

(continued)

Major Category	Project Name	Budget (\$)	Costs* (\$)	Carry Forward* (\$)
Recreation & Culture	Northside Recreation Centre-Design	13,500,000	6,346,177	7,153,823
Recreation & Culture	Ross Hennigar / Ron Morgan Parks Upgrades 2014	2,500,000	2,468,908	31,092
Recreation & Culture	Thickwood Heights Arena Dressing Room #1 Replacement	56,948	55,509	1,439
Recreation & Culture	Vista Ridge 2014 - 2016 Capital Grant	12,035,000	12,035,000	-
Recreation & Culture Total		143,684,258	98,257,329	45,426,929
Transportation	Fort Chipewyan Firebag Bridge Replacement - Construction	12,200,000	9,969,100	2,230,900
Transportation	Fort Chipewyan Richardson River Bridge Replacement - Design	1,300,000	938,771	361,229
Transportation Total		13,500,000	10,907,871	2,592,129
GRAND TOTAL		273,789,685	216,927,870	56,861,815

*includes actual and committed costs, carryfwd estimate as at September 2015

LEGEND:

Other than first year of a multiple year project
First year of a preapproved multiple year project - Construction Phase
First year of a multiple year project
Single year project

CAPITAL BUDGET SUMMARIES

(continued)

2016 APPROVED CAPITAL BUDGET

Major Category	Project Name	Budget (\$)
Public Facilities	911 Dispatch - IT Disaster Recovery	585,276
Public Facilities	Anzac Fire Hall - Construction	7,000,000
Public Facilities	Conklin Tanker 502 Replacement	300,000
Public Facilities	Fort Chipewyan Animal Control Centre	2,580,000
Public Facilities	Fort MacKay Fire Hall - Construction	8,760,000
Public Facilities	Fort McMurray Animal Control Centre	2,636,950
Public Facilities	Life-Pak 15 Replacements	55,000
Public Facilities	Light Fleet Replacement - 2016	100,000
Public Facilities	Parson's Creek Fire Hall 6 - Construction	7,320,000
Public Facilities	Pumper Truck for Fire Station #6	200,000
Public Facilities	Saprae Creek Fire Hall Expansion	3,945,600
Public Facilities	Training Branch - Fire Pumper Truck	814,000
Public Facilities Total		34,296,826
Recreation & Culture	Casman Centre Building Management System Upgrade	85,000
Recreation & Culture	Conklin Multiplex - Construction	10,000,000
Recreation & Culture	Doug Barnes Cabin Expansion - Construction	2,600,000
Recreation & Culture	Fort Chipewyan Swimming Pool - Construction	10,473,100
Recreation & Culture	Fort Chipewyan Swimming Pool Furniture, Fixtures & Equipment	700,000
Recreation & Culture	MacDonald Island Park Parking	4,550,000
Recreation & Culture	MacDonald Island Park Sustaining Capital Grant	3,407,112
Recreation & Culture	Northside Multi-Use Facility - Phase 1 (Twin Arenas)	2,957,690
Recreation & Culture	SAP Clubhouse Improvements - Equipment	54,000
Recreation & Culture	Saprae Creek Community Hall - PreDesign/Design	500,000
Recreation & Culture	Vista Ridge 2014 - 2016 Capital Grant	1,150,000
Recreation & Culture Total		36,476,902
Transportation		-
Transportation Total		-
GRAND TOTAL		70,773,728

CAPITAL BUDGET SUMMARIES

(continued)

2017 CAPITAL PLAN

Major Category	Project Name	Budget (\$)
Public Facilities	Anzac Fire Hall - Construction	4,000,000
Public Facilities	Fort MacKay Fire Hall - Construction	6,240,000
Public Facilities	Life-Pak 15 Replacements	55,000
Public Facilities	Parson's Creek Fire Hall 6 - Construction	10,080,000
Public Facilities	Pumper Truck for Fire Station #6	614,000
Public Facilities Total		20,989,000
Recreation & Culture	Conklin Multiplex - Construction	15,000,000
Recreation & Culture Total		15,000,000
Transportation		-
Transportation Total		-
GRAND TOTAL		35,989,000

2018 CAPITAL PLAN

Major Category	Project Name	Budget (\$)
Public Facilities	Life-Pak 15 Replacements	55,000
Public Facilities Total		55,000
Recreation & Culture	Conklin Multiplex - Construction	8,500,000
Recreation & Culture Total		8,500,000
Transportation		-
Transportation Total		-
GRAND TOTAL		8,555,000

2019 - 2021 CAPITAL PLAN

Major Category	Project Name	Budget (\$)
Public Facilities	Life-Pak 15 Replacements	55,000
Public Facilities Total		55,000
Recreation & Culture		-
Recreation & Culture Total		-
Transportation		-
Transportation Total		-
GRAND TOTAL		55,000

Divisional Summaries:

INFRASTRUCTURE AND ENGINEERING DIVISION

Division Mandate

The Division of Infrastructure and Engineering is a forward looking Division that plans and manages the development of public infrastructure and ensures it is built, operated and maintained prudently while applying core principles of best industry practices and sustainability to maximize service life of assets. The Division is committed to achieving its mandate through a balanced approach, managing the growth of the Municipality, as appropriate, while maintaining high quality, responsive and responsible services to its residents.

Infrastructure and Engineering division is comprised of the following departments:

- I. Engineering
- II. Environmental Services
- III. Public Works
- IV. Sustainable Operations
- V. Transit Services

A MESSAGE FROM THE EXECUTIVE DIRECTOR

Infrastructure and Engineering strives to “continually improve the quality of life within our communities” through the provision of key core Municipal services in the areas of planning, engineering, drinking water, wastewater, storm water and solid waste utility services, roads, parks, transit and public facilities. In the provision of these services, safety of the public and our staff, excellent customer service, service reliability, security of commodities’ supply and prudent decision making are all paramount.

The Division employs a wide range of proud and highly qualified professional, administrative, operations and maintenance personnel who strive every day to provide the highest level of service to our customers and they continually demonstrate a commitment to take this service to the next level.

Infrastructure and Engineering is excited about, and proud of, the opportunities to maintain and enhance high service delivery standards to residents and customers in 2016. This year will be continued improvement in service delivery excellence, balancing management, operation and maintenance of existing infrastructure and programs with implementing new infrastructure and services to meeting continuing growth in the Region, to maximize the longevity in the assets and quality of services that our taxpayers and ratepayers have invested in.

With these plans, 2016 is shaping up to be an exciting year for both our customers and our staff that I look forward to.

Sincerely,

Kevin Scoble
Executive Director (Acting)
Infrastructure and Engineering Division

DIVISION PROFILE

ENGINEERING

Engineering is mandated to provide engineering and technical support to its internal and external customers. Engineering is dedicated to the design, construction and management of Municipal infrastructure assets. Engineering is committed to achieving the Regional Municipality of Wood Buffalo (RMWB) becoming a sustainable community through implementing of a reliable Municipal infrastructure and transportation network, a healthy, and active lifestyle and provide balanced services for all residents in the Region.

ENVIRONMENTAL SERVICES

To be a leader in providing diligent, reliable and efficiently operated environmental services for the Region.

This is achieved by providing a secure supply of potable water and its conveyance throughout our community to meet current and future demand. Through the safe and continuous collection and conveyance of wastewater to our treatment facilities, and the scheduled collection and responsible reuse, recycling or disposal of all generated solid waste from our communities. Through providing these services efficiently we aim to minimize our impact to the environment. We are committed to working with our operational and supporting departments to continually improve the efficiency and reliability of our services for the benefit of the communities we serve.

Environmental Services provides services directly or indirectly to all organizations and entities within the Region, ranging from Municipal government departments through to all residential properties, as well as our commercial and industrial sectors.

PUBLIC WORKS

Public Works is responsible for providing services to all Wood Buffalo residents in the areas of road maintenance, parks, fleet services and the Fort Chipewyan Hamlet operational services. The department is committed to delivering exemplary service in a proactive, operationally efficient, and cost effective manner that addresses the needs of the Municipality through engagement with members of the community and effective communication.

SUSTAINABLE OPERATIONS

Sustainable Operations serves our community by improving the efficiency and strengthening the delivery of core Municipal services while protecting the natural environment.

The department supports improvement of services such as water treatment, waste management and maintenance of infrastructure by implementing leading practices and sustainable initiatives.

These efforts focus on:

- enhancing customer service
- realizing cost savings
- improving operational efficiency, and
- maintaining excellent regulatory compliance

By leveraging in-house innovation and leadership, the Sustainable Operations Department drives the change that establishes the Municipality as a model for sustainable living in the North.

TRANSIT SERVICES

The role of Transit Services for the Municipality is to provide safe, reliable and affordable means of travel within the community. Transit Services links the community together for those citizens who have no alternative means for transport. Public Transit is designed to improve the community's quality of life and it will help enable the Region to adapt to varying degrees of growth in a fiscally responsible manner.

MAJOR 2016 INITIATIVES

Building Responsible Government

- Develop quality assurance and quality control program for vertical assets – Engineering
- Provide sustainable standards for Engineering – Engineering
- Increase public engagement in major capital projects – Engineering
- Update Parks and Urban Forestry Master Plan to establish goals and initiatives – Public Works
- Implement Municipal Utility Corporation – Sustainable Operations
- Champion innovation and leadership of sustainable practices – Sustainable Operations
- Maintain excellent regulatory compliance with core operations – Sustainable Operations

Building Balanced Regional Services

- Improve water supply for rural services – Engineering
- Implement flood mitigation plan – Engineering
- Implement the Fort MacKay Mobile Wastewater Treatment Plant – Environmental Services
- Upgrade the Conklin Water Treatment Plant – Environmental Services
- Expand the Fort Chipewyan Water Treatment Plant – Environmental Services
- Service and construct Rural Water and Sewer – Environmental Services
- Construct the Southwest Water Supply Line – Environmental Services
- Upgrade the Abasand Pumphouse and Reservoir – Environmental Services
- Implement Waste Processing (Zero Waste) – Environmental Services
- Construct Regional Landfill Cell 4 – Environmental Services
- Design Regional Landfill Cell 5 – Environmental Services
- Install Automated Metal Sorting Equipment – Environmental Services
- Install Confederation Way Sanitary Sewer Phase 2 – Environmental Services

- Improve Mills Avenue Stormwater Management – Environmental Services
- Improve MacKenzie Stormwater Management – Environmental Services
- Implement Urban Forest Canopy program to include planting of over 200 street trees. – Public Works
- Create a bypass route for winter travel to take heavy loads and dangerous goods away from the Hamlet centre (Fort Chipewyan) – Public Works
- Further the Region's sustainability initiatives such as Zero Waste, Water Conservation and Carbon Footprint reduction – Sustainable Operations

Building a Reliable Transportation System

- Improve roadway network focusing on efficient access and mobility for existing and future roadway infrastructure – Engineering
- Expand current fleet to newer, more efficient buses – Transit Services
- Expand current services to include new urban and rural routes, in an effort to provide the most comprehensive network for residents – Transit Services

Building a Sustainable Region

- Implement, improve, and maintain core infrastructure services – Engineering
- Complete South Eco Industrial Park at the Regional Landfill – Engineering
- Support Land Administration with contaminated land assessment – Engineering
- Take over operations and maintenance of aquaponics greenhouse system; a partnership with Sustainable Operations – Public Works

Building for a Healthy and Active Lifestyle

- Assist in the delivery of community recreational facilities to support health and wellness – Engineering
- Install chess tables in select parks to encourage outdoor play. – Public Works
- Improve outdoor rinks management and maintenance – Public Works

FINANCIAL SUMMARY

DIVISIONAL OPERATING BUDGET SUMMARY

	2015 Amended Operating Budget (a) \$	2015 Operating Projection* (b) \$	2016 Approved Operating Budget (c) \$	Change 2015 Amended Operating Budget vs 2016 Approved Operating Budget (a) to (c) \$ %		Change 2015 Operating Projection vs 2016 Approved Operating Budget (b) to (c) \$ %	
INFRASTRUCTURE AND ENGINEERING DIVISION							
REVENUES							
Property Taxes**	376,800	359,000	358,800	(18,000)	(5)	(200)	(0)
Sales To Other Governments	3,304,800	3,134,700	3,221,400	(83,400)	(3)	86,700	3
Sales Of Goods & Services	58,533,300	50,263,536	51,617,200	(6,916,100)	(12)	1,353,664	3
Other Revenue from Own Services	258,800	171,800	95,500	(163,300)	(63)	(76,300)	(44)
Unconditional Grants	-	34,000	-	-	-	(34,000)	(100)
Conditional Grants	-	40,000	30,000	30,000	100	(10,000)	(25)
Other Transfers	-	16,551	-	-	-	(16,551)	(100)
TOTAL REVENUES	62,473,700	54,019,588	55,322,900	(7,150,800)	(11)	1,303,312	2
EXPENSES							
Salaries, Wages & Benefits	92,550,998	95,750,640	111,993,400	19,442,402	21	16,242,760	17
Contracted & General Services	74,008,004	80,126,464	61,062,800	(12,945,204)	(17)	(19,063,664)	(24)
Purchases from Governments	600,000	600,000	600,000	-	-	-	-
Materials, Goods, Supplies & Utilities	28,804,239	27,896,100	33,591,000	4,786,761	17	5,694,900	20
Small Equipment & Furnishings	3,508,700	2,554,000	1,599,700	(1,909,000)	(54)	(954,300)	(37)
Transfers & Grants	3,800	(10,100)	-	(3,800)	(100)	10,100	100
Financial Service Charges	21,100	25,379	18,100	(3,000)	(14)	(7,279)	(29)
Others	100	23,913	-	(100)	(100)	(23,913)	(100)
TOTAL EXPENSES	199,496,941	206,966,396	208,865,000	9,368,059	5	1,898,604	1
Operating Surplus (Deficit)	(137,023,241)	(152,946,808)	(153,542,100)	16,518,859	12	595,292	0
Contribution to Capital	-	-	-	-	-	-	-
Transfer to Reserve	-	-	-	-	-	-	-
Transfer from Reserve	-	8,470,078	-	-	-	(8,470,078)	(100)
SURPLUS/(DEFICIT)	(137,023,241)	(144,476,731)	(153,542,100)	16,518,859	12	9,065,369	6

* as at September 30, 2015

** Based on approved Property Tax Rate Bylaw; includes Grants in Lieu of Taxes; net of provision for potential appeal losses

	Revenues \$	Expenses \$	2016 Approved Operating Budget \$	2016 Approved FTE
INFRASTRUCTURE AND ENGINEERING DIVISION				
DEPARTMENTS				
Infrastructure & Engineering Admin.	-	469,400	(469,400)	2.0
Engineering	6,000	18,773,600	(18,767,600)	66.0
Environmental Services	50,665,300	72,174,300	(21,509,000)	254.0
Public Works	1,713,300	78,195,700	(76,482,400)	239.5
Sustainable Operations	-	3,527,800	(3,527,800)	18.0
Transit Services	2,938,300	35,724,200	(32,785,900)	161.0
Totals	55,322,900	208,865,000	(153,542,100)	740.5

PERSONNEL SUMMARY

FULL TIME EQUIVALENTS (FTE) SUMMARY

INFRASTRUCTURE AND ENGINEERING DIVISION	2015 Approved FTE ¹	2015 Authorized FTE ^{2*}	2015 Filled FTE*	2015 Vacancies*	2015 Projected FTE	2016 Approved New FTE	2016 Approved FTE
DEPARTMENTS							
Administration	2.0	2.0	-	2.0	3.0	-	2.0
Engineering	64.0	65.0	58.0	7.0	66.0	-	66.0
Environmental Services	266.0	255.0	224.0	31.0	254.0	-	254.0
Public Works	217.0	239.0	220.0	19.0	239.0	-	239.5
Sustainable Operations	7.0	18.0	17.0	1.0	19.0	-	18.0
Transit Services	10.0	161.0	159.0	2.0	159.0	-	161.0
TOTAL	566.0	740.0	678.0	62.0	740.0	-	740.5

* as at September 30, 2015

¹ Approved FTE is a term used to describe the number of permanent positions that have been authorized by Council, as published in the 2015 Approved Budget and Financial Plan. It does not include temporary and student positions.

