

Glossary of key terms and concepts

Asset Management: is focused on developing a comprehensive inventory of municipal assets. This includes the identification of associated operational and maintenance costs throughout the lifecycle of municipal infrastructure.

Balanced Budget: A budget where total revenues are equal to total expenditures. This means that the Municipality is not spending more than it is taking in, which is important for financial stability. A balanced budget allows the Municipality to deliver immediate and long-term priorities while keeping finances stable and sustainable.

Business Case: A documented analysis for a proposed project or undertaking. It typically outlines the project's objectives, benefits, costs (capital and ongoing maintenance), risks, and a plan for implementation. Business cases are used to support decision-making, particularly for new capital projects seeking funding approval.

Capital Amendment Form: A formal document used to propose changes to a previously approved capital project. It outlines the reasons for the amendment, the proposed changes to the project scope, budget, or timeline, and the expected impact of these changes.

Capital Budget: A financial allocation outlining the Municipality's spending on projects such as assets, development or major repair of infrastructure, facilities and the purchase of vehicles and equipment. It includes details about the projects, their costs, funding sources and expected timelines. The capital budget is distinct from the operating budget, which focuses on operational expenses, and does not result in an asset.

Capital Projects: Specific investments in asset development or purchases undertaken by the Municipality. Examples of capital projects include the construction of new roads, water treatment plants, underground services, bridges, flood mitigation, or vehicle and equipment purchases.

Capital Reserve Transfers: During the budget process, a portion of the operating budget is set aside to transfer to the Capital Infrastructure Reserve. These transfers fund approved capital projects and help ensure financial stability. The 2025 proposed operating budget allocates \$169,404,423 to the Capital Infrastructure Reserve.

Community Investment Program: Governed by Council's Policy FIN-220, this program is committed to providing strategic investment grants to not-for-profit organizations, individual and team athletes that positively contribute to Municipal goals and strategic directions. It also provides grants to operators of municipally owned facilities that provide opportunities for residents to engage in recreation, leisure, events, arts, culture, and heritage.

Financial Plan: A comprehensive roadmap outlining the Municipality's financial goals, strategies, and projected financial performance over a multi-year period. It includes both operating and capital budgets and provides a framework for making sound financial decisions and long-term sustainability. The financial plan is forward thinking and does not include the year in which the plan was prepared, in this case 2025.



2025 Budget



Fiscal Management: The process of planning, directing, organizing, and controlling the Municipality's financial resources to achieve its objectives, within the directions set out in the Municipal Government Act. It involves making responsible decisions about revenue generation, spending, and debt management to ensure financial stability.

Fiscal Responsibility: A commitment to using public funds in a transparent, accountable, and efficient manner. It involves making sound financial decisions that prioritize the long-term well-being of the community and ensure sustainable public services.

Grant: A form of financial assistance provided by a government or organization to support a specific project or initiative. Grants do not need to be repaid and are often awarded based on a competitive application process. The main municipal grant received annually is from the Government of Alberta- the Local Government Fiscal Framework (LGFF). Other examples of grants received include Family and Community Support Services (provincial), Outreach and Support Services Initiatives (provincial) and Reaching Home: Canada's Homelessness Strategy (federal).

We also provide grant funding through various programs within the Community Investment Program, including the Subsidiary Corporation Grant and Municipal Facility Operating Grant.

Employees + approved positions and funded positions

Approved positions is a simple count of all individuals working for an organization, regardless of their employment status. This includes full-time and part-time positions. For the Municipality, there are **1,504** approved positions. This includes three categories of employee status: Active, Inactive (on short or long-term leave) or Vacant.

Active Employees, refers specifically to individuals in **active** employment with the organization, excluding those on leave or in vacant positions. While the total approved positions are 1,504, the number of active employees is **1,353**.

Funded Positions represents the number of positions funded within the organization's budget in any given year. This number is typically determined through the budget process, where departments request funding for the positions needed to fulfill their mandates. The Municipality has a total of **1,439 funded positions proposed in the 2025 budget process**.

