



# 2021 Town of Slave Lake Business Plan and Budget

**"Slave Lake is committed to building opportunities by growing business, industry and population, while promoting ourselves and our exceptional quality of life."**



## Message from the Mayor

With budget 2021 complete the big question is what does it all mean to you as a taxpayer? First off let's back up and talk about Budget 2020. Budget 2020 and 2021 have been extremely challenging in large part due to Covid. Our facilities that have been open and then closed or used at limited occupancy rely on revenues to be operational and offset costs. When these buildings sit idle they still cost us money even though we are dramatically able to reduce expenses but they still cost a lot of money. Fortunately we had government assistance in 2020 which helped us come out on the good side of the budget in 2020. Our hope is 2021 we will see similar support as 5 months into 2021 has us recognizing that our buildings have been closed more than they have been open. As a result there are many items within the budget that rely on somewhat normal operations. Thankfully recent announcements by the Provincial government who creates the and enforces the health restrictions has us feeling like things are opening up again in the imminent future and "normal" is upon us.

Last year we also "froze" most capital projects to ensure we had capacity to be able to deal with Covid issues because at the time we were unsure what those might be. 2021 has us back to "normal" operations and has us focussed on capital again. Getting repairs and upgrades done to the pool and get it operational. Some improvements at the MRC and some investigation into a plan to fix some issues at the water plant are just some of the investment in buildings. We also have started work on roads the majority being an investment in a permanent fix for the road issues in Gloryland that have plagued our operations department and those residents for many, many years. We will also start engineering on 3rd street in the SW between 6 ave and the train tracks. This road has significant issues above and below the surface and is our next priority.



## Message from the Mayor Continued

We will spend some more money on our parks and a significant investment in the downtown core to reinvigorate its use and create more possibilities for guests to enjoy the space. Additionally we have some equipment in operations that needs to be changed out as its past its life expectancy. Additionally a continued investment in economic development and promoting Slave Lake as an amazing place to visit, live, work, and do business. Our council and CAO believe strongly that customer service has to be a big part of how we do business. We need to be committed to our customer which is you the taxpayer. Our recent public promotion of our internal Customer Service Charter demonstrates that we are promoting this culture throughout all of our departments. Our Economic Development strategy focuses on the fact that business need to know that this is a great place to do business, we have to work as an organization to support them and help them grow. This helps to protect jobs in the area and keep people working which we feel is a fundamental piece of the health of a community.

In closing though what does this cost? The impact to the tax payer this year is largely status quo and the tax increase is 0%. I want to thank council and our administration for working hard behind the scenes to make this a reality for the businesses and families that have felt the significant financial strain that Covid created over the last almost 18 months.

What is exciting though is that our economy seems to be doing well and the forecast looks strong. Restrictions are being removed creating an even greater opportunities for businesses to grow, expand and keep their people working. I am excited to see what is possible in the months ahead.

*-Tyler Warman*



## Message from the CAO

Town of Slave Lake is a complete community in North-central Alberta with urban & natural amenities, all infrastructure services and diverse & steady economy. Our community is built upon the resiliency of the residents, despite of economic challenges and natural emergencies, and is thriving as we overcome the unknowns and build for greater future.

The Town's business plan and budget is a fiscal policy document that allocates financial resources of the Town to maintain & improve the municipal programs, approval and infrastructure.

What was remarkable in this year's budget development was the degree of participation, coordination and collaboration that the Town departments and staff demonstrated. As a ground-laying effort, we identified **long-term needs** and understood **Council vision**, and developed **strategic business plans**. We developed departmental projects and operations, **maximizing values** for dollars we spend, and ranked the priorities into one corporate-wide-list based on **value** and **synergy**. We then evaluated the priorities to ensure that the goals laid out by our Council were addressed.



# Message from the CAO Continued

Here are some highlights:

- ▶ Various strategic initiatives and investments by departments
- ▶ Downtown revitalization initiative
- ▶ Collaborative/online approvals services
- ▶ Technology based operational improvement - IT, SCADA, Real-time monitoring
- ▶ Northern Alberta's Centre for emergency-response-training & investigative-inspection
- ▶ Asset-management-based planning and decisions
- ▶ Improved communication between our organization and residents
- ▶ One Town one call system - 311 initiative
- ▶ Innovative service deliveries in building-science, energy-efficiency, transportation & infrastructure management
- ▶ Multidisciplinary staff development program
- ▶ Various social and community programs
- ▶ Economic and business development activities - to establish supply/value chain, logistics industries, new business matching



## Message from the CAO Continued

In my view, the new budget you are seeing in this document was the hard labour of laying solid ground for the community's long-term sustainability. It is a multifaceted fiscal plan that touches on various areas of our community such as economic development, aging infrastructure, technology, innovation-based operation, community-vibrancy, better-connecting with our residents and investing in our staff and organizational culture.