² Differences between 2015 Approved FTEs and 2015 Authorized FTEs are due to reallocations among branches and/or departments. No increase to the overall approved FTEs occurred at the Municipality in 2015.

CAPITAL BUDGET SUMMARIES

MAJOR CATEGORY	2015 & Prior Actual			2016 Approved Budget \$	2017 - 2021 Plan \$
	Budget \$	Cost* \$	CarryFwd* \$		
Public Facilities	1,123,533,683	1,004,804,987	118,728,696	211,108,686	418,309,753
Recreation & Culture	105,072,124	82,001,916	23,070,208	15,614,000	15,573,000
Transportation	530,956,311	466,426,682	64,529,629	141,818,199	67,148,000
TOTAL	1,759,562,118	1,553,233,585	206,328,533	368,540,885	501,030,753

*cost to date and carryfwd estimate as at September 2015

CAPITAL BUDGET SUMMARIES

(continued)

LEGEND:

Project has future capital budget request

2015 AND PRIOR CAPITAL BUDGET

Major Category	Project Name	Budget (\$)	Costs* (\$)	Carry Forward* (\$)
Public Facilities	2014 Heavy Equipment Additions	5,135,855	4,536,225	599,630
Public Facilities	2015 Heavy Equipment Additions	1,589,000	692,372	896,628
Public Facilities	2015 Heavy Equipment Replacements	3,935,000	1,712,458	2,222,542
Public Facilities	2015 Winter Heavy Equipment Additions	3,435,000	1,485,865	1,949,135
Public Facilities	Abasand Heights Pumphouse Upgrade - Pre-Design & Design	700,000	230,000	470,000
Public Facilities	Airport Sewer - Construction	3,500,000	3,387,437	112,563
Public Facilities	Anzac Truck Fill	17,000,000	16,587,284	412,716
Public Facilities	Anzac WWTP & Effluent Pipeline - Construction	43,439,588	42,489,450	950,137
Public Facilities	Architectural Upgrades of Owned and Leased Space - 2010	974,436	767,801	206,635
Public Facilities	Architectural Upgrades Owned - Leased 2013	1,500,000	11,640	1,488,360
Public Facilities	Athabasca Water Treatment Plant Expansion	162,467,337	161,450,787	1,016,550
Public Facilities	Beacon Hill Outfall and Pipeline Upgrades -Construction	15,000,000	12,091,574	2,908,426
Public Facilities	Beacon Hill Outfall and Pipeline Upgrades -Pre-Design & Design	1,000,000	818,800	181,200
Public Facilities	Beacon Hill Slope Stability - Flood Recovery & Erosion Control	3,425,000	3,381,015	43,985
Public Facilities	Beacon Hill Water Supply Upgrade - Design	800,000	688,225	111,775
Public Facilities	Building Life Cycle 2014-2016	3,439,000	642,352	2,796,648
Public Facilities	Confederation Way Sanitary Sewer Bypass	17,000,000	16,008,207	991,793
Public Facilities	Conklin Mobile Wastewater Treatment Plant	2,500,000	-	2,500,000
Public Facilities	Conklin WaterTreatment/Supply Upgrade Phase 2- Design	650,000	116,281	533,719
Public Facilities	Contaminated Soil Land Farm Construction	3,000,000	2,554,963	445,037
Public Facilities	District Energy Supply & Return Pipe - PLB Portion	2,200,000	1,509,250	690,750
Public Facilities	Fire Hall #1 - Canopies Varshney	1,300,000	100	1,299,900
Public Facilities	Fire Suppression in Fleet Building - Regional Landfill	1,250,000	68,970	1,181,030
Public Facilities	Flood Mitigation - Construction	3,642,419	3,575,055	67,364
Public Facilities	Flood Mitigation - Predesign/Design	1,136,485	1,145,287	(8,802)
Public Facilities	Fort Chipewyan Landfill Public Drop-Off Area Construction and Lateral Expansion of Cell 1	2,800,000	2,110,339	689,661
Public Facilities	Fort Chipewyan Water and Sanitary Sewer - Predesign	450,000	-	450,000
Public Facilities	Fort Chipewyan WTP Expansion - Construction	15,000,000	14,997,574	2,426
Public Facilities	Fort Chipewyan WTP Upgrade-Design	2,500,000	1,554,403	945,597
Public Facilities	Fort McMurray WWTP Process Improvements - Predesign	4,330,000	2,370,805	1,959,195
Public Facilities	Grayling Terrace Lift Station Assessment and Design - Pre-design and Design	500,000	257,197	242,803
Public Facilities	Green Energy/Utility Distribution System - Predesign	1,000,000	-	1,000,000
Public Facilities	Green Plan Initiative - Regional Landfill	4,000,000	1,620,460	2,379,540
Public Facilities	Gregoire East Sanitary Outfall	27,020,000	26,297,086	722,914
Public Facilities	Hangingstone River and Grayling Terrace - Flood Recovery & Erosion Control	2,697,500	2,676,933	20,567
Public Facilities	Heated Storage Facility for Water Haul Trucks	599,300	521,209	78,091
Public Facilities	Heavy Equipment Replacements 2014 Tractor #2	65,000	-	65,000
Public Facilities	Heavy Equipment Replacements 2014 Tractor#1	65,000	-	65,000
Public Facilities	Household Hazardous Waste Building	350,000	322,304	27,696
Public Facilities	Hwy 69 Lift Station & Forcemain	12,810,000	12,575,847	234,153
Public Facilities	Infrastructure Relocation Highway 63	54,406,000	52,283,480	2,122,520
Public Facilities	Inverted Pad	967,788	808,282	159,506
Public Facilities	Janvier Sewage Lagoon Upgrade-Construction	4,200,000	16,088	4,183,912

CAPITAL BUDGET SUMMARIES

(continued)

Major Category	Project Name	Budget (\$)	Costs* (\$)	Carry Forward* (\$)
Public Facilities	Janvier Steel Building- Rink Replacement	3,006,000	377,100	2,628,900
Public Facilities	Janvier WTP Intake - Construction	6,000,000	5,495,897	504,103
Public Facilities	Jubilee Building Major Maintenance Upgrades 2011-2013	1,486,508	913,456	573,052
Public Facilities	Jubilee Air Filtration	375,000	369,047	5,953
Public Facilities	Jubilee Center Reno/Construction 2014 - 2016	11,147,826	6,186,528	4,961,298
Public Facilities	Jubilee Centre/ McMurray Experience - PreConstruction	500,000	478,482	21,518
Public Facilities	Jubilee Centre/McMurray Experience - Construction	2,500,000	2,075,971	424,029
Public Facilities	Jubilee Landscaping	250,000	-	250,000
Public Facilities	Jubilee Main Floor Multipurpose Room Modifications	240,593	172,308	68,285
Public Facilities	Jubilee Roofing Replacement	250,000	218,880	31,120
Public Facilities	Keyano Area Access Clearwater	23,102,388	23,068,272	34,116
Public Facilities	Landfill Gas Management System Design	700,000	630,602	69,398
Public Facilities	Landfill Gas Management System - Construction	12,000,000	11,987,393	12,607
Public Facilities	Landfill Gas Management System Pre-design and Design - Regional Landfill	400,000	155,000	245,000
Public Facilities	LEA '15-TruckwFrontEndPLOW,RearBoxSander	70,000	-	70,000
Public Facilities	Leachate Treatment Management	100,000	51,426	48,574
Public Facilities	Lift Station Upgrades (South)	24,731,680	14,004,127	10,727,553
Public Facilities	Light Equipment Replacements 2015	680,000	-	680,000
Public Facilities	Lower Townsite 4 Way Chamber - Design	1,400,000	435,080	964,920
Public Facilities	MacKenzie Blvd Lift Station Diversion & Sewer Upgrade - Construction	15,150,000	4,881,462	10,268,538
Public Facilities	MacKenzie Lift Station Diversion and MacKenzie Blvd Sewer Upgrade - Design	1,450,000	1,028,088	421,912
Public Facilities	Man-Door Canopies- Fort Chipewyan Garage	684,000	575,000	109,000
Public Facilities	Man-Door Canopies-Fort McMurray Landfill Building	592,000	495,000	97,000
Public Facilities	Material Recovery Facility Expansion - Construction	5,000,000	2,123,554	2,876,446
Public Facilities	Material Recovery Facility Expansion - Pre-Design & Detail Design	500,000	426,088	73,912
Public Facilities	Municipal Assets - Fall Protection	1,143,000	1,099,543	43,457
Public Facilities	Parking Lot Upgrades	3,201,443	3,072,552	128,892
Public Facilities	Parsons Creek Reservoir(FMCDP)	14,600,000	14,473,311	126,690
Public Facilities	Parsons Creek Water Supply from WTP to Parsons Creek Reservoir (FMCDP) - Confederation Way	42,750,000	38,258,590	4,491,410
Public Facilities	Regional Landfill - Lateral Expansion of cells 1,2 & 3.	6,000,000	5,811,786	188,214
Public Facilities	Regional Landfill Cell 4 - Construction	3,400,000	203,532	3,196,468
Public Facilities	Regional Landfill Cell 4- Design	100,000	85,562	14,438
Public Facilities	Regional Landfill Cell II, III & Stockpile Pad Construction	11,000,000	10,543,590	456,410
Public Facilities	Regional Landfill Storm Pond 2 - Construction	220,000	-	220,000
Public Facilities	Regional Landfill Storm Pond 2 - Design	20,000	-	20,000
Public Facilities	Regional Scada Wan - Construction	2,000,000	1,180,518	819,482
Public Facilities	Regional Scada Wan - Design	225,000	72,443	152,557
Public Facilities	River Bank Protection - Design & Construction	4,000,000	1,781,840	2,218,160
Public Facilities	Rodeo Drive Storm Pipe - Design	75,000	68,710	6,290
Public Facilities	Roof Tie Offs	1,200,000	-	1,200,000
Public Facilities	Rural Streetlights Conversion to LED	210,000	187,834	22,166
Public Facilities	Rural Water & Sewer Servicing - Predesign & Design	9,750,000	4,943,273	4,806,727
Public Facilities	Rural Water and Sewer Servicing - Construction	15,250,000	5,164,868	10,085,132

CAPITAL BUDGET SUMMARIES

(continued)

LEGEND:

Project has future capital budget request

2015 AND PRIOR CAPITAL BUDGET

Major Category	Project Name	Budget (\$)	Costs* (\$)	Carry Forward* (\$)
Public Facilities	Saline Creek Culvert - Flood Recovery & Erosion Control	165,675	152,682	12,994
Public Facilities	Saline Creek King Street Boost (FMCDP)	11,690,000	11,647,349	42,651
Public Facilities	Saline Creek Outfall Sewer to Mills Avenue (FMCDP)	29,900,000	28,458,329	1,441,671
Public Facilities	Saline Creek Plateau Transmission Main	9,864,823	9,628,436	236,387
Public Facilities	Saline Creek Supply Line from King Street Booster Station to MacKenzie Reservoir (FMCDP)	38,716,266	36,940,109	1,776,157
Public Facilities	Saline Creek Supply Line from WTP to King Street	14,025,336	11,229,378	2,795,958
Public Facilities	Saline Creek/Ptarmigan Court - Flood Recovery Erosion Control	426,500	388,393	38,107
Public Facilities	Saline Watermain from Hardin Street to King Street Booster Station - Construction	14,000,000	13,897,483	102,517
Public Facilities	Saprae Creek Water Distribution Upgrades-Pre-design	250,000	204,115	45,885
Public Facilities	Sidewalks in Rural Communities	500,000	300,740	199,260
Public Facilities	Snow Storage/Reclamation Facility - Construction	27,000	22,158	4,842
Public Facilities	Snow Storage/Reclamation Facility - Design	1,568,273	633,328	934,946
Public Facilities	Solid Waste Office/Shop & Fleet Building	16,970,000	16,901,325	68,675
Public Facilities	South East 881 Water Supply Line - Pre-design & Design	4,500,000	3,300,000	1,200,000
Public Facilities	South Operations Centre Design & Construction	51,340,985	51,245,242	95,743
Public Facilities	South Regional Reversible Effluent Pipeline-Design	1,500,000	-	1,500,000
Public Facilities	Southeast Reservoir Upgrade - Design	1,000,000	575,188	424,812
Public Facilities	Southwest Water Supply Line - Design	800,000	601,770	198,230
Public Facilities	Southwest Water Supply Line Phase 1 - Construction	27,000,000	26,918,754	81,246
Public Facilities	Tipping Pad - Construction	1,300,000	398,997	901,004
Public Facilities	Tipping Pad - Pre-Design & Design	100,000	48,246	51,754
Public Facilities	Tourist Sewage Dump Stations - Design	500,000	117,442	382,558
Public Facilities	Transfer Station and Recycling Depot Construction	4,500,000	4,429,214	70,786
Public Facilities	Transfer Stations & Recycling Depots Design	448,000	321,678	126,322
Public Facilities	Urban and Rural Cemetery Development - Construction	7,000,000	6,663,813	336,187
Public Facilities	Urban and Rural Cemetery Development - Design	1,600,000	912,719	687,281
Public Facilities	Waste Water Treatment Plant	218,200,678	218,023,345	177,333
Public Facilities	Water Supply Line to Ft MacKay Pre-design - Design	1,500,000	693,660	806,340
Public Facilities	Watermain Connection - Richard Street	2,900,000	2,690,979	209,021
Public Facilities Total		1,123,533,683	1,004,804,987	118,728,696
Recreation & Culture	Active Transportation Trail 2014-2016 - Design	300,000	293,874	6,126
Recreation & Culture	Active Transportation Trail 2014-2016 Construction	2,500,000	2,128,833	371,167
Recreation & Culture	Beaver Trail Lighting Project (Birchwood Trail System)	450,000	202,673	247,327
Recreation & Culture	Birchwood Trail Pedestrian Bridge - Pre- Design	300,000	189,277	110,723
Recreation & Culture	Clearwater Park System (Riverside Park System) - Construction	130,000	129,455	545
Recreation & Culture	Clearwater Park System (Riverside Park System) - Remediation	8,620,000	1,374,734	7,245,266
Recreation & Culture	Community Playgrounds (Eagle Ridge, Janvier, Chad Matthies, St. Gabriel School Playground Replacement)	1,875,000	1,075,000	800,000
Recreation & Culture	Fort McMurray Bike Park - Construction	2,000,000	1,689,776	310,224
Recreation & Culture	Gregoire/Beaconhill Dog Park	150,000	135,645	14,355
Recreation & Culture	Handicap Accessible Flower Bed	137,500	131,114	6,386
Recreation & Culture	Janvier Skateboard Park	300,000	114,722	185,278

CAPITAL BUDGET SUMMARIES

(continued)