CUPE Representation: The largest union representing RMWB employees is the Canadian Union of Public Employees (CUPE). A total of **851 employees**, or **56.6%** are represented by CUPE. Additionally, **114** employees in transit services are also represented by CUPE Transit, making up another **7.6%**. This brings the total CUPE representation to **64.2%**.

IAFF Representation: The International Association of Fire Fighters (IAFF) represents firefighters and paramedics within the RMWB. There are **178 IAFF employees**, constituting **11.8%** of the total staff.



2025 Budget



Total Unionized Employees: 851 (CUPE) + 114 (CUPE Transit) + 178 (IAFF) = 1,143 employees

Percentage of Unionized Employees: $(1,143 / 1,504) * 100\% = 76\%$ (approximately)

Percentage of Non-Unionized Employees: $100\% - 76\% = 24\%$ (approximately)

Employee Type	2025 Positions	% of Total
CUPE	851	57%
CUPE Transit	114	8%
IAFF	178	12%
Exempt - Non-Mgt	199	13%
Exempt - Management	162	11%
Total Approved Positions	1504	
Employee Status*	2025 Positions	% of Total
Active	1285	85%
Inactive (e.g., STD/LTD)	67	4%
Vacant	152	10%
Total Full-Time Approved Positions	1504	
Active (from above)	1285	94%
Temporary (may backfill Inactive)	41	3%
Casual	47	3%
Student	1	0%
Total Workforce (current active)	1374	

* As at November 8, 2024

Inflation: A sustained increase in the general price level of goods and services in an economy over time. When the price level rises, each unit of currency buys fewer goods and services; consequently, inflation reflects a reduction in the purchasing power per unit of money – a loss of real value in the medium of exchange and unit of account within the economy. The Municipality has applied a 2% inflation factor to its budget. Most central banks and governments closely monitor the annual inflation rate to ensure it is at a balanced and modest level, around 2% to 3%. Based on the [Alberta Consumer Index](#) for 2024, Albertans experienced a 1.9% inflation rate.

Investment Income: Revenue earned from investing the Municipality's financial assets. This income is earned from interest from bank balances, investment income from Corporate and Government Bonds, as well as Guaranteed Investment Certificates (GICs).

Maintenance Deficiencies: Shortcomings in the upkeep and repair of existing assets, leading to deterioration, reduced performance, and potentially higher costs in the long run. Addressing maintenance deficiencies is crucial for extending the lifespan of infrastructure and ensuring efficient service delivery.



2025 Budget



Operating Budget: A detailed plan outlining the Municipality's projected revenues and expenses for the upcoming fiscal year. It covers the costs of day-to-day operations, including salaries, consulting and contracted services, materials goods and supplies and operational program delivery. Revenues can come from a variety of sources including taxes, utilities, grants, and user fees.

Operating Expenses: Costs incurred in running the Municipality's day-to-day operations. These expenses include employee salaries and benefits, consulting and contracted services, materials goods and supplies, utilities, and operational program delivery.

Other Revenue: Income generated from sources other than taxation. This can include reimbursement from insurance claims, donations, and cost reimbursements. An example of a cost reimbursement is the funds received by CUPE 1505 for wages of employees who serve the union full-time in an elected role.

Revenue: The income generated by the Municipality from various sources. This income can come from taxes, fees, grants, investments, and other sources. The Municipality prioritizes both operational and capital revenue to ensure long-term financial stability.

Sponsor Division: The department or division within the Municipality responsible for proposing, managing, and overseeing a particular capital project.

Ongoing Multi-Year Projects: Capital projects that continue from previous years without significant changes in scope, budget, or timeline. These projects are typically included in the proposed capital budget as ongoing initiatives.

Strategic Capital Planning: The process of developing a long-term vision for the Municipality's capital investments, aligning them with its overall goals and priorities. It involves identifying and prioritizing projects that will yield the greatest benefits for the community and contribute to sustainable growth.

Tax Revenue: Income generated from property taxes levied by the Province and the Municipality. This revenue is a significant source of funding for municipal services and operations.

Treasury Strategies: Methods and practices used by the Municipality to manage its financial assets, including cash, investments, and debt. These strategies aim to optimize returns on investments, minimize borrowing costs, and ensure the availability of funds to meet the Municipality's financial obligations.