Our budget will continue to evolve as our community's needs change. I thank the staff for being nimble and adaptable to the changes inside and outside of our organization, and the council for the direction, trust and great support. As per our Customer Service Charter attached below, we are committed to delivering great quality services to our residents, businesses and visitors, while promoting a great workplace.  
<https://www.slavelake.ca/ArchiveCenter/ViewFile/Item/467>

Take care,

**David Kim, M.Sc., P.Eng.**

Chief Administrative Officer

780-849-8035

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# Budget at a Glance

## Town of Slave Lake Operating Budget

- The budget focuses on providing service continuity through best management practices, increasing efficiency and effectiveness through innovation, skill-sets and culture. It builds foundations for community vibrancy and prosperity and setting up processes and rules for transparency, collaboration and accountability.

	2020 Approved Budget (Restated)	2021 Approved Budget	Net Change \$	Net Change %
Net Revenues	\$21,978,418	\$21,866,408	(\$112,010)	-0.5%
Net Expenditures	\$21,978,418	\$21,866,408	(\$112,010)	-0.5%

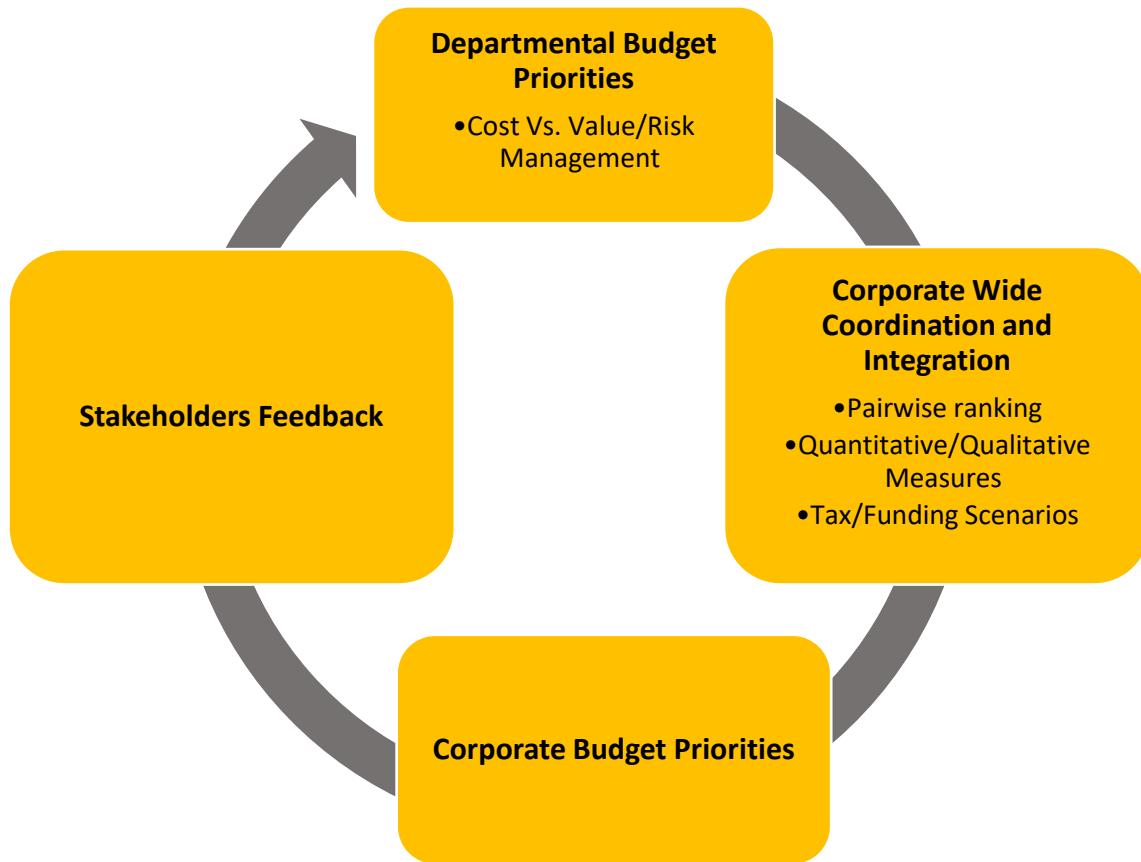
# Town of Slave Lake Capital Budget

- ▶ The 2021 Capital Budget includes new multi-year capital project budget requests, carry forward projects from 2020 and Annual capital projects. 4 new projects for the year will be funded using the new provincial municipal stimulus program grant. These include the Downtown Revitalization project, Fire Hall Waterline upgrades, Drainage System Improvements and SCADA Monitoring Improvements. Major Road work for the Town includes finishing the Glory Land Road rehabilitation that was delayed in 2020 due to Covid 19 and engineering and work for 3<sup>rd</sup> St SW.
- ▶ See the Capital budget section for more details and projects.