Major Category	Project Name	Budget (\$)	Costs* (\$)	Carry Forward* (\$)
Recreation & Culture	MacDonald Island Bridge - Pre-Construction	3,000,000	2,121,892	878,108
Recreation & Culture	MacDonald Island Utility Expansion - Design	4,000,000	423,600	3,576,400
Recreation & Culture	Rural Community Placemaking - Anzac	1,400,000	1,041,664	358,336
Recreation & Culture	Rural Community Placemaking - Fort Chipewyan	5,000,000	4,875,470	124,530
Recreation & Culture	Rural Community Placemaking - Saprae Creek	680,301	671,533	8,768
Recreation & Culture	Rural Community Placemaking-Conklin	800,000	780,380	19,620
Recreation & Culture	Rural Community Placemaking-Gregoire Lake Estates	800,000	737,926	62,074
Recreation & Culture	Rural Community Placemaking-Janvier	800,000	780,454	19,546
Recreation & Culture	Slow Pitch Ball Diamonds - Construction	1,600,000	463,121	1,136,879
Recreation & Culture	Snye Remediation	12,993,885	12,853,455	140,430
Recreation & Culture	Snyeside Park System - Construction	37,864,107	35,486,024	2,378,083
Recreation & Culture	Snyeside Park System - Pre Construction	7,830,673	7,678,922	151,751
Recreation & Culture	Sports and Entertainment Arena - City Centre - Pre Construction	1,006,858	490,358	516,500
Recreation & Culture	Steel Gates with Municipal Logo	112,800	88,275	24,525
Recreation & Culture	Surface Parking Relocation/Improvements Pre-Construction	750,000	9,565	740,436
Recreation & Culture	Syncrude Timberlea Athletic Park Expansion - Land Acquisition	3,000,000	-	3,000,000
Recreation & Culture	Tennis Court Resurfacing	1,300,000	1,308,898	(8,898)
Recreation & Culture	Timberlea Splash Park	500,000	464,676	35,324
Recreation & Culture	Warm Up Shelters	275,000	25,120	249,880
Recreation & Culture	Waterways & Horse Pasture Park - Construction	3,371,000	3,081,510	289,490
Recreation & Culture	Westview Westwood Community Park Upgrades	1,225,000	1,153,969	71,031
Recreation & Culture				
Total		105,072,124	82,001,916	23,070,208
Transportation	Back of Curb Treatments at the King St. Traffic Circle and along Gregoire Drive	1,300,000	1,111,460	188,540
Transportation	Christina River Bridge - Construction	500,000	441,410	58,590
Transportation	Christina River Bridge - Design	500,000	368,318	131,683
Transportation	Fort Chipewyan Richardson River Bridge Replacement – Construction	1,000,000	-	1,000,000
Transportation	Fort MacKay Bridge Replacement	29,820,800	29,519,857	300,943
Transportation	Fraser Ave and McLeod St Extension - Design and Construction	3,600,000	312,165	3,287,835
Transportation	Intelligent Bus Transit System (IBTS)	6,150,000	903,646	5,246,354
Transportation	Parsons Creek West Access Road (FMCDP) - Design & Construction	6,490,000	6,223,547	266,453
Transportation	Prairie Loop Boulevard	54,773,167	52,396,112	2,377,055
Transportation	Road B at Saline Creek Design	800,000	791,800	8,200
Transportation	Rural Infrastructure Rehabilitation 2015-2017-Design	2,600,000	874,394	1,725,606
Transportation	Rural Infrastructure Rehabilitation	38,200,000	37,963,733	236,267
Transportation	Rural Infrastructure Rehabilitation 2015-2017 - Construction	16,000,000	1,189,265	14,810,735
Transportation	Rural Road Rehabilitation 2012-Pre-design and Design	500,000	499,953	47
Transportation	Saline Creek Drive - Placemaking	4,000,000	1,058,368	2,941,633
Transportation	Saline Creek Drive and Bridge (FMCDP)	76,175,000	73,458,339	2,716,661
Transportation	Saline Creek Highway 69 Twinning (FMCDP) - Urban Service Area	15,762,180	15,489,812	272,368
Transportation	Saprae Creek - Paving	300,000	185,286	114,714
Transportation	Silin Forest Road Complex Security Gates and Fencing	148,000	128,459	19,541
Transportation	Silin Forest Road Rehabilitation	2,050,000	50,342	1,999,658

CAPITAL BUDGET SUMMARIES

(continued)

LEGEND:

Project has future capital budget request

2015 AND PRIOR CAPITAL BUDGET

Major Category	Project Name	Budget (\$)	Costs* (\$)	Carry Forward* (\$)
Transportation	South Leg, Range Road 83 at Highway 69-Design & Construction	400,000	-	400,000
Transportation	Specialized Transit Bus Purchases Additions 2014-2017	173,000	172,140	860
Transportation	Street Light Improvements-Conklin and Janvier	584,000	337,810	246,190
Transportation	Surface Parking Relocation/Improvements - Construction	6,600,000	3,588,023	3,011,977
Transportation	Tolen Drive Bridge Replacement - Pre-Design & Design	500,000	252,633	247,367
Transportation	Tolen Drive Bridge Replacement including Removal of the Saprae Creek Trestles	9,815,075	8,466,776	1,348,299
Transportation	Traffic Signal Rehabilitation 2015-2016	200,000	-	200,000
Transportation	Traffic Signal Upgrades & Installation 2013- 2014	967,783	655,645	312,138
Transportation	Transit Bus Additions 2012 - 2014	3,150,000	2,022,177	1,127,823
Transportation	Transit Bus Additions/Replacements 2015	4,160,000	3,840,820	319,180
Transportation	Transit Bus Lifecycle Refurbish Program 2014-2020	841,500	841,500	-
Transportation	Transit Facility Construction Green Trip Project	11,143,501	10,980,640	162,861
Transportation	Transit Terminal Northside	4,000,000	-	4,000,000
Transportation	Transit Terminals	5,600,000	507,456	5,092,544
Transportation	Urban Infrastructure Rehabilitation 2011 - 2013	108,416,994	108,152,132	264,862
Transportation	Urban Infrastructure Rehabilitation 2014-2016 - Construction	95,000,000	92,257,862	2,742,138
Transportation	Urban Infrastructure Rehabilitation 2014-2016 Predesign & Design	2,900,000	1,648,255	1,251,745
Transportation	West Airport Boundary Road	15,835,311	9,736,548	6,098,764
Transportation Total		530,956,311	466,426,682	64,529,629
GRAND TOTAL		1,759,562,118	1,553,233,585	206,328,533

*As at September 2015. Cost includes actual and commitments.

CAPITAL BUDGET SUMMARIES

(continued)

LEGEND:

Other than first year of a multiple year project

First year of a preapproved multiple year project - Construction Phase

First year of a multiple year project

Single year project

2016 APPROVED CAPITAL BUDGET

Major Category	Project Name	Budget (\$)
Public Facilities	2016 Heavy Equipment Additions	2,828,000
Public Facilities	2016 Heavy Equipment Replacements	2,450,000
Public Facilities	2016 Light Equipment Additions	875,000
Public Facilities	2016 Light Equipment Replacements	765,000
Public Facilities	Abasand Pump House and Reservoir Upgrade - Design	375,000
Public Facilities	Abasand Pump House Upgrade - Construction	4,848,000
Public Facilities	Anzac WWTP & Effluent Pipeline - Construction	8,000,000
Public Facilities	Automated River Monitoring	235,000
Public Facilities	Building Life Cycle 2014-2016	1,679,400
Public Facilities	Building Security Infrastructure Upgrades	1,874,646
Public Facilities	Confederation Way Sanitary Sewer Bypass	11,000,000
Public Facilities	Confederation Way Sanitary Sewer Phase 2 - Construction	28,800,000
Public Facilities	Fleet Shop Automated Vehicle Locator (AVL) Equipment	750,000
Public Facilities	Fleet Shop Equipment Tooling	205,000
Public Facilities	Flood Mitigation - Construction	18,000,000
Public Facilities	Flood Mitigation - Predesign/Design	1,651,000
Public Facilities	Fort Chipewyan WTP Expansion - Construction	10,000,000
Public Facilities	Fort MacKay Sewage Lagoon Upgrade - Design	500,000
Public Facilities	Fort MacKay Sewage Lagoon Upgrade - Predesign	100,000
Public Facilities	Fort McMurray WTP Upgrades - Design	150,000
Public Facilities	Fort McMurray WWTP Process Improvements - Construction	18,000,000
Public Facilities	Grayling Terrace Lift Station - Construction	12,360,000
Public Facilities	Janvier WTP Electrical/Mechanical Upgrades - Design	300,000
Public Facilities	Jubilee Center Reno/Construction 2014 - 2016	1,962,640
Public Facilities	Lift Station Upgrades (South)	4,000,000
Public Facilities	MacDonald to 4-Way Chamber Supply Line - Design	1,500,000
Public Facilities	MacKenzie Blvd Lift Station Diversion & Sewer Upgrade - Construction	5,150,000
Public Facilities	MacKenzie Stormwater Management - Design	2,000,000
Public Facilities	Mills Avenue Stormwater Management - Construction	7,000,000
Public Facilities	Regional Landfill Cell 4 - Construction	4,000,000
Public Facilities	Regional Landfill Cell 5 - Design	400,000
Public Facilities	Regional Landfill Cell 5 - Predesign	400,000
Public Facilities	River Intake - Design	125,000
Public Facilities	River Intake - Predesign	100,000
Public Facilities	Rural Water and Sewer Servicing - Construction	45,425,000
Public Facilities	Southwest Water Supply Line Phase 1 - Construction	8,000,000
Public Facilities	Stonecreek Drainage - Construction	5,000,000
Public Facilities	Stonecreek Drainage - Design	300,000
Public Facilities Total		211,108,686

LEGEND:

Other than first year of a multiple year project

First year of a preapproved multiple year project - Construction Phase

First year of a multiple year project

Single year project

CAPITAL BUDGET SUMMARIES

(continued)

2016 APPROVED CAPITAL BUDGET (Continued)

Major Category	Project Name	Budget (\$)
Recreation & Culture	Active Transportation Trail 2014-2016 - Construction	6,500,000
Recreation & Culture	Clearwater Park System (Riverside Park System) - Construction	-
Recreation & Culture	Clearwater Park System (Riverside Park System) - Remediation	500,000
Recreation & Culture	Community Entrance Feature Signs	372,000
Recreation & Culture	Fort Chipewyan Baseball Bleacher Replacements	72,000
Recreation & Culture	Gregoire Lake Estates Trail & Skate Park - Design	60,000
Recreation & Culture	Rural Community Placemaking Fort MacKay - Design	110,000
Recreation & Culture	Waterways & Horse Pasture Park - Construction	8,000,000
Recreation & Culture Total		15,614,000
Transportation	Christina River Bridge - Construction	1,500,000
Transportation	Fort Chipewyan Richardson River Bridge Replacement – Construction	4,000,000
Transportation	Intersection Improvements at Thickwood Blvd and Confederation Way	801,600
Transportation	King Street Bridge Rehabilitation	3,240,000
Transportation	Prairie Loop Boulevard	21,121,600
Transportation	Rural Infrastructure Rehabilitation 2015-2017 - Construction	19,000,000
Transportation	Snow Disposal Site - PreDesign	400,000
Transportation	Specialized Transit Bus Purchases Additions 2014-2017	215,000
Transportation	Traffic Signal Rehabilitation 2015-2016	300,000
Transportation	Transit Bus Additions/Replacements 2015	8,320,000
Transportation	Transit Bus Lifecycle Refurbish Program 2014-2020	576,000
Transportation	Transit Facility Construction Green Trip Project	843,999
Transportation	Urban Infrastructure Rehabilitation 2014-2016 - Construction	80,000,000
Transportation	Urban Infrastructure Rehabilitation 2016-2018 - Design	1,500,000
Transportation Total		141,818,199
GRAND TOTAL		368,667,835

CAPITAL BUDGET SUMMARIES

(continued)

2017 CAPITAL PLAN

Major Category	Project Name	Budget (\$)
Public Facilities	Abasand Pump House Upgrade - Construction	7,152,000
Public Facilities	Building Security Infrastructure Upgrades	1,119,634
Public Facilities	Confederation Way Sanitary Sewer Phase 2 - Construction	14,400,000
Public Facilities	Flood Mitigation - Construction	25,800,000
Public Facilities	Flood Mitigation - Predesign/Design	4,900,000
Public Facilities	Fort Chipewyan WTP Expansion - Construction	8,700,000
Public Facilities	Fort McMurray WWTP Process Improvements - Construction	18,000,000
Public Facilities	Grayling Terrace Lift Station - Construction	6,000,000
Public Facilities	MacKenzie Blvd Lift Station Diversion & Sewer Upgrade - Construction	10,000,000
Public Facilities	Mills Avenue Stormwater Management - Construction	6,000,000
Public Facilities	Rural Water and Sewer Servicing - Construction	75,925,000
Public Facilities Total		177,996,634
Recreation & Culture	Clearwater Park System (Riverside Park System) - Construction	437,000
Recreation & Culture	Clearwater Park System (Riverside Park System) - Remediation	11,000,000
Recreation & Culture	Fort Chipewyan New Cemetery - Design Build	2,592,000
Recreation & Culture	Gregoire Lake Estates Trail & Skate Park - Construction	864,000
Recreation & Culture Total		14,893,000
Transportation	Fort Chipewyan Richardson River Bridge Replacement – Construction	3,160,000
Transportation	Prairie Loop Boulevard	22,806,800
Transportation	Rural Infrastructure Rehabilitation 2015-2017 - Construction	35,000,000
Transportation	Specialized Transit Bus Purchases Additions 2014-2017	877,200
Transportation	Transit Bus Lifecycle Refurbish Program 2014-2020	576,000
Transportation	Urban Infrastructure Rehabilitation 2016-2018 - Design	1,500,000
Transportation Total		63,920,000
GRAND TOTAL		256,809,634

LEGEND:

Other than first year of a multiple year project
First year of a preapproved multiple year project - Construction Phase
First year of a multiple year project
Single year project

CAPITAL BUDGET SUMMARIES

(continued)

2018 CAPITAL PLAN

Major Category	Project Name	Budget (\$)
Public Facilities	Building Security Infrastructure Upgrades	1,243,023
Public Facilities	Flood Mitigation - Construction	50,257,581
Public Facilities	Flood Mitigation - Predesign/Design	2,112,515
Public Facilities	Fort Chipewyan WTP Expansion - Construction	3,300,000
Public Facilities	Rural Water and Sewer Servicing - Construction	55,925,000
Public Facilities Total		112,838,119
Recreation & Culture	Clearwater Park System (Riverside Park System) - Remediation	680,000
Recreation & Culture Total		680,000
Transportation	Transit Bus Lifecycle Refurbish Program 2014-2020	576,000
Transportation	Urban Infrastructure Rehabilitation 2016-2018 - Design	1,500,000
Transportation Total		2,076,000
GRAND TOTAL		115,594,119

2019 - 2021 CAPITAL PLAN

Major Category	Project Name	Budget (\$)
Public Facilities	Flood Mitigation - Construction	100,000,000
Public Facilities	Rural Water and Sewer Servicing - Construction	27,475,000
Public Facilities Total		127,475,000
Recreation & Culture		-
Recreation & Culture Total		-
Transportation	Transit Bus Lifecycle Refurbish Program 2014-2020	1,152,000
Transportation Total		1,152,000
GRAND TOTAL		128,627,000

Divisional Summaries:

PLANNING AND REGIONAL DEVELOPMENT DIVISION

Division Mandate

The Planning and Regional Development division facilitates collaborative efforts to realize sustainable growth, planning, and land use. This includes regulatory management of real estate transactions, economic growth, development and diversification within the Municipality through the development and implementation of policies for short and long term planning and land management within the Municipality in compliance with statutory guidance. The Division is instrumental in collaborating with industry and government as it relates to forecasting growth projections to support the Municipality's planning efforts. This includes maintaining a close relationship with industry in order to stay current of key developments and changes in the Region which have a direct impact on the Municipality.

The division is comprised of the following four departments:

- I. Economic Development
- II. Land Administration
- III. Planning and Development
- IV. Strategic Analysis and Forecasting

A MESSAGE FROM THE EXECUTIVE DIRECTOR

Planning and Regional Development works to provide services to its customers to guide in responsible planning and development in the Region necessary to support the growth and sustainability of a vibrant economy and community for residents to live, play and work.

Services are provided by a team of well-trained and dedicated professionals working collaboratively with residents, external and internal stakeholders to facilitate all aspects of responsible land planning and development, land transactions, guidance and support in economic development. Its work with other levels of government and industry when monitoring the current economic climate and forecasting future growth trends assists in strategic long term planning in the Region, including Urban Service Area expansion needs, industrial and commercial development.

