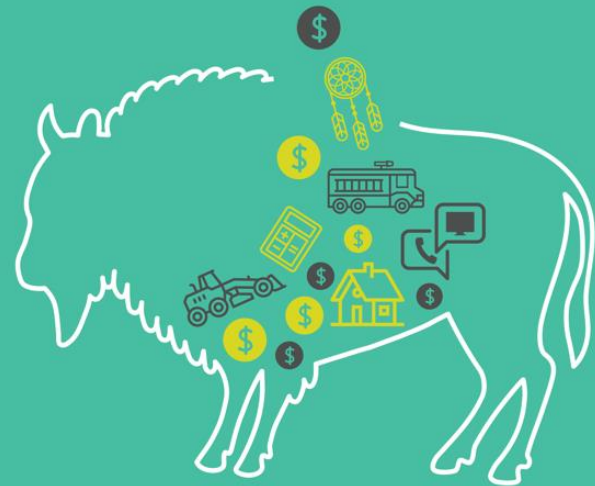


2020 Budget



Reader's Guide – 2020 Budget Documentation

During the Budget meetings from Nov. 27 – Nov. 30, Council will be reviewing a large number of complex documents. Many of these documents speak to and build upon each other. To help you review this volume of information and follow along with Council, we've outlined some suggested steps for approaching the documentation in a way that is easily accessible. We continue to build the proposed budget using the Zero-Based Budgeting principles, which is a more robust process and therefore provides more detail in the documentation.

If you have any questions or concerns, contact Pulse at 780-743-7000, toll-free 1-800-973-9663, or rmwb.ca/pulse.

Step 1 – Budget Council Report (Attachment 1 in Council Report)

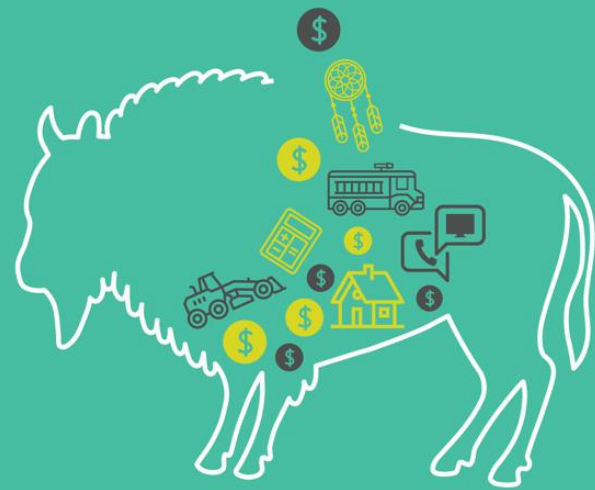
Before delving into the details of the budget, we encourage you to review the 2020 Budget Council Report listed as item #3 of the Nov. 27 Council Meeting Agenda. This provides a high-level overview of the proposed 2020 budget. Attachment 1 is the 2020 Proposed Operating Budget & 2021 – 2022 Financial Plan.

Step 2 – Corporate Summary (Attachment 2 in Council Report)

The Corporate Summary can be found as Attachment 2 to the Council Report under item #3 of the Nov. 27 Council Meeting Agenda. The Corporate Summary outlines all revenues and expenses from 2020 through each year up to 2022. This summary also provides a breakdown of the 2019 Budget and 2019 Projections.