Existing and new business is supported through a team of excited and creative staff who work in the communities with small and larger business owners and to promote the Region to commercial developers as a great place to do business.

Through the guidance and support of Council and the 2015 – 2017 Strategic Plan, Planning and Regional Development will strive to provide the highest level of customer service to see the Region grow to its highest potential in 2016 onward.

Sincerely,

M. Brian Moore,
Executive Director,
Planning and Regional Development

DIVISION PROFILE

ECONOMIC DEVELOPMENT

Economic Development facilitates the development and implementation of the Region’s economic development strategies while striving to be responsive to the economic interests and needs of residents, enterprises, organizations, and communities throughout the Regional Municipality of Wood Buffalo (Municipality). Economic Development supports the creation of a sustainable and diverse business environment through innovative business attraction, development and retention strategies that support a growing and developing Region while promoting the RMWB as a great place to live, work, visit and invest.

LAND ADMINISTRATION

The Land Administration Department manages all Municipal land and facility real estate interests. The department is responsible for the acquisition of land for capital infrastructure projects, disposition of real estate interests and leasing of land and facilities. The Land Administration Department supports all Municipal departments, stakeholders and the public by providing orderly resolution of land issues.

PLANNING AND DEVELOPMENT

The Planning and Development Department provides services related to planning land use and development activities within the Municipality. Providing timely and accurate customer service is essential to facilitate all aspects of development planning.

STRATEGIC ANALYSIS AND FORECASTING

The Strategic Analysis and Forecasting Department maintains and expands working relationships with the natural resource extraction sector, the development industry, business leaders, educators and governmental representatives. Within this collaborative environment the economic climate is monitored and projections of future growth are developed to be used for long-term strategic planning, capital investment decisions and long term financial planning.

MAJOR 2016 INITIATIVES

Building Responsible Government

- Updating the Municipal Development Plan (MDP) that will help realize Council priorities and provide strategic direction to chart the course for RMWB to evolve over time into a more compact, transit oriented, sustainable city and creating complete communities by managing growth and change, prioritizing corporate initiatives – *Planning and Development*
- Update existing Safety Code related policies, processes and procedures to maintain standard and to manage risks – *Planning and Development*

Building Balanced Regional Services

- Acquisition of land for Capital Projects – *Land Administration*

Building a Vibrant Economy Together

- Create the Business Accelerator Program – *Economic Development*
- Continue with the Urban Market – *Economic Development*
- Create the Commercial Industrial Land Use Study (CILUS) and Regional Market Analysis – *Economic Development*
- Design and disseminate Economic Information (e.g.: Economic Profile and the Conference Board of Canada's – Regional Economic Outlook) – *Economic Development*
- Ongoing Business Support Services (Business Attraction, Development and Retention) – *Economic Development*
- Build and Strengthen Partnership Facilitation – *Economic Development*
- Land Purchase for Jubilee Plaza – *Land Administration*
- 65 Acres of Land in Anzac – Due Diligence – *Land Administration*

Building an Effective Land Strategy

- Marketing Strategy for Saline Creek – *Land Administration*
- Land Disposition Strategy – *Land Administration*
- Roll out and Implement the Land Use Bylaw (LUB) through integrated land use transportation and infrastructure plans and development approvals, regulating land use and subdivision development – *Planning and Development*
- Roll out of two Rural Area Structure Plans (Fort MacKay and Janvier) – *Planning and Development*
- Roll out of development approvals for Saline and Parsons Creek – *Planning and Development*
- Lower Townsite Area Redevelopment Plan – *Planning and Development*
- Engage, negotiate and liaise with government partners on issues relating to the Urban Development Sub Region (UDSR) – *Strategic Analysis and Forecasting*

Building a Sustainable Region

- Conduct Fringe Area Development assessment (Study) to identify areas suitable for future urban development and determine environmental and geographical constraints to development – *Planning and Development*
- Revised Regional growth forecasts – *Strategic Analysis and Forecasting*
- Monitor and record macro-level economic factors that influence Regional growth – *Strategic Analysis and Forecasting*
- Create a working-level committee of major Regional Municipality of Wood Buffalo (RMWB) and industry stakeholders – *Strategic Analysis and Forecasting*
- Engage, negotiate and liaise with industry partners on taxation, development and service-delivery matters. – *Strategic Analysis and Forecasting*
- Develop and implement engagement plans with all oil sands companies operating within the geographic boundaries of the RMWB – *Strategic Analysis and Forecasting*
- Lead RMWB involvement in a potential public hearing for one oil sands project – *Strategic Analysis and Forecasting*

FINANCIAL SUMMARY

DIVISIONAL OPERATING BUDGET SUMMARY

	2015 Amended Operating Budget (a) \$	2015 Operating Projection* (b) \$	2016 Approved Operating Budget (c) \$	Change 2015 Amended Operating Budget vs 2016 Approved Operating Budget (a) to (c) \$ %		Change 2015 Operating Projection vs 2016 Approved Operating Budget (b) to (c) \$ %	
PLANNING AND REGIONAL DEVELOPMENT							
REVENUES							
Property Taxes**	-	-	-	-	-	-	-
Sales of Goods and Services	298,500	124,500	164,500	(134,000)	(45)	40,000	32
Sales To Other Governments	-	-	-	-	-	-	-
Other Revenue from Own Services	10,312,700	5,653,193	6,057,500	(4,255,200)	(41)	404,307	7
Grants	-	-	-	-	-	-	-
Other Transfers	-	11,518	-	-	-	(11,518)	(100)
TOTAL REVENUES	10,611,200	5,789,211	6,222,000	(4,389,200)	(41)	432,789	7
EXPENSES							
Salaries, Wages & Benefits	15,625,186	14,973,500	17,683,800	2,058,614	13	2,710,300	18
Contracted & General Services	10,466,854	8,707,244	9,037,300	(1,429,554)	(14)	330,056	4
Purchases from Governments	1,100	4,100	3,100	2,000	182	(1,000)	(24)
Materials, Goods, Supplies & Utilities	395,200	463,204	340,800	(54,400)	(14)	(122,404)	(26)
Small Equipment & Furnishings	7,200	20,179	7,100	(100)	(1)	(13,079)	(65)
Transfers & Grants	-	-	-	-	-	-	-
Financial Service Charges	90,000	45,002	45,000	(45,000)	(50)	(2)	(0)
Others	-	25	-	-	-	(25)	(100)
TOTAL EXPENSES	26,585,540	24,213,254	27,117,100	531,560	2	2,903,846	12
Operating Surplus (Deficit)	(15,974,340)	(18,424,043)	(20,895,100)	4,920,760	31	2,471,057	13
Contribution to Capital	-	-	-	-	-	-	-
Transfer to Reserve	-	-	-	-	-	-	-
Transfer from Reserve	-	284,919	-	-	-	(284,919)	(100)
SURPLUS/(DEFICIT)	(15,974,340)	(18,139,124)	(20,895,100)	4,920,760	31	2,755,976	15

* as at September 30, 2015

** Based on approved Property Tax Rate Bylaw; includes Grants in Lieu of Taxes; net of provision for potential appeal losses

	Revenues \$	Expenses \$	2016 Approved Operating Budget \$	2016 Approved FTE
PLANNING AND REGIONAL DEVELOPMENT				
DEPARTMENTS				
Planning & Regional Dev. ED	-	610,200	(610,200)	2.0
Economic Development	108,000	2,451,400	(2,343,400)	11.0
Land Administration	650,000	8,693,300	(8,043,300)	14.0
Planning and Development	5,464,000	13,727,100	(8,263,100)	87.0
Strategic Analysis & Forecasting	-	1,635,100	(1,635,100)	7.0
Totals	6,222,000	27,117,100	(20,895,100)	121.0

PERSONNEL SUMMARY

FULL TIME EQUIVALENTS (FTE) SUMMARY

PLANNING AND REGIONAL DEVELOPMENT	2015 Approved FTE ¹	2015 Authorized FTE ^{2*}	2015 Filled FTE*	2015 Vacancies*	2015 Projected FTE	2016 Approved New FTE	2016 Approved FTE
DEPARTMENTS							
Administration	3.0	3.0	2.0	1.0	2.0		2.0
Economic Development	11.0	11.0	11.0	-	11.0		11.0
Land Administration	16.0	16.0	14.0	-	14.0		14.0
Planning and Development	84.0	87.0	76.0	11.0	78.0		87.0
Strategic Analysis and Forecasting	6.0	6.0	6.0	1.0	6.0		7.0
TOTAL	120.0	123.0	109.0	13.0	111.0	-	121.0

* as at September 30, 2015

¹ Approved FTE is a term used to describe the number of permanent positions that have been authorized by Council, as published in the 2015 Approved Budget and Financial Plan. It does not include temporary and student positions.

² Differences between 2015 Approved FTEs and 2015 Authorized FTEs are due to reallocations among branches and/or departments. No increase to the overall approved FTEs occurred at the Municipality in 2015.

CAPITAL BUDGET SUMMARIES

MAJOR CATEGORY	2015 & Prior Actual			2016 Approved Budget \$	2017 - 2021 Plan \$
	Budget \$	Cost* \$	CarryFwd* \$		
Public Facilities	185,720,000	134,370,482	51,349,518	10,936,500	-
Recreation & Culture	-	-	-	-	-
Transportation	-	-	-	-	-
TOTAL	185,720,000	134,370,482	51,349,518	10,936,500	-

*cost to date and carryfwd estimate as at September 2015

CAPITAL BUDGET SUMMARIES

(continued)

LEGEND:

Project has future capital budget request

2015 AND PRIOR CAPITAL BUDGET

Major Category	Project Name	Financial Update		
		Budget (\$)	Cost* (\$)	Carryfwd* (\$)
Public Facilities	Abram's Land - Servicing and Site Preparation	25,700,000	25,687,189	12,811
Public Facilities	Abram's Parcel 3 Development	5,000,000	3,250,345	1,749,655
Public Facilities	Land Acquisition 2009	30,060,000	29,298,562	761,438
Public Facilities	Land Acquisition 2012-2014	72,480,000	61,722,784	10,757,216
Public Facilities	Land Acquisition 2013-2014	52,480,000	14,411,602	38,068,398
Public Facilities Total		185,720,000	134,370,482	51,349,518
Recreation & Culture		-	-	-
Recreation & Culture Total		-	-	-
Transportation		-	-	-
Transportation Total		-	-	-
GRAND TOTAL		185,720,000	134,370,482	51,349,518

*includes actual and committed costs, and carryfwd estimate as at September 2015

LEGEND:

Other than first year of a multiple year project

First year of a preapproved multiple year project - Construction Phase

First year of a multiple year project

Single year project

2016 APPROVED CAPITAL BUDGET

Major Category	Project Name	Budget (\$)
Public Facilities	Land Acquisition 2016	10,936,500
Public Facilities Total		10,936,500
Recreation & Culture		-
Recreation & Culture Total		-
Transportation		-
Transportation Total		-
GRAND TOTAL		10,936,500

2016 APPROVED CAPITAL BUDGET AND 2017 – 2021 CAPITAL PLAN

120	Approved Capital Budget and Plan Overview
125	Public Facilities
136	Recreation and Culture
142	Transportation

APPROVED CAPITAL BUDGET AND PLAN OVERVIEW

APPROVED CAPITAL BUDGET AND PLAN OVERVIEW

The capital budget and plan have been developed using the 2015-2017 Strategic Plan which focuses on Building a Strong and Resilient Community. A vision to balance sustainment requirements within the current economic reality was the main determinant in developing the 2016 capital budget. Municipal infrastructure delivery generally has an average lag of five (5) years and it is every Municipality's goal to accelerate the provision of infrastructure. To be able to meet the needs of the Region, the Municipality has a capital plan that covers six (6) future years, taking into consideration human, financial and vendor resources.

2016 capital budget process went through a four day Council workshop to scrutinize and prioritize all capital projects after the thorough scrutinization by the Administration (Capital Projects Steering Committee – CPSC). The four day Council workshop was open to the public and live broadcast.

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

- Public Facilities
- Recreation and Culture
- Transportation

The approved 2016 capital budget of \$453,742,791 was approved by the Council on December 8, 2015. The individual project categories are as follows:

	2015 & Prior Carry Forward**	2016 Approved Budget	2016 Category %	2016 & Prior Total Approved Capital Spend	2017-2021 Capital Plan
Public Facilities	\$ 190,078,505	\$ 259,833,690	57%	\$ 449,912,195	\$ 446,040,755
Recreation & Culture	68,497,137	52,090,902	12%	120,588,039	39,073,001
Transportation	67,121,758	141,818,199	31%	208,939,957.6	7,148,001
TOTAL	\$ 325,697,400	\$ 453,742,791*	100%	\$ 779,440,191	\$ 552,261,757

*Does not include the approved capital grant of \$10,500,000 for Willow Square Aging in Place facility in 2016.
 **Estimates as at September 2015.

The approved 2016 capital budget of \$453,742,791 consists of 89 projects, of which 34 are continuing multi-year projects with cash flow impacts in 2016. As at November 2015, \$325,697,400 was available (uncommitted) for ongoing projects approved in 2015 and prior years. Some of the work would be completed in 2015, while the rest will be completed in future years. The total available budget for all capital projects approved in 2016 and prior years is \$779,440,191.

The Municipal Public Art Policy adopted by Council in July 2014, allocated an additional \$492,128 to be funded from the capital infrastructure reserve for public art installations. Council has appointed a Public Art Committee to advise on the implementation of the Municipal Public Art Program and procurements using these funds.

Support for the Willow Square Aging in Place facility in 2016 in the amount of \$10,500,000 has also been allocated to be funded from the capital infrastructure reserve.

The approved 2016 capital budget is funded from transfers from the capital infrastructure reserve, grants, debt and other sources such as offsite levies as summarized on the next page.

CAPITAL BUDGET AND PLAN OVERVIEW

(continued)

CAPITAL BUDGET FUNDING SOURCES

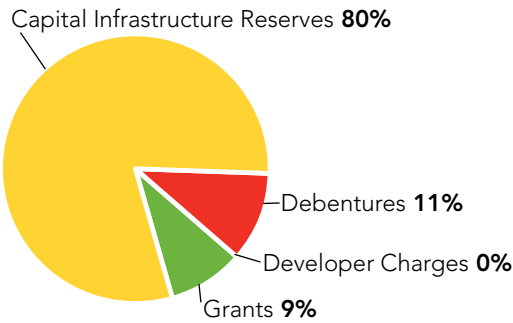
	2016
Grants	38,995,275
Capital Infrastructure Reserve*	362,720,894
Debentures	51,707,690
Offsite Levy / Developer Charges	318,932
TOTAL	\$ 453,742,791

*Does not include the approved capital grant of \$10,500,000 for Willow Square Aging in Place facility in 2016.

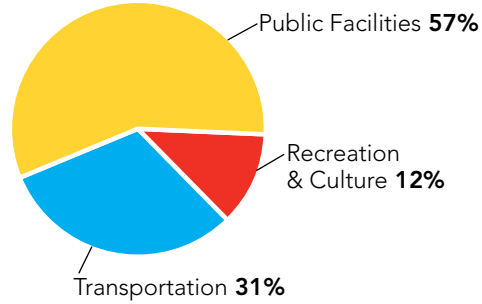
Funding for the 2016 Capital budget will be 80% reserves, 11% debentures or debt, 9% from Federal and Provincial government grants and other resources accounts for less than 1%.

About \$320M is projected to be transferred from the Operating budget in 2016 to the Capital Infrastructure Reserve (CIR).

2016 CAPITAL BUDGET FUNDING SOURCES - \$453,742,791



2016 APPROVED CAPITAL BUDGET SPENDING BY CATEGORY



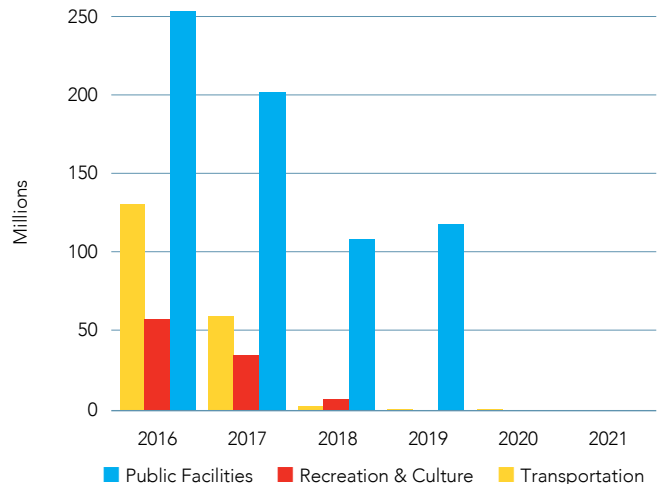
The approved 2016 capital budget represents 57% or \$260M of the investment in public facilities. Approximately 31% or \$141M will be spent on transportation related projects, while 12% or \$52M will be spent on recreation and culture projects.

Within this document separate sections in each of these categories provide further details, including project names and approved budgets.

The approved spending encompasses 4 pre-design projects, 14 design projects, and 49 construction projects. It also includes 20 purchase and 2 grant projects.

There are 58 projects (\$282M) related to new assets, and 31 projects (\$171M) for lifecycle (rehabilitation/maintenance).

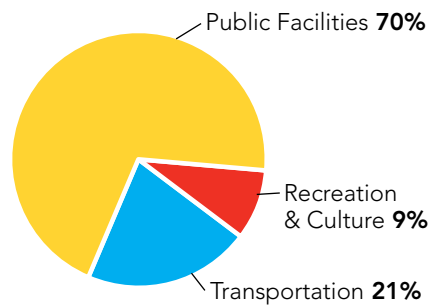
APPROVED 2016 CAPITAL BUDGET AND 2017-2021 CAPITAL PLAN SPENDING BY CATEGORY



CAPITAL BUDGET AND PLAN OVERVIEW

(continued)

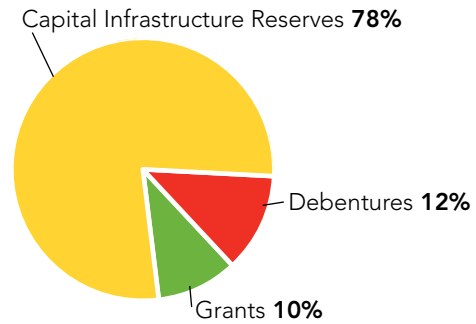
APPROVED 2016 CAPITAL BUDGET AND 2017-2021 CAPITAL PLAN TOTAL SPENDING BY CATEGORY



The approved 2016 capital budget and 2017- 2021 capital plan represents an investment in our Region of \$1,006,004,544 in capital assets over the next six (6) years.

From 2016-2021, significant investments will be made in public facilities representing 70% or \$706M, followed by \$209M or 21% in transportation projects and \$91M or 9% for recreation and culture.

APPROVED 2016 CAPITAL BUDGET AND 2017 - 2021 CAPITAL BUDGET AND PLAN FUNDING SOURCES



Approximately 78% or \$778M of financing for the approved 2016 capital budget and 2017 - 2021 capital plan will come from capital reserves. Debentures or debt will fund 12% or \$119M, 10% or \$99M will come from grants from other levels of government, and the remaining \$318,932, less than 1%, will come from other sources.

The following sections provide further details for the 2016–2021 by the major categories; Public Facilities, Recreation and Culture and Transportation.





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. The 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 is approved by Council, a delivery department assumes responsibility of managing the acquisition or construction.

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

An investment of \$259,833,690 is required to fund the approved 2016 public facility projects. The Municipality has committed a cumulative total of \$2,060,179,836 in financial resources through 2021.

	2015 & Prior	2015 Budget CarryFwd*	2016 Approved Budget	2017 Plan	2018 Plan	Thereafter 2019-2021	Total Approved Budget (All Years)
Public Facilities:							
Active Projects	1,278,565,007	190,078,505	139,964,990	140,697,000	127,475,000	-	1,876,780,502
New Projects	-	-	119,868,700	63,420,634	55,000	55,000	183,399,334
TOTAL	1,278,565,007	190,078,505	259,833,690	204,117,634	127,530,000	55,000	2,060,179,836

*Estimate as at September 2015.



PUBLIC FACILITIES

(continued)

LEGEND:

Project has future capital budget request

The following list provides an update on active projects approved in 2015 and Prior capital budgets:

Project Name	Budget (\$)	Costs* (\$)	Carry Forward* (\$)
2014 Heavy Equipment Additions	5,135,855	4,536,225	599,630
2015 Heavy Equipment Additions	1,589,000	692,372	896,628
2015 Heavy Equipment Replacements	3,935,000	1,712,458	2,222,542
2015 Winter Heavy Equipment Additions	3,435,000	1,485,865	1,949,135
Abasand Heights Pumphouse Upgrade - Pre-Design & Design	700,000	230,000	470,000
Abram's Land - Servicing and Site Preparation	25,700,000	25,687,189	12,811
Abram's Parcel 3 Development	5,000,000	3,250,345	1,749,655
Airport Sewer - Construction	3,500,000	3,387,437	112,563
Ambulances Fleet Replacements (1) 2014	243,000	241,928	1,072
Ambulances Fleet Replacements (2) 2014	243,000	241,928	1,072
Anzac Facility - Fixtures, Furniture & Equipment	1,000,000	695,754	304,246
Anzac Fire Hall - Construction	1,000,000	112,616	887,384
Anzac Multi-Use Leisure Facility & Community Park	47,700,000	47,187,600	512,400
Anzac Truck Fill	17,000,000	16,587,284	412,716
Anzac WWTP & Effluent Pipeline - Construction	43,439,588	42,489,450	950,137
Archie Simpson Arena Air Conditioning	720,000	493,649	226,351
Architectural Upgrades of Owned and Leased Space - 2010	974,436	767,801	206,635
Architectural Upgrades Owned - Leased 2013	1,500,000	11,640	1,488,360
Arena Site Preparation	781,326	192,654	588,672
Athabasca Water Treatment Plant Expansion	162,467,337	161,450,787	1,016,550
Beacon Hill Outfall and Pipeline Upgrades -Construction	15,000,000	12,091,574	2,908,426
Beacon Hill Outfall and Pipeline Upgrades -Pre-Design & Design	1,000,000	818,800	181,200
Beacon Hill Slope Stability - Flood Recovery & Erosion Control	3,425,000	3,381,015	43,985
Beacon Hill Water Supply Upgrade - Design	800,000	688,225	111,775
Building Life Cycle 2014-2016	3,439,000	642,352	2,796,648
Bylaw Area Expansion	1,425,533	1,409,769	15,764
Casman Centre - Food Service Expansion	7,067,103	6,351,566	715,537
Casman Centre Generator 2014	310,000	111,022	198,979
Casman Centre Redevelopment	3,850,044	3,750,508	99,536
Casman Centre Roof Replacement	900,000	682,241	217,759
Community Accessibility - Rural Communities	750,000	709,538	40,462
Confederation Way Sanitary Sewer Bypass	17,000,000	16,008,207	991,793
Conklin Mobile Wastewater Treatment Plant	2,500,000	-	2,500,000
Conklin WaterTreatment/Supply Upgrade Phase 2- Design	650,000	116,281	533,719
Contaminated Soil Land Farm Construction	3,000,000	2,554,963	445,037
Council Chamber Technology Upgrade	750,000	280,973	469,027
District Energy Supply & Return Pipe - PLB Portion	2,200,000	1,509,250	690,750
Eagle Ridge Community Centre Partnership Initiative	10,052,454	8,000,000	2,052,454
Electronic Agenda & Voting	300,000	136,781	163,219
Enterprise Information Management (EIM)	3,497,069	2,346,112	1,150,957
Enterprise Resource Planning	29,868,042	23,526,921	6,341,121
Fire Hall #1 - Canopies Varshney	1,300,000	100	1,299,900
Fire Hall #6 Pre-Design and Design	1,120,000	961,003	158,997
Fire Suppression in Fleet Building - Regional Landfill	1,250,000	68,970	1,181,030
Flood Mitigation - Construction	3,642,419	3,575,055	67,364
Flood Mitigation - Predesign/Design	1,136,485	1,145,287	(8,802)

PUBLIC FACILITIES

(continued)

Project Name	Budget (\$)	Costs* (\$)	Carry Forward* (\$)
Fort Chipewyan Animal Control Centre	200,000	-	200,000
Fort Chipewyan Landfill Public Drop-Off Area Construction and Lateral Expansion of Cell 1	2,800,000	2,110,339	689,661
Fort Chipewyan Pumper 309 Replacement	500,000	470,933	29,067
Fort Chipewyan Water and Sanitary Sewer - Predesign	450,000	-	450,000
Fort Chipewyan WTP Expansion - Construction	15,000,000	14,997,574	2,426
Fort Chipewyan WTP Upgrade-Design	2,500,000	1,554,403	945,597
Fort MacKay Fire Hall - Design	800,000	779,094	20,906
Fort MacKay Fire Hall - PreDesign	200,000	91,389	108,611
Fort McMurray Animal Control Centre	99,050	94,050	5,000
Fort McMurray WWTP Process Improvements - Predesign	4,330,000	2,370,805	1,959,195
Frank Lacroix Arena 2014 Generator	135,000	74,522	60,479
Grayling Terrace Lift Station Assessment and Design - Pre-design and Design	500,000	257,197	242,803
Green Energy/Utility Distribution System - Predesign	1,000,000	-	1,000,000
Green Plan Initiative - Regional Landfill	4,000,000	1,620,460	2,379,540
Gregoire East Sanitary Outfall	27,020,000	26,297,086	722,914
Hangingstone River and Grayling Terrace - Flood Recovery & Erosion Control	2,697,500	2,676,933	20,567
Heated Storage Facility for Water Haul Trucks	599,300	521,209	78,091
Heavy Equipment Replacements 2014 Tractor #2	65,000	-	65,000
Heavy Equipment Replacements 2014 Tractor#1	65,000	-	65,000
Household Hazardous Waste Building	350,000	322,304	27,696
Hwy 69 Lift Station & Forcemain	12,810,000	12,575,847	234,153
Infrastructure Relocation Highway 63	54,406,000	52,283,480	2,122,520
Inverted Pad	967,788	808,282	159,506
IS Infrastructure Upgrades 2015	1,055,000	766,719	288,281
IT Infrastructure Upgrade 2013	1,413,924	1,387,869	26,055
IT Windows Terminal Servers	1,500,000	-	1,500,000
Janvier Sewage Lagoon Upgrade-Construction	4,200,000	16,088	4,183,912
Janvier Steel Building- Rink Replacement	3,006,000	377,100	2,628,900
Janvier WTP Intake - Construction	6,000,000	5,495,897	504,103
Jubilee Air Filtration	375,000	369,047	5,953
Jubilee Building Major Maintenance Upgrades 2011-2013	1,486,508	913,456	573,052
Jubilee Center Reno/Construction 2014 - 2016	11,147,826	6,186,528	4,961,298
Jubilee Centre/ McMurray Experience - PreConstruction	500,000	478,482	21,518
Jubilee Centre/McMurray Experience - Construction	2,500,000	2,075,971	424,029
Jubilee Landscaping	250,000	-	250,000
Jubilee Main Floor Multipurpose Room Modifications	240,593	172,308	68,285
Jubilee Plaza Design and Construction	16,919,917	16,609,556	310,361
Jubilee Roofing Replacement	250,000	218,880	31,120
Keyano Area Access Clearwater	23,102,388	23,068,272	34,116
Land Acquisition 2009	30,060,000	29,298,562	761,438
Land Acquisition 2012-2014	72,480,000	61,722,784	10,757,216
Land Acquisition 2013-2014	52,480,000	14,411,602	38,068,398
Landfill Gas Management System Design	700,000	630,602	69,398
Landfill Gas Management System - Construction	12,000,000	11,987,393	12,607
Landfill Gas Management System Pre-design and Design - Regional Landfill	400,000	155,000	245,000
LEA '15-TruckwFrontEndPlow,RearBoxSander	70,000	-	70,000

PUBLIC FACILITIES

(continued)

LEGEND:

Project has future capital budget request

The following list provides an update on active projects approved in 2013 and Prior capital

Project Name	Budget (\$)	Costs* (\$)	Carry Forward* (\$)
Leachate Treatment Management	100,000	51,426	48,574
Lift Station Upgrades (South)	24,731,680	14,004,127	10,727,553
Light Equipment Replacements 2015	680,000	-	680,000
Lower Townsite 4 Way Chamber - Design	1,400,000	435,080	964,920
MacKenzie Blvd Lift Station Diversion & Sewer Upgrade - Construction	15,150,000	4,881,462	10,268,538
MacKenzie Lift Station Diversion and MacKenzie Blvd Sewer Upgrade - Design	1,450,000	1,028,088	421,912
Man-Door Canopies- Fort Chipewyan Garage	684,000	575,000	109,000
Man-Door Canopies-Fort McMurray Landfill Building	592,000	495,000	97,000
Material Recovery Facility Expansion - Construction	5,000,000	2,123,554	2,876,446
Material Recovery Facility Expansion - Pre-Design & Detail Design	500,000	426,088	73,912
Municipal Assets - Fall Protection	1,143,000	1,099,543	43,457
Parking Lot Upgrades	3,201,443	3,072,552	128,892
Parsons Creek Reservoir(FMCDP)	14,600,000	14,473,311	126,690
Parsons Creek Water Supply from WTP to Parsons Creek Reservoir (FMCDP) - Confederation Way	42,750,000	38,258,590	4,491,410
RCMP Project Room Fit-up	75,000	61,600	13,400
Regional Geomatics Program	3,268,185	2,093,064	1,175,120
Regional Landfill - Lateral Expansion of cells 1,2 & 3.	6,000,000	5,811,786	188,214
Regional Landfill Cell 4 - Construction	3,400,000	203,532	3,196,468
Regional Landfill Cell 4- Design	100,000	85,562	14,438
Regional Landfill Cell II, III & Stockpile Pad Construction	11,000,000	10,543,590	456,410
Regional Landfill Storm Pond 2 - Construction	220,000	-	220,000
Regional Landfill Storm Pond 2 - Design	20,000	-	20,000
Regional Scada Wan - Construction	2,000,000	1,180,518	819,482
Regional Scada Wan - Design	225,000	72,443	152,557
RES light fleet replacement (4 vehicles) 2014 #1	48,545	48,445	100
RES light fleet replacement (4 vehicles) 2014 #2	29,799	29,544	255
RES light fleet replacement (4 vehicles) 2014 #3	29,799	29,544	255
RES light fleet replacement (4 vehicles) 2014 #4	55,857	47,979	7,879
RES Tower 5 Power Upgrades	100,000	68,636	31,364
River Bank Protection - Design & Construction	4,000,000	1,781,840	2,218,160
Rodeo Drive Storm Pipe - Design	75,000	68,710	6,290
Roof Tie Offs	1,200,000	-	1,200,000
Rural Streetlights Conversion to LED	210,000	187,834	22,166
Rural & Urban Emergency Vehicle Replacement for Pumper Truck 307	750,000	744,747	5,253
Rural Water & Sewer Servicing - Predesign & Design	9,750,000	4,943,273	4,806,727
Rural Water and Sewer Servicing - Construction	15,250,000	5,164,868	10,085,132
Saline Creek Culvert - Flood Recovery & Erosion Control	165,675	152,682	12,994
Saline Creek King Street Boost (FMCDP)	11,690,000	11,647,349	42,651
Saline Creek Outfall Sewer to Mills Avenue (FMCDP)	29,900,000	28,458,329	1,441,671
Saline Creek Plateau Transmission Main	9,864,823	9,628,436	236,387
Saline Creek Supply Line from Ling Street Booster Station to MacKenzie Reservoir (FMCDP)	38,716,266	36,940,109	1,776,157
Saline Creek Supply Line from WTP to King Street	14,025,336	11,229,378	2,795,958
Saline Creek/Ptarmigan Court - Flood Recovery Erosion Control	426,500	388,393	38,107
Saline Watermain from Hardin Street to King Street Booster Station - Construction	14,000,000	13,897,483	102,517
Saprae Creek Fire Hall Expansion - Design	200,000	180,000	20,000
Saprae Creek Water Distribution Upgrades-Predesign	250,000	204,115	45,885