2020 Proposed Budget - Corporate Summary						
	2019 Budget	2019 Projection	2020 Proposed Budget	Change	2021 Plan	2022 Plan
Net Taxes Available for Muni Purposes	645,187,200	646,597,200	606,844,200	(39,753,000)	587,095,642	567,349,598
Government Transfers	16,466,234	16,384,734	16,198,760	(185,974)	16,360,748	16,524,355
Sales and User Charges	47,686,150	46,049,764	48,448,124	2,398,360	48,932,605	49,421,931
Sales to Other Governments	2,441,500	2,457,500	3,149,400	691,900	3,180,894	3,212,703
Penalties and Costs on Taxes	4,182,000	4,135,000	5,941,000	1,806,000	6,000,410	6,060,414
Licenses and Permits	2,193,108	1,912,208	2,112,000	199,792	2,133,120	2,154,451
Fines	3,048,145	3,048,145	2,967,000	(81,145)	2,996,670	3,026,637
Franchise and Concession Contracts	8,300,000	8,400,000	8,175,000	(225,000)	8,256,750	8,339,318
Returns on Investments	23,432,000	26,437,000	22,510,000	(3,927,000)	22,735,100	22,962,451
Rentals	1,552,400	1,632,400	1,524,500	(107,900)	1,539,745	1,555,142
Other Revenue	160,996	494,500	485,200	(9,300)	490,052	494,953
Revenues:	754,649,733	757,548,451	718,355,184	(39,193,267)	699,721,736	681,101,953
Salaries Wages and Benefits	224,776,794	215,802,794	228,727,521	12,924,727	231,014,796	233,324,944

2020 Budget



Step 3 – The Rainbow Spreadsheet (Attachment 3 in Council Report)

Attachment #3 consists of multi-coloured (i.e., rainbow) spreadsheets which lists projects for the 2020 Proposed Capital Budget and 2021 – 2025 Capital Plan by Type. In the first column on the left, you will find a Reference Number (2020 Ref#). These reference numbers identify the project and will correspond with the Capital Budget Presentations outlined in Step 7. The rainbow spreadsheet provides a more detailed look at the calculations, while the presentation is a more descriptive look at the proposed projects.

Noting the legend in the top left-hand side of the spreadsheet, this will provide more context as to the meaning of each colour of the rainbow.

REGIONAL MUNICIPALITY OF WOOD BUFFALO		2020 PROPOSED CAPITAL BUDGET 2021 - 2025 CAPITAL PLAN BY TYPE																
<table border="1"> <tr> <th colspan="2">Legend</th> </tr> <tr> <td style="background-color: #e6ffe6;">Other than first year of a multi-year project</td> <td></td> </tr> <tr> <td style="background-color: #e6ffe6;">First year of a multi-year project</td> <td></td> </tr> <tr> <td style="background-color: #e6ffe6;">Single year project</td> <td></td> </tr> <tr> <td style="background-color: #ffe6e6;">Equipment Project</td> <td></td> </tr> </table>		Legend		Other than first year of a multi-year project		First year of a multi-year project		Single year project		Equipment Project								
Legend																		
Other than first year of a multi-year project																		
First year of a multi-year project																		
Single year project																		
Equipment Project																		
2020 Ref #	Project Name	2019 & Prior Approved	Actual	Commitments	Total Costs	Available	2020 Request											
20-001	Customer Relationship Management System 311	1,200,000	30,018	426,483	456,500	743,500	100,000											
20-002	Downtown Revitalization	3,000,000	21,375	-	21,375	2,978,625	5,000,000											
20-004	Flood Mitigation - Construction	6,500,000	3,479,307	2,040,868	5,520,175	979,825	5,000,000											
20-005	Flood Mitigation - Design	652,908	553,538	31,831	585,369	67,539	1,000,000											
20-006	Rural Water and Sewer Servicing - Construction	145,100,000	81,144,347	51,612,990	132,757,338	12,342,662	6,900,000											

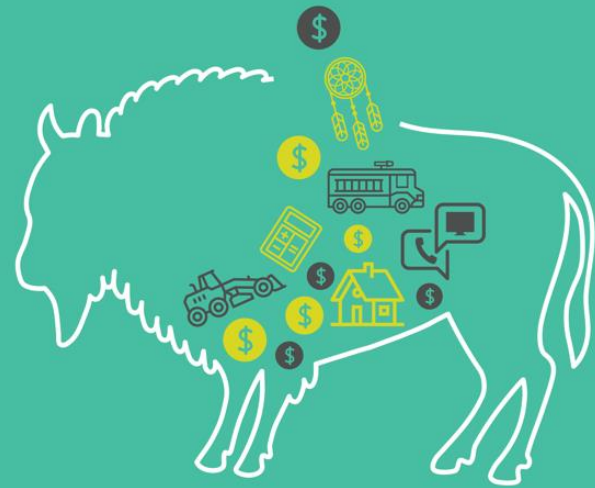
Step 4 – Community Investment Program (CIP)

The Community Investment Program presentation summary is listed under item #4 of the Nov. 27 Council Meeting Agenda. You'll see a list of community organizations that will be making presentations to discuss their funding requests. A copy of each presentation can be found by clicking on the corresponding organization in the Council Agenda.