PUBLIC FACILITIES

(continued)

Project Name	Budget (\$)	Costs* (\$)	Carry Forward* (\$)
SCBA Technician/Inventory Control Truck	50,000	41,584	8,416
Sidewalks in Rural Communities	500,000	300,740	199,260
Snow Storage/Reclamation Facility - Construction	27,000	22,158	4,842
Snow Storage/Reclamation Facility - Design	1,568,273	633,328	934,946
Solid Waste Office/Shop & Fleet Building	16,970,000	16,901,325	68,675
South East 881 Water Supply Line - Predesign & Design	4,500,000	3,300,000	1,200,000
South Operations Centre Design & Construction	51,340,985	51,245,242	95,743
South Police Centre and Cellblock	20,000,000	17,958,808	2,041,192
South Regional Reversible Effluent Pipeline-Design	1,500,000	-	1,500,000
Southeast Reservoir Upgrade - Design	1,000,000	575,188	424,812
Southwest Water Supply Line - Design	800,000	601,770	198,230
Southwest Water Supply Line Phase 1 - Construction	27,000,000	26,918,754	81,246
Tipping Pad - Construction	1,300,000	398,997	901,004
Tipping Pad - Pre-Design & Design	100,000	48,246	51,754
Tourist Sewage Dump Stations - Design	500,000	117,442	382,558
Transfer Station and Recycling Depot Construction	4,500,000	4,429,214	70,786
Transfer Stations & Recycling Depots Design	448,000	321,678	126,322
Urban and Rural Cemetery Development - Construction	7,000,000	6,663,813	336,187
Urban and Rural Cemetery Development - Design	1,600,000	912,719	687,281
Waste Water Treatment Plant	218,200,678	218,023,345	177,333
Water Supply Line to Ft MacKay Pre-design - Design	1,500,000	693,660	806,340
Watermain Connection - Richard Street	2,900,000	2,690,979	209,021
Wireless Access	382,182	378,891	3,291
PUBLIC FACILITIES 2015 & PRIOR TOTAL	1,468,643,511	1,278,565,006	190,078,504

*As at September 2015. Cost includes actual and commitments.



PUBLIC FACILITIES

(continued)

LEGEND:

Other than first year of a multiple year project

First year of a preapproved multiple year project - Construction Phase

First year of a multiple year project

Single year project

2016 APPROVED CAPITAL BUDGET

Project Name	Total Annual Budget
2016 Heavy Equipment Additions	2,828,000
2016 Heavy Equipment Replacements	2,450,000
2016 Light Equipment Additions	875,000
2016 Light Equipment Replacements	765,000
911 Dispatch - IT Disaster Recovery	585,276
Abasand Pump House and Reservoir Upgrade - Design	375,000
Abasand Pump House Upgrade - Construction	4,848,000
Anzac Fire Hall - Construction	7,000,000
Anzac WWTP & Effluent Pipeline - Construction	8,000,000
Automated River Monitoring	235,000
Building Life Cycle 2014-2016	1,679,400
Building Security Infrastructure Upgrades	1,874,646
Confederation Way Sanitary Sewer Bypass	11,000,000
Confederation Way Sanitary Sewer Phase 2 - Construction	28,800,000
Conklin Tanker 502 Replacement	300,000
Enterprise Information Management	120,000
Fleet Shop Automated Vehicle Locator (AVL) Equipment	750,000
Fleet Shop Equipment Tooling	205,000
Flood Mitigation - Construction	18,000,000
Flood Mitigation - Predesign/Design	1,651,000
Fort Chipewyan Animal Control Centre	2,580,000
Fort Chipewyan WTP Expansion - Construction	10,000,000
Fort MacKay Sewage Lagoon Upgrade - Design	500,000
Fort MacKay Sewage Lagoon Upgrade - Predesign	100,000
Fort MacKay Fire Hall - Construction	8,760,000
Fort McMurray Animal Control Centre	2,636,950
Fort McMurray WTP Upgrades - Design	150,000
Fort McMurray WWTP Process Improvements - Construction	18,000,000
Grayling Terrace Lift Station - Construction	12,360,000
IAS Infrastructure Upgrades	1,810,000
Information Security Program	1,120,800
Janvier WTP Electrical /Mechanical Upgrades - Design	300,000
Jubilee Center Reno/Construction 2014 - 2016	1,962,640

PUBLIC FACILITIES

(continued)

Project Name	Total Annual Budget
Land Acquisition 2016	10,936,500
Legislative Management System Replacement	264,000
Life-Pak 15 Replacements	55,000
Lift Station Upgrades (South)	4,000,000
Light Fleet Replacement - 2016	100,000
MacDonald to 4-Way Chamber Supply Line - Design	1,500,000
MacKenzie Blvd Lift Station Diversion & Sewer Upgrade - Construction	5,150,000
MacKenzie Stormwater Management - Design	2,000,000
Mills Avenue Stormwater Management - Construction	7,000,000
Parson's Creek Fire Hall 6 - Construction	7,320,000
Public Engagement Signage	49,928
Pumper Truck for Fire Station #6	200,000
Regional Landfill Cell 4 - Construction	4,000,000
Regional Landfill Cell 5 - Design	400,000
Regional Landfill Cell 5 - Predesign	400,000
River Intake - Design	125,000
River Intake - Predesign	100,000
Rural Water and Sewer Servicing - Construction	45,425,000
Saprae Creek Fire Hall Expansion	3,945,600
Southwest Water Supply Line Phase 1 - Construction	8,000,000
Stonecreek Drainage - Construction	5,000,000
Stonecreek Drainage - Design	300,000
Training Branch - Fire Pumper Truck	814,000
Warehouse Equipment	126,950
PUBLIC FACILITIES TOTAL	259,833,690

There are 40 new projects included in the approved 2016 public facilities capital budget totaling \$120M.

LEGEND:

Other than first year of a multiple year project
First year of a preapproved multiple year project - Construction Phase
First year of a multiple year project
Single year project

PUBLIC FACILITIES

(continued)

2017 APPROVED CAPITAL BUDGET

Project Name	Total Annual Budget
Abasand Pump House Upgrade - Construction	7,152,000
Anzac Fire Hal I - Construction	4,000,000
Building Security Infrastructure Upgrades	1,119,634
Confederation Way Sanitary Sewer Phase 2 - Construction	14,400,000
Enterprise Information Management	132,000
Enterprise Resource Planning	5,000,000
Flood Mitigation - Construction	25,800,000
Flood Mitigation - Predesign/Design	4,900,000
Fort Chipewyan WTP Expansion - Construction	8,700,000
Fort MacKay Fire Hal I - Construction	6,240,000
Fort McMurray WWTP Process Improvements - Construction	18,000,000
Grayling Terrace Lift Station - Construction	6,000,000
Life-Pak 15 Replacements	55,000
MacKenzie Blvd Lift Station Diversion & Sewer Upgrade - Construction	10,000,000
Mills Avenue Stormwater Management - Construction	6,000,000
Parson's Creek Fire Hal I 6 - Construction	10,080,000
Pumper Truck for Fire Station #6	614,000
Rural Water and Sewer Servicing - Construction	75,925,000
PUBLIC FACILITIES TOTAL	204,117,634

2018 APPROVED CAPITAL BUDGET

Project Name	Total Annual Budget
Building Security Infrastructure Upgrades	1,243,023
Enterprise Resource Planning	1,500,000
Flood Mitigation - Construction	50,257,581
Flood Mitigation - Predesign/Design	2,112,515
Fort Chipewyan WTP Expansion - Construction	3,300,000
Life-Pak 15 Replacements	55,000
Rural Water and Sewer Servicing - Construction	55,925,000
PUBLIC FACILITIES TOTAL	114,393,119

2019 - 2021 APPROVED CAPITAL BUDGET

Project Name	Total Annual Budget
Flood Mitigation - Construction	100,000,000
Life-Pak 15 Replacements	55,000
Rural Water and Sewer Servicing - Construction	27,475,000
PUBLIC FACILITIES TOTAL	127,530,000



Recreation and Culture

RECREATION AND CULTURE

Recreation and Culture projects have two broad categories; parks/recreation and cultural/historical. Parks and recreation projects include trails, playgrounds, 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, and or purchase of facilities.

Typically most projects in this category are sponsored by the Community Services Department and the Parks branch of the Public Works Department, who prioritize the projects based on approved master plans, emerging community needs and health and safety considerations. In some instances, the Community Services Department also collaborates with other non-profit organizations within the Region to provide funding for community-based projects.

The approved 2016 capital budget requires an investment of \$52,090,902. The Municipality has committed a cumulative total of \$339,920,284 in financial resources through 2021.

	2015 & Prior	2015 Budget CarryFwd*	2016 Approved Budget	2017 Plan	2018 Plan	Thereafter 2019-2021	Total Approved Budget (All Years)
Recreation & Culture:							
Active Projects	180,259,245	68,497,137	39,580,790	26,437,000	9,180,000	-	323,954,172
New Projects	-	-	12,510,112	3,456,000	-	-	15,966,112
TOTAL	180,259,245	68,497,137	52,090,902	29,893,000	9,180,000	-	339,920,284

*Estimate as at September 2015.



RECREATION AND CULTURE

(continued)

LEGEND:

Project has future capital budget request

The following list provides an update on active projects approved in 2015 and prior capital budgets:

Project Name	Budget (\$)	Costs* (\$)	Carry Forward* (\$)
Active Transportation Trail 2014-2016 - Design	300,000	293,874	6,126
Active Transportation Trail 2014-2016 Construction	2,500,000	2,128,833	371,167
Anzac Community Centre Upgrade	1,850,000	128,000	1,722,000
Beaver Trail Lighting Project (Birchwood Trail System)	450,000	202,673	247,327
Birchwood Trail Pedestrian Bridge - Pre- Design	300,000	189,277	110,723
Clearwater Park System (Riverside Park System) - Construction	130,000	129,455	545
Clearwater Park System (Riverside Park System) - Remediation	8,620,000	1,374,734	7,245,266
Community Playgrounds (Eagle Ridge, Janvier, Chad Matthies, St.Gabriel School Playground Replacement)	1,875,000	1,075,000	800,000
Conklin Multiplex - Construction	16,500,000	13,567,745	2,932,255
Conklin Multiplex - Pre-Design & Design	3,900,000	1,796,926	2,103,074
Doug Barnes Cabin Expansion - Design	150,000	78,400	71,600
Doug Barnes Cabin Expansion - PreDesign	100,000	96,000	4,000
Fort Chipewyan Swimming Pool - Construction	26,000,000	27,879,741	(1,879,741)
Fort McMurray Bike Park - Construction	2,000,000	1,689,776	310,224
Gregoire/Beaconhill Dog Park	150,000	135,645	14,355
Handicap Accessible Flower Bed	137,500	131,114	6,386
Haxton Centre Upgrades -	2014 350,000	269,972	80,028
Janvier Skateboard Park	300,000	114,722	185,278
MacDonald Island Bridge - Pre-Construction	3,000,000	2,121,892	878,108
MacDonald Island Utility Expansion	30,500,000	29,415,016	1,084,984
MacDonald Island Utility Expansion - Design	4,000,000	423,600	3,576,400
Mamawi Community Centre Refurbishment	4,700,000	4,119,935	580,065
Northside Multi-Use Facility - Phase 1 (Twin Arenas)	31,542,310	-	31,542,310
Northside Recreation Centre-Design	13,500,000	6,346,177	7,153,823
Ross Hennigar / Ron Morgan Parks Upgrades 2014	2,500,000	2,468,908	31,092
Rural Community Placemaking - Anzac	1,400,000	1,041,664	358,336
Rural Community Placemaking - Fort Chipewyan	5,000,000	4,875,470	124,530
Rural Community Placemaking - Sapræe Creek	680,301	671,533	8,768

RECREATION AND CULTURE

(continued)

Project Name	Budget (\$)	Costs* (\$)	Carry Forward* (\$)
Rural Community Placemaking-Conklin	800,000	780,380	19,620
Rural Community Placemaking-Gregoire Lake Estates	800,000	737,926	62,074
Rural Community Placemaking-Janvier	800,000	780,454	19,546
Slow Pitch Ball Diamonds - Construction	1,600,000	463,121	1,136,879
Snye Remediation	12,993,885	12,853,455	140,430
Snyeside Park System - Construction	37,864,107	35,486,024	2,378,083
Snyeside Park System - Pre Construction	7,830,673	7,678,922	151,751
Sports and Entertainment Arena - City Centre - Pre Construction	1,006,858	490,358	516,500
Steel Gates with Municipal Logo	112,800	88,275	24,525
Surface Parking Relocation/Improvements Pre-Construction	750,000	9,565	740,436
Syncrude Timberlea Athletic Park Expansion - Land Acquisition	3,000,000	-	3,000,000
Tennis Court Resurfacing	1,300,000	1,308,898	(8,898)
Thickwood Heights Arena Dressing Room #1 Replacement	56,948	55,509	1,439
Timberlea Splash Park	500,000	464,676	35,324
Warm Up Shelters	275,000	25,120	249,880
Waterways & Horse Pasture Park - Construction	3,371,000	3,081,510	289,490
Westview Westwood Community Park Upgrades	1,225,000	1,153,969	71,031
Vista Ridge 2014 - 2016 Capital Grant	12,035,000	12,035,000	-
RECREATION 2015 & PRIOR TOTAL	248,756,382	180,259,246	68,497,136

*As at September 2015. Cost includes actual and commitments.

LEGEND:

Other than first year of a multiple year project

First year of a preapproved multiple year project - Construction Phase

First year of a multiple year project

Single year project

RECREATION AND CULTURE

(continued)

2016 APPROVED CAPITAL BUDGET

Project Name	Total Annual Budget
Active Transportation Trail 2014-2016 - Construction	6,500,000
Casman Centre Building Management System Upgrade	85,000
Clearwater Park System (Riverside Park System) - Remediation	500,000
Community Entrance Feature Signs	372,000
Conklin Multiplex - Construction	10,000,000
Doug Barnes Cabin Expansion - Construction	2,600,000
Fort Chipewyan Baseball Bleacher Replacements	72,000
Fort Chipewyan Swimming Pool - Construction	10,473,100
Fort Chipewyan Swimming Pool Furniture, Fixtures & Equipment	700,000
Gregoire Lake Estates Trail & Skate Park - Design	60,000
MacDonald Island Park Parking	4,550,000
MacDonald Island Park Sustaining Capital Grant	3,407,112
Northside Multi-Use Facility - Phase 1 (Twin Arenas)	2,957,690
Rural Community Placemaking Fort MacKay - Design	110,000
SAP Clubhouse Improvements - Equipment	54,000
Saprae Creek Community Hall - PreDesign/Design	500,000
Vista Ridge 2014 - 2016 Capital Grant	1,150,000
Waterways & Horse Pasture Park - Construction	8,000,000
PUBLIC FACILITIES TOTAL	52,090,902

There are 11 new projects included in the approved 2016 recreation and culture capital budget totaling \$12M.

2017 APPROVED CAPITAL BUDGET

Project Name	Total Annual Budget
Clearwater Park System (Riverside Park System) - Construction	437,000
Clearwater Park System (Riverside Park System) - Remediation	11,000,000
Conklin Multiplex - Construction	15,000,000
Fort Chipewyan New Cemetery - Design Build	2,592,000
Gregoire Lake Estates Trail & Skate Park - Construction	864,000
PUBLIC FACILITIES TOTAL	29,893,000

2018 APPROVED CAPITAL BUDGET

Project Name	Total Annual Budget
Clearwater Park System (Riverside Park System) - Remediation	680,000
Conklin Multiplex - Construction	8,500,000
PUBLIC FACILITIES TOTAL	9,180,000



Transportation

TRANSPORTATION

Transportation projects include Municipal transit systems, roadways including signals and street lights, and sidewalks. Projects in this category include design, construction, and purchase of transportation assets.

Most projects in this category are sponsored by the Transit Services Department and Public Works Department which is responsible for roadways.

The approved 2016 capital budget requires an investment of \$141,818,199. The Municipality has committed a cumulative total of \$753,422,510 in financial resources through 2021.



	2015 & Prior	2015 Budget CarryFwd*	2016 Approved Budget	2017 Plan	2018 Plan	Thereafter 2019-2021	Total Approved Budget (All Years)
Transportation:							
Active Projects	477,334,553	67,121,758	135,876,599	62,420,000	576,000	1,152,000	744,480,910
New Projects	-	-	5,941,600	1,500,000	1,500,000	-	8,941,600
TOTAL	477,334,553	67,121,758	141,818,199	63,920,000	2,076,000	1,152,000	753,422,510

*Estimate as at September 2015.

TRANSPORTATION

(continued)

LEGEND:

Project has future capital budget request

The following list provides an update on active projects approved in 2015 and prior capital budgets:

Project Name	Budget (\$)	Costs* (\$)	Carry Forward* (\$)
Back of Curb Treatments at the King St. Traffic Circle and along Gregoire Drive	1,300,000	1,111,460	188,540
Christina River Bridge - Construction	500,000	441,410	58,590
Christina River Bridge - Design	500,000	368,318	131,683
Fort Chipewyan Firebag Bridge Replacement - Construction	12,200,000	9,969,100	2,230,900
Fort Chipewyan Richardson River Bridge Replacement – Construction	1,000,000	-	1,000,000
Fort Chipewyan Richardson River Bridge Replacement – Design	1,300,000	938,771	361,229
Fort MacKay Bridge Replacement	29,820,800	29,519,857	300,943
Fraser Ave and McLeod St Extension - Design and Construction	3,600,000	312,165	3,287,835
Intelligent Bus Transit System (IBTS)	6,150,000	903,646	5,246,354
Parsons Creek West Access Road (FMCDP) - Design & Construction	6,490,000	6,223,547	266,453
Prairie Loop Boulevard	54,773,167	52,396,112	2,377,055
Road B at Saline Creek Design	800,000	791,800	8,200
Rural Infrastructure Rehabilitation 2015-2017-Design	2,600,000	874,394	1,725,606
Rural Infrastructure Rehabilitation	38,200,000	37,963,733	236,267
Rural Infrastructure Rehabilitation 2015-2017 - Construction	16,000,000	1,189,265	14,810,735
Rural Road Rehabilitation 2012-Pre-design and Design	500,000	499,953	47
Saline Creek Drive - Placemaking	4,000,000	1,058,368	2,941,633
Saline Creek Drive and Bridge (FMCDP)	76,175,000	73,458,339	2,716,661
Saline Creek Highway 69 Twinning (FMCDP) - Urban Service Area	15,762,180	15,489,812	272,368
Saprae Creek - Paving	300,000	185,286	114,714
Silin Forest Road Complex Security Gates and Fencing	148,000	128,459	19,541
Silin Forest Road Rehabilitation	2,050,000	50,342	1,999,658
South Leg, Range Road 83 at Highway 69-Design & Construction	400,000	-	400,000
Specialized Transit Bus Purchases Additions 2014-2017	173,000	172,140	860
Street Light Improvements-Conklin and Janvier	584,000	337,810	246,190
Surface Parking Relocation/Improvements - Construction	6,600,000	3,588,023	3,011,977
Tolen Drive Bridge Replacement - Pre-Design & Design	500,000	252,633	247,367
Tolen Drive Bridge Replacement including Removal of the Saprae Creek Trestles	9,815,075	8,466,776	1,348,299
Traffic Signal Rehabilitation 2015-2016	200,000	-	200,000
Traffic Signal Upgrades & Installation 2013- 2014	967,783	655,645	312,138
Transit Bus Additions 2012 - 2014	3,150,000	2,022,177	1,127,823
Transit Bus Additions/Replacements 2015	4,160,000	3,840,820	319,180
Transit Bus Lifecycle Refurbish Program 2014-2020	841,500	841,500	-
Transit Facility Construction Green Trip Project	11,143,501	10,980,640	162,861
Transit Terminal Northside	4,000,000	-	4,000,000
Transit Terminals	5,600,000	507,456	5,092,544
Urban Infrastructure Rehabilitation 2011 - 2013	108,416,994	108,152,132	264,862
Urban Infrastructure Rehabilitation 2014-2016 - Construction	95,000,000	92,257,862	2,742,138
Urban Infrastructure Rehabilitation 2014-2016 Predesign & Design	2,900,000	1,648,255	1,251,745
West Airport Boundary Road	15,835,311	9,736,548	6,098,764
TRANSPORTATION 2014 & PRIOR TOTAL	544,456,311	477,334,553	67,121,758

*As at September 2015. Cost includes actual and commitments.

TRANSPORTATION

(continued)

LEGEND:

- Other than first year of a multiple year project
- First year of a preapproved multiple year project - Construction Phase
- First year of a multiple year project
- Single year project

2016 APPROVED CAPITAL BUDGET

Project Name	Total Annual Budget
Christina River Bridge - Construction	1,500,000
Fort Chipewyan Richardson River Bridge Replacement – Construction	4,000,000
Intersection Improvements at Thickwood Blvd and Confederation Way	801,600
King Street Bridge Rehabilitation	3,240,000
Prairie Loop Boulevard	21,121,600
Rural Infrastructure Rehabilitation 2015-2017 - Construction	19,000,000
Snow Disposal Site - PreDesign	400,000
Specialized Transit Bus Purchases Additions 2014-2017	215,000
Traffic Signal Rehabilitation 2015-2016	300,000
Transit Bus Additions/Replacements 2015	8,320,000
Transit Bus Lifecycle Refurbish Program 2014-2020	576,000
Transit Facility Construction Green Trip Project	843,999
Urban Infrastructure Rehabilitation 2014 - 2016 - Construction	80,000,000
Urban Infrastructure Rehabilitation 2016 - 2018 - Design	1,500,000
TRANSPORTATION TOTAL	141,818,199

There are 4 new projects included in the approved 2016 transportation capital budget totaling \$6M.



TRANSPORTATION

(continued)

LEGEND:

- Other than first year of a multiple year project
- First year of a preapproved multiple year project - Construction Phase
- First year of a multiple year project
- Single year project

2017 APPROVED CAPITAL BUDGET

Project Name	Total Annual Budget
Fort Chipewyan Richardson River Bridge Replacement – Construction	3,160,000
Prairie Loop Boulevard	22,806,800
Rural Infrastructure Rehabilitation 2015-2017 - Construction	35,000,000
Specialized Transit Bus Purchases Additions 2014-2017	877,200
Transit Bus Lifecycle Refurbish Program 2014-2020	576,000
Urban Infrastructure Rehabilitation 2016-2018 - Design	1,500,000
PUBLIC FACILITIES TOTAL	63,920,000

2018 APPROVED CAPITAL BUDGET

Project Name	Total Annual Budget
Transit Bus Lifecycle Refurbish Program 2014-2020	576,000
Urban Infrastructure Rehabilitation 2016-2018 - Design	1,500,000
PUBLIC FACILITIES TOTAL	2,076,000

2019 - 2021 APPROVED CAPITAL BUDGET

Project Name	Total Annual Budget
Transit Bus Lifecycle Refurbish Program 2014-2020	1,152,000
PUBLIC FACILITIES TOTAL	1,152,000

APPENDICES

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Appendix A:

2016 BUDGET DEVELOPMENT PRINCIPLES (MODIFIED ZERO BASED BUDGET APPROACH)

BUDGET DEVELOPMENT PRINCIPLES

(MODIFIED ZERO BASED BUDGET APPROACH)

2014 ACCOUNTABILITY, INTEGRITY AND TRANSPARENCY AUDIT

In early 2014, Council of the Municipality concluded that there was a need to complete an Accountability, Integrity and Transparency Audit to position the Municipality for current and future success. Through an open proposal process, Council engaged KPMG to conduct this audit.

The overall objective of the Accountability, Integrity and Transparency Audit was to provide Council with a “health-check” of the Municipality’s existing practices with the intent of providing recommendations for enhancing and improving upon the current policies and procedures in place, and where possible, benchmarking the Municipality’s current environment against leading practices.

With the release of KPMG’s report on September 23, 2014, the Municipality has been hard at work updating and implementing a number of internal processes including:

- Governance;
- Council Policies;
- Organization review – Communications and Public Affairs;
- Honorariums;
- Land acquisitions and expropriations;
- Travel and living expenses;
- Consultants and contractors; and
- Tenders and proposals.

2016 – 2018 OPERATING BUDGET GUIDING PRINCIPLES

The 2016 operating budget and 2017 – 2018 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

2016 BUDGET THEME

“PLANNING FOR A SUSTAINABLE FUTURE IN DYNAMIC TIMES”

The 2016 budget is built on the basis of a number of plans, including, but not limited to, the Municipal Development Plan, 2015 – 2017 Strategic Plan and the approved 2016 Operating Budget.

MUNICIPAL DEVELOPMENT PLAN FOR 2011 – 2030 SUSTAINABLE COMMUNITY GOALS

The Regional Municipality of Wood Buffalo will lead the way, by 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 residents and undertaking effective partnerships.

2015 – 2017 STRATEGIC PLAN

The Strategic Plan identifies seven 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, residents 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 2015 – 2017 Strategic Plan seven implementation priorities are as follows:

BUILDING RESPONSIBLE GOVERNMENT

Goal: To ensure that the Municipality operates effectively and efficiently, by demonstrating accountability, integrity and transparency in all that it does.

From 2015-2017, a priority goal for Council is operational excellence in all areas of the Municipal government. The Municipality will continue to offer outstanding services in areas that are strong and will rebuild other areas by bringing in resources, and by offering training, due diligence and oversight.

Municipal staff will be supported so they can do the best job possible for residents of the Region. The Municipality will increase the internal capacity to carry out Municipal development through improved procedures, enhancement of skills and knowledge of employees, better communication and improved information-sharing with partners throughout the Region.

Objectives:

- Implement a governance model that fosters a leadership-based approach.
- Implement business delivery processes that enhance customer service for residents throughout the Region.
- Ensure consistency and continuity of Municipality policies and procedures.
- Strengthen responsible financial management procedures.
- Enhance public engagement in all areas of Municipal activities.

- Strengthen the organizational capacity to plan, self-assess, and report.
- Strengthen a positive work environment of trust and respect.
- Improve working relationships with other levels of government as well as Aboriginal stakeholders.

Projects to be completed by 2017:

- Policy framework and policies approved and in place.
- Governance structure established and functioning well.
- Recommendations for Accountability, Integrity and Transparency (AIT) audit implemented.

BUILDING BALANCED REGIONAL SERVICES

Goal: To deliver high quality and well-planned services to our residents.

By re-focusing attention to core services, as outlined in the Municipal Government Act, and by clearly defining service standards, the Municipality will strengthen service delivery to all residents and businesses within the Region. Our core services are:

- Roadways, streets and sidewalks
- Flood protection
- Police, Fire and Emergency Services
- Public Transit
- Solid Waste
- Water
- Sanitary and storm drainage
- Bylaw Enforcement
- Parks and Recreation
- Cemeteries
- Planning and Development

Objectives:

- Strengthen Regional service delivery quality.
- Strengthen service delivery monitoring practices.
- Implement, improve and maintain core service infrastructure.

Projects to be completed by 2017

- Updated Master Plans for water and wastewater.
- Key performance indicators (KPIs) established, measured and publicly reported.
- Long-term plan for developing and maintaining infrastructure for core services.
- The following infrastructure projects will be completed:
 - Fort Chipewyan Water Treatment Plant Upgrade.
 - Parsons Creek water supply from Water Treatment Plant (WTP) to Parsons Creek reservoir.
 - Flood Mitigation Plan.
 - Saline Creek water main from Hardin Street to King Street booster station.
 - Janvier sewage lagoon upgrade.
 - Anzac Fire Hall built.
 - Anzac waste water treatment plant and effluent pipeline construction.
 - Confederation Way sanitary sewer bypass.
 - Beacon Hill outfall, water supply and pipeline upgrades.
 - Southwest Water line.
 - Fort MacKay Fire Hall.

BUILDING A VIBRANT ECONOMY TOGETHER

Goal: To systematically collaborate with local businesses, residents and industry to encourage creation of a viable and sustainable marketplace.

Working together with residents, business, the Province and industry, the Municipality supports programming, policy, and a fiscal environment to encourage and grow business and industry. Specifically, the Municipality will help address the lack of affordable retail and commercial space. The downtown will be revitalized through a balanced mix of improvements that reflect our focus on the whole Region.

Objectives:

- Increase collaboration with the oil sands industry to understand growth trends, as well as corporate and employee needs.
- Increase the presence of businesses in the Region to create a balanced economic model.
- Leverage local economic conditions for high and low pricing.
- Increase opportunities for local businesses in urban and rural areas.
- Enhance local workforce residency.
- Improve business intelligence gathering and use.

Projects to be completed by 2017:

- Municipality-wide Entrepreneurship Program.
- Facilitation of commercial development including:
 - Approved design, development and build-out of the Athabasca Power Centre site.
 - Initial development of Prairie Creek Business Park.
 - Initial development of Parson Creek town centre site.
 - Initial development of Saline Creek commercial development site.
 - South side Highway 69 industrial.

BUILDING AN EFFECTIVE LAND STRATEGY

Goal: To have an integrated and planned approach to the effective and efficient release and development of land.

Land is one of the Region's most precious assets. Because of historic issues relating to fast growth and the oil sands development, the land release process has not kept up with the increasing needs of residents, business and industry.

A renewed planning approach will efficiently and effectively align current planning documents, such as the Municipal Development Plan (MDP), Downtown Area Redevelopment Plan, and the Municipality's Structure Plan, which will result in faster processes for developers and residents. The Municipality will examine new planning models, including the creation of a Transportation Authority that ties some aspects of land release to direct funding for transportation improvements.

Objectives:

- Improve land planning.
- Foster stronger integrated land planning and development.
- Improve the efficiency of land release process in urban and rural areas.
- Strategic and critical analysis-based approach to land release.

Projects to be completed by 2017:

- A master agreement between the Municipality, Alberta Infrastructure and Alberta Transportation will be implemented including:
 - Sale of Parsons Creek town centre lands.
 - Sale of lot 1, 6, 7 and 8 at Saline Creek.
- Land policies and procedures updated.
- Master planning documents to be updated including:
 - Census.
 - Municipal Development Plan.
 - Fringe area study.
 - Municipality's Structure Plan.
 - Downtown Area Redevelopment plan.
 - Community and Land Use Study (CILUS) review.

BUILDING A RELIABLE TRANSPORTATION SYSTEM

Goal: To provide sustainable and reliable transportation and so improve the quality of life throughout the Region.

Addressing the transportation infrastructure and plans is one of the most important issues for businesses, industry, and residents of the Region because our bustling oil sands economy relies heavily on a functioning transportation system. The Municipality is committed to collaborating with the provincial government as well as leaders of business and industry to improve transportation throughout the Region.