Step 5 – Operating Budget Presentations

The 2020 Operating Budget presentations are listed under item #3 of the Nov. 28 Council Meeting Agenda. Each presentation provides a high-level overview of the operating budget requests for each department/area. These presentations will also give you an idea of the departmental structure and the programs/services they provide.

2020 Budget



Step 6 – Financial Summaries (By Division, Department and Program/Service)

Financial Summaries provide further details on operation costs and program/service details (these are found at the end of each departmental presentation). These documents are colour-coded: department and branch summaries are blue and green, while the program/service details are orange, blue and green. These documents provide a detailed look at operations and associated costs and were developed as part of the Zero-Based Budgeting process.

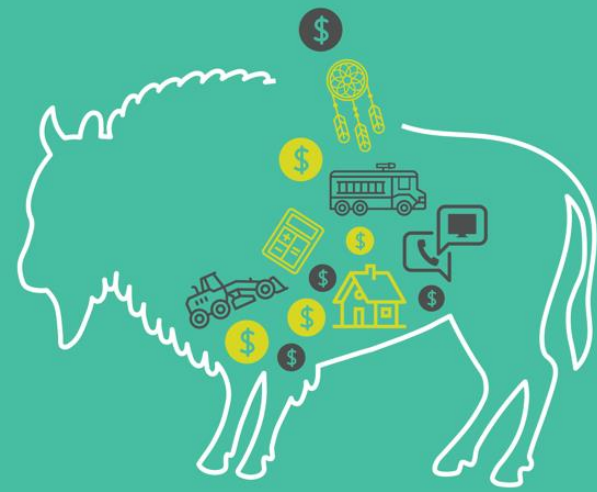
Department Summary:

Public Works & Transit Services		D_PW	Refresh	Budget Year: 2020		
	2019 Budget	2019 Projection	2020 Proposed Budget	Change	2021 Plan	2022 Plan
Net Taxes Available for Muni Purposes	266,200	266,200	257,000	(9,200)	259,570	262,166
Sales and User Charges	45,339,030	41,435,030	43,588,400	2,153,370	44,024,284	44,464,527
Sales to Other Governments	2,224,000	2,240,000	2,890,400	650,400	2,919,304	2,948,497
Penalties and Costs on Taxes	8,000	-	-	-	-	-
Licenses and Permits	645	3,645	133,000	129,355	134,330	135,673
Rentals	47,400	47,400	47,500	100	47,975	48,455
Other Revenue	30,000	-	30,000	30,000	30,300	30,603
Revenues:	47,915,275	43,992,275	46,946,300	2,954,025	47,415,763	47,889,921
Salaries Wages and Benefits	96,233,941	95,039,341	95,349,916	310,575	96,303,415	97,266,449
Contracted and General Services	34,452,867	34,205,202	39,588,400	5,383,198	39,984,284	40,384,127

Branch Summary:

Roads		B_ROADS	Refresh	Budget Year: 2020		
	2019 Budget	2019 Projection	2020 Proposed Budget	Change	2021 Plan	2022 Plan
Net Taxes Available for Muni Purposes	62,200	62,200	52,000	(10,200)	52,520	53,045
Sales and User Charges	278,300	432,300	185,000	(247,300)	186,850	188,719
Licenses and Permits	-	3,000	132,000	129,000	133,320	134,653
Revenues:	340,500	497,500	369,000	(128,500)	372,690	376,417
Salaries Wages and Benefits	10,156,496	10,474,795	11,210,059	735,264	11,322,160	11,435,381
Contracted and General Services	3,930,100	4,421,310	3,789,100	(632,210)	3,826,991	3,865,261
Materials Goods Supplies and Utilities	5,869,350	5,338,350	5,684,400	346,050	5,741,244	5,798,656
Expenses:	19,955,946	20,234,455	20,683,559	449,104	20,890,395	21,099,298
NET	(19,615,446)	(19,736,955)	(20,314,559)	(577,604)	(20,517,705)	(20,722,882)