Objectives

- Enhance collaboration with the province and industry to improve Regional transportation.
- Improve the transportation infrastructure to meet industry, business and resident needs.
- Ensure safe, barrier free urban and rural transit services that have the flexibility to accommodate the current and future needs.
- Improve transportation service delivery capacity.

Projects to be completed by 2017:

- Creation of a Transportation Authority (TA).
- Creation of a transit master plan and improved business model.
- Improvements to the transportation infrastructure including:
 - Twin Highway 69 from west of Saline Creek to Range Road 85 (West Airport Boundary Road).
 - Highway 63 – Intersection improvements at Hwy 69 and Mackenzie Blvd.
 - Fort Chipewyan Firebag Bridge replacement.
 - Highway 63 – Six lane highway from Hospital Street to Main Street interchange.

BUILDING A SUSTAINABLE REGION

Goal: To value our environment as our natural, community and economic foundation.

The Municipality is committed to its role as a steward of sustainable practice. Together, we will strengthen our image as a responsible government by making balanced decisions with respect to the environment, local community and economy. Our successes in this area will be shared by all.

Objectives:

- Implement a business model to provide sustainable water, waste water and other related utilities.
- Protect the natural environment.
- Reduce and enable the reduction of carbon footprint in the Region by maintaining carbon neutral level or better.
- Reduce landfill waste.

Projects to be completed by 2017:

- Implement sustainability programs for homeowners including:
 - Retrofit rebates for home-based water conservation.
- Improve infrastructure including:
 - Commissioning and operating an industrial-scale compost facility at the landfill.
 - Enhancements to and optimization of material recovery facility (MRF).
 - An enhanced landfill gas management system on the old landfill site.
 - Phase 1 of Zero Waste Initiative.
 - Implemented effluent re-use in industrial applications.
- Utility Corporation will be operational.

BUILDING FOR A HEALTHY AND ACTIVE LIFESTYLE

Goal: To connect people and communities through accessible, Regional-based leisure and wellness activities, programs and public gathering places.

Working with partner organizations and through direct delivery of services to residents throughout the Region, the Municipality provides opportunities for community members to enjoy a high quality of life. Opportunities will include arts, recreation, health and wellness, as well as leisure activities.

Objectives:

- Encourage the use of the Region's recreational and community facilities, including natural amenities.
- Encourage and support the social profit sector.
- Increase accessible recreation and leisure opportunities for all user groups in the Region.
- Increase opportunities for large-scale sports/cultural tourism events.
- Increase tourism, culture and arts programming throughout the Region.

Projects to be completed by 2017:

- Regional indoor recreation and community facility master plan.
- Host major sports tourism events including:
 - Western Canada Summer Games.
 - Northern Kick-off presented by Shell.
 - FC Edmonton regular season soccer game.
 - Tim Horton's Canadian Ringette championships.
 - Grand Slam of Curling Elite 10.
 - Crescent Point Energy Western Canada Cup (hockey).
 - 2016 Baseball Canada Cup.
- Construct new recreation, wellness and leisure facilities throughout the Region including:
 - Conklin Multiplex Centre.
 - Northside Multi-Use Facility - Phase 1 (Twin Arenas).
 - Fort Chipewyan Aquatic Centre.

2016 BUDGET DEVELOPMENT WORK PLAN

The following is a high-level 2016 Budget Development Work Plan:

Month/2015	Activity
January – April	Develop 2015 – 2017 Fiscal Management Strategy Develop 2015 Property Tax Bylaw
April – May	Council approve 2015 – 2017 Fiscal Management Strategy Council approve 2015 Property Tax Bylaw 2015 Budget Development work plan presented to Audit and Budget Committee (ABC)
May – June	Financial Planning to develop 2016 Pre-Budget guidelines and Templates Presentation of 2016 Budget process guidelines and timelines to the Executive Leadership Team Budget guidelines Rollout and Budget kickoff session – June 2014 Compilation of current service delivery standards by all departments
July	Departmental Budget preparations after service delivery impact assessment 2016 – 2018 Operating Budget submissions to Financial Planning Capital Budget submissions to Capital Accounting
August	Draft Departmental Budget Analyst Notes due to Financial Planning for review Draft Capital Budget package to Financial Planning Draft Capital Budget package to be distributed to Directors
September	Draft Divisional Budget Analyst Notes due from Financial Planning for review Draft Capital Budget reviewed by Capital Projects Steering Committee Draft Budget Analyst Notes review by Directors/ Executive Directors 1st Departmental Operating Budget and Capital Budget presentation to Executive Leadership team and Budget Review Committee
October	2nd Departmental Operating Budget and Capital Budget presented to Executive Leadership team and Budget Review Committee
November	Presentation of the Approved Budget Documents to Council – November 3, 2015 2016 Approved Budget Council Workshops – November 4, 5, 6, 7 and 9, 2015
December	Presentation to Council of 2016 Approved Operating and Capital Budgets – December 8, 2015 for approval Publish approved budget document

Appendix B:

2016 OPERATING BUDGET AND 2017 - 2018 FINANCIAL PLAN GUIDELINES

2016 OPERATING BUDGET DEVELOPMENT GUIDELINES

GENERAL GUIDELINES AND ASSUMPTIONS

2016 Operating Budget and 2017-2018 Operating Plans:

- Current revenues support current expenditures;
- Align business plans and budget with Municipal Development Plan and 2015 – 2017 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; and
- Maintain competitive compensation and benefits package for Municipality's employees.

2016 BUDGET PREPARATION

The 2016 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.



GOODS AND SALES TAX (GST)

All operating expenses are budgeted net of the Goods and Services Tax (GST).

INFLATIONARY IMPACT ASSUMPTIONS

Budgeted expenses 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	2016 – 2018
Fuel	Fuel oil and other fuel prices dropped by 12.2% between May 2014 and May 2015. ¹
Natural Gas, Electricity	Per current contract where applicable adjusted for changes in consumption
Contracted Services	Per contract terms
Others	-1.9% inflation factor ²

DEVELOPMENT AND POPULATION GROWTH ASSUMPTIONS

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

Population	2015	2016	2017	2018
Projected Population	142,412	151,063	155,954	161,991
Shadow Population in Project Accommodation	42,145	43,149	44,177	45,228
Projected Population (excluding Shadow Population)	100,267	107,914	111,777	116,763

Data based on 2012 Municipal census, and provided by RMWB Planning and Development - Population Projection report with 85-10-05 percent population distribution in Urban Service Area, Project Accommodation and Rural areas respectively on May 2, 2013.

Shadow population is estimated based on 2.38% annual increase using the 2012 Municipal census data as the baseline assuming a constant incremental rate (based on the projected increase PA population for 2012 -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. Data only provided for up to 2017.

These projected housing requirements forecast were based on the High Case Scenario result of the population projection as recognized in the MDP.

Note: Pending release of the 2015 Census data, conservative growth projections were considered in the development of the 2016 Budget and 2017 - 2018 Financial Plans.

¹ <http://www.statcan.gc.ca/pub/62-001-x/2015005/t059-eng.htm>

² <http://www.finance.alberta.ca/aboutalberta/economic-trends/2015/2015-06-economic-trends.pdf>

2016 - 2018 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. Property Taxes
- ii. Sales to Other Governments
- iii. Sales of Goods and Services
- iv. Other Revenue from Own Services
- v. Grants
- vi. Other Transfers

LINE ITEM DETAIL

i. Property Taxes

Property Taxes are budgeted based on the current assessment role, provided by the Assessment and Taxation Department. Allowances are made for possible appeal losses at 3% for all classes except Machinery and Equipment at 5%.

ii. Sales to Other Governments

Budget is a percentage of total expenses for the corresponding cost center. The percentages are set by Municipality and Indigenous and Northern Affairs Canada (INAC) agreements.

iii. Sales of Goods and Services

Sale of Goods and Services is a category that includes various items such as revenue from:

- Utility rates
- Ambulance fees
- Community programs
- Facility fees
- Other user fees and charges

Budget figures are based on an analysis of 2014 actuals, 2015 budget and September 2015 projections.

iv. Other Revenue from Own Services

This category includes revenue from:

- Permits and licenses
- Fines and penalties
- Franchise fees
- Interest from investments

Budget figures are based on an analysis of 2014 actuals, 2015 budget and September 2015 projections. Special attention should be paid to items that may have reduced based on the current economic climate (e.g. permits).

v. Grants

Operating grants include funds from federal and provincial governments such as the Royal Canadian Mounted Police (RCMP), Alberta Health Services and Community Plan for Homelessness (CPH) grants

Budget figures are for approved specific grants to be received in 2016.

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 Municipality's external auditor, as specified in the grant agreement.

vi. Other Transfers

Other transfers include internal charge allocations and transfers from operating reserves, and in most cases will be budgeted at zero.

2015 - 2017 EXPENSE ASSUMPTIONS

The following categories/line items make up RMWB expenses:

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

i. Salaries, Wages and Benefits

This category captures wages, salaries and benefits of all employees, and are budgeted based on: Funding levels for all FTE positions are as follows:

- Occupied position – 12 months
- 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

ii. Contracted and General Services

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

Budget figures are based on an analysis of 2014 actuals, 2015 budget and September 2015 projections.

Training is budgeted based on the new training policy (HRM-540) introduced in 2015.

Council has adopted a new policy (FIN-230) in regards to gratuities, which replaces the Municipality's honorarium procedure.

General Services Contracted, Professional Services, etc., are listed to determine accurate amounts required, rather than just increasing/decreasing amount required from 2015.

iii. Purchases from Other Governments

Purchases from Other Governments include transactions between other Municipalities and other public agencies. Where applicable, budget is based on existing contracts.

iv. Materials, Goods, Supplies and Utilities

Materials, Goods, Supplies and Utilities consists of expenses incurred to maintain and operate the Municipality. Increases under this category include costs of transit services (brought in-house in May 2015)

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

Special attention should be paid to:

- Much of the Fuels and Lube costs, along with Equipment, Machinery Vehicle Parts have been realigned to the Fleet budget.
- Based on the new Snow and Ice policy, many winter road-clearing costs may have increased.
- Some utility costs have seen an overall reduction throughout 2015, and could be significantly reduced in 2016.

v. Small Equipment and Furnishings

Special attention is paid to:

- Computer hardware should be centrally budgeted in Information Services
- Products that are purchased that cost over \$10,000, must go through the Capital Business Case process, rather than being recorded as an Operating Expense
- Mobile Phones purchases are recorded in this category, rather than being lumped together with monthly charges, which are recorded under Mobile Phone costs.

vi. Transfers and Grants

List details of specific transfers and grants, with amounts by reviewing previous years' details. Analyze each transfer and grant individually to estimate the baseline either by taking an average of the most recent three years or based on input from the department and your judgement.

vii. Financial Service Charges

Items in this category include bank charges, debenture principal and debenture interest.

viii. Other Expenses

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

Appendix C:

2016 CAPITAL BUDGET AND 2017- 2021 CAPITAL PLAN GUIDELINES

CAPITAL BUDGET DEVELOPMENT GUIDELINES

FUNDING CAPACITY

Total estimated funding available for new and ongoing capital projects for 2016 is approximately \$340.6M. Approved debt limit for the Municipality is 85% of the provincially legislated limit and in 2015 actual committed debt is approximately 66.7% (excluding Alternative Capital Financing eligible projects). Based on limited funding capacity, due diligence and prioritization is part of the capital project selection process.

GENERAL GUIDELINES

Capital projects consist of the construction of an asset or the purchase of an asset that meet the definition of a tangible capital asset as defined in the Administrative Directive – Tangible Capital Assets. They are non-financial assets having physical substance that are used in operations on a continuing basis; have useful lives extending beyond one year and are not for resale in the ordinary course of operations.

Consideration must also be given to whether a capital request is a “betterment” versus “maintenance” as defined within the Municipality’s Administrative Directive – Tangible Capital Assets. “Betterment” is a cost to enhance the service potential of a tangible capital asset. Service potential may be enhanced when there is an increase in the previously assessed physical output or service capacity, where associated operating costs are lowered, the useful life of the property is extended or the quality of the output is improved.

Capital funding requests for 2016 require a Capital Business Case and requests for 2017 and beyond will require a Capital Business Plan Summary. Also, previously approved multi-year projects will require a submission of a Capital Business Case; the existing Capital Business Case should be updated and submitted. The Capital Business Case includes description, strategic priority actions, justification, assumptions, basic priority score, cash flow and total cost of ownership of the project.

Capital projects are classified in the following three distinct phases:

1. Predesign
2. Design
3. Construction

In order to ensure that the appropriate type and timing of funding is provided, each phase must be budgeted as a separate project requiring a separate request form. The naming of the project should include the phase (E.g. Water Treatment Plant Predesign, Water Treatment Plant Design, and Water Treatment Plant Construction). Predesign costs will be funded from a source other than debt.

The separation of each phase will allow 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 to be budgeted within the operating budget. A feasibility study may not result in the next phase of a capital asset.

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) must be identified in the Capital Business Case and be 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

The Municipality in 2015 developed the Strategic Plan. The Plan addresses the steps the Municipality will take over the next three years, from 2015 – 2017, to address the vision and the goals of the longer-term Municipal Development Plan (MDP). Each goal and strategy within the three-year Strategic Plan aligns with one or more of the strategies from the MDP. Council's Strategic Plan sets the direction for the next three years and clarifies the important goals and accomplishments that are needed to continue to build the Region. Council requires that all Business Plans, which includes Capital, be based on the Council's Strategic Plan this will provide transparency to residents and stakeholders about how the Municipality will achieve these goals. To ensure we are following the principles of the Strategic Plan one or more of the 7 strategies must be recognized in your business case.

In addition, all Capital Business Cases were reviewed and prioritized by the Director of each department based on a Criteria Matrix that provides further analysis on the justification and alignment of the Project to the Strategic Plan. The Capital Steering Committee used these criteria to help in its decision making on prioritization.

FLEET AND OTHER EQUIPMENT PURCHASES

All equipment purchases over the value of \$10,000 and with a life expectancy greater than one year are supported with a separate business case.

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

CAPITAL FUNDING SOURCES

An effective capital funding strategy employs a mix of funding options or instruments.

CAPITAL INFRASTRUCTURE RESERVE

Tax revenues will be budgeted based on the 2015 Fiscal Management Strategy. A portion of taxation revenue is allocated to fund capital projects.

DEBT

In order to acquire debt, the Municipality must conform to Alberta Regulation 255/2000 of the Municipal Government Act and the Municipality's Debt Management Policy FIN-120. Council must approve a debenture bylaw before debt funding is secured through a lender. The Alberta Capital Finance Authority (ACFA) is the lender of choice unless a more attractive loan arrangement is available from another acceptable lender. Debt funding is generally assigned to projects of higher value.

OFFSITE LEVIES/DEVELOPMENT IMPACT FEES

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

CAPITAL GRANTS

On an ongoing basis, the Grant Administrator researches opportunities for capital grant funding 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 Grants Administrator.
- Each recipient department is responsible for coordinating grant application, interim reporting and grant close out process with the Grants Administrator.

OTHER

Examples of other funding sources include provincial land transfers and alternate capital financing.

COMMUNITY GROUP CAPITAL GRANTS

Capital funding requests from community groups must comply with the conditions of the contribution agreement.
Capital Budget Process

Month/2015	Activity
June 1 – July 30	Prepared Business Cases
July 31	Submit completed Business Cases to Finance Officers
August 1 - 15	Finance Officers reviewed Business Cases to ensure everything was completed. A summary Capital Plan developed by Finance
August 18 - 20	Funding sources were suggested
End of August	Draft Capital Budget submission was distributed to Directors for their review and revision (if necessary)
September	Draft budget reviewed by the Capital Projects Steering Committee
October	Department Capital Budget presented to Executive Leadership Team and Budget Review Committee
November 3	Approved Capital Budget presented to Council
November 4 - 9	Council Workshops
December 8	Presentation to Council 2016 Approved Operating and Capital Budget Publish approved budget document





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