2020 Budget



Program / Service Details:

Public Works & Transit Services				Budget Version:	30	
Transit Services				Budget Year:	2020	
TRANSIT SUPPORT SERVICES	84153	Refresh				
Description of Service						
<p>Transit Support Services provide shelter maintenance program for maintaining: 409 bus stops, including 181 heated shelters, 108 unheated shelters and 120 non-shelter stops. The shelters require weekly servicing from cleaning up to repairing any damaged components.</p>						
	2019 Budget	2019 Projection v89	2020 Proposed Budget v30	Change	2021 Plan	2022 Plan
Revenues:	-	-	-	-	-	-
Salaries Wages and Benefits	1,913,357	1,860,357	1,943,544	83,187	1,982,415	2,022,063
Contracted and General Services	58,500	24,500	128,500	104,000	131,070	133,691

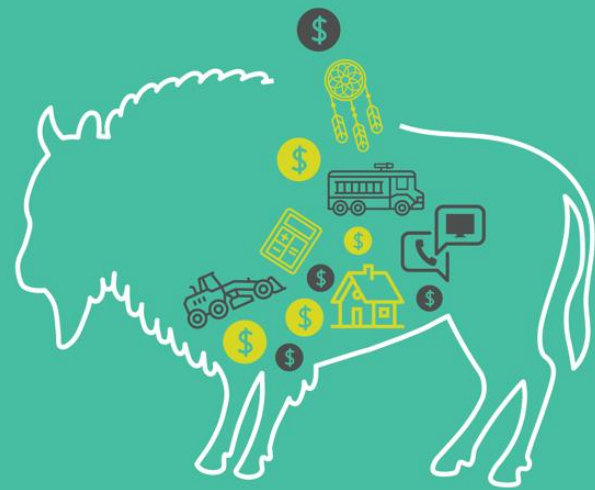
Step 7 – Capital Budget Presentations

The 2020 Capital Budget presentations are listed under item #3 of the Nov. 29 Council Meeting Agenda. Each presentation provides a high-level overview of the capital budget requests for each department/area. These presentations will also give you a high-level overview of the projects Administration is proposing for 2020.

Note: Each proposed capital project has been assigned a reference number. These reference numbers are to help for tracking projects across the Rainbow spreadsheet, the Budget Request Forms and the Departmental Capital Presentations. Please note that projects are not presented in numerical sequence.

2020 Capital Project	
Project Name:	Flood Mitigation – Constructio
Reference No:	004 Sponsoring Dep
Description:	This project is to provide flood r Ptarmigan Court areas for both during 1:100 year events.


2020 Budget



Step 8 – Capital Budget Request Forms

As part of the Capital Budget request, each project has a request form associated with it. This form provides a deeper look at the request and a detailed description of the project and cash flow request.

Again, these forms, found under item #3 of the Nov. 29 Council Meeting Agenda, have a reference number in the top right-hand corner, which will correspond with the reference numbers on the Rainbow Spreadsheet (Attachment #3) and the Capital Budget Presentations (Step 7).

		20 - 212 - Casman Centre Rink Boards Structural Steel Replacement	
		Capital Budget Request - DESIGN & CONSTRUCTION	
Project Name	<input type="text" value="Casman Centre Rink Boards Structural Steel Replacement"/>	\$	205,000
Order Code		Project Location	Thickwood
Project Category	Public Safety	Ward	1 - Fort McMurray
Type of Project	Lifecycle - Construction	Municipal Function	72 - Recreation Bldg. & Facility