	2020 Approved Budget	2021 Approved Budget	Net Change \$
New Capital Projects	\$4,032,540	\$1,694,828	(\$2,337,712)
Ongoing Capital Projects	\$9,717,186	\$4,833,472	(\$4,883,714)

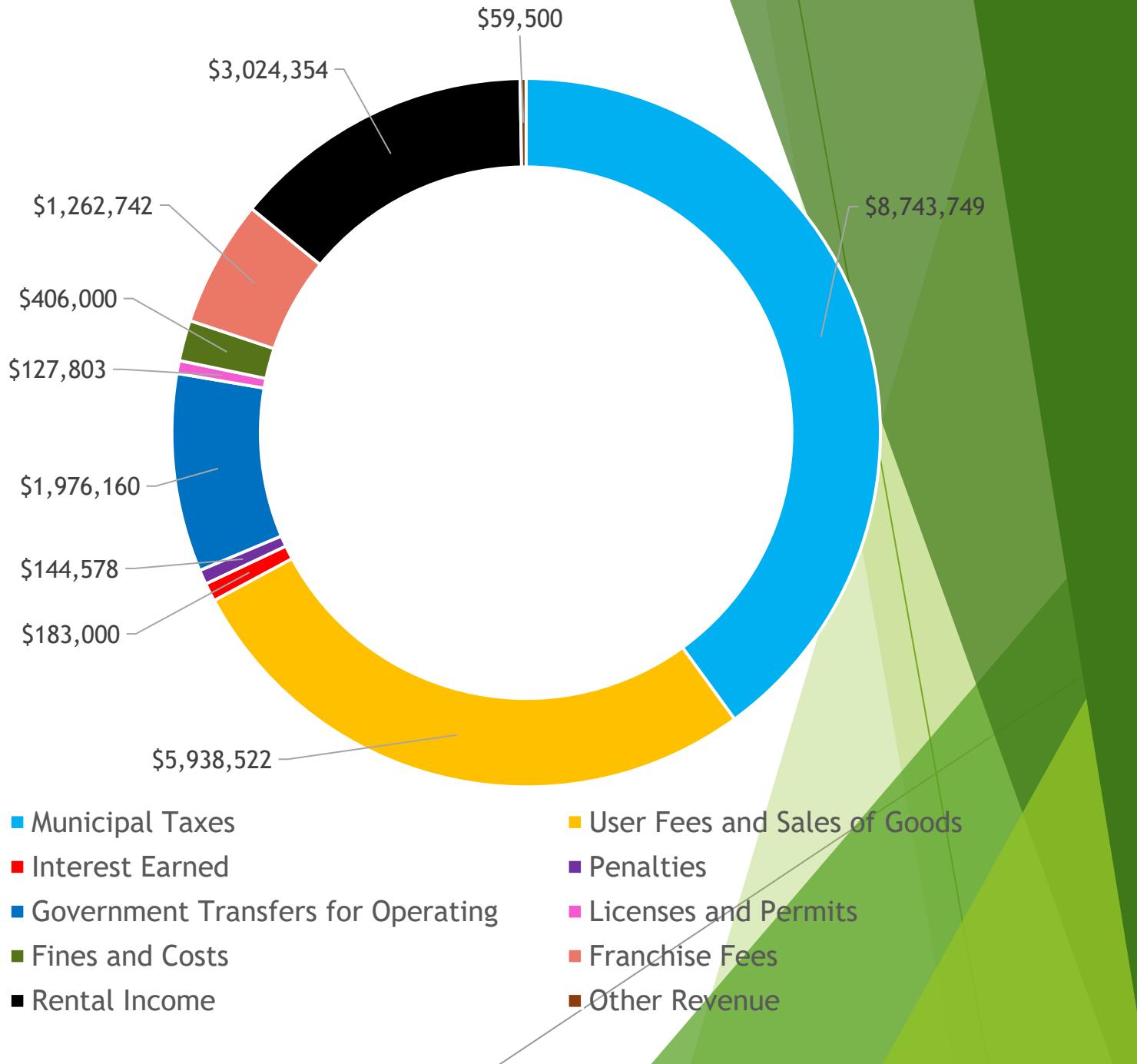
- ▶ **WHAT EXACTLY IS A BUDGET?**
- ▶ A budget is the town's operational plan and priorities expressed in dollars and cents. It is a supporting document to outlay the revenues and expenses needed in order for the Town to achieve its strategic goals.
- ▶ **OPERATING BUDGET**
- ▶ The operating budget covers the daily expenses of delivering municipal services, such as fire protection, snow removal, road repairs, arenas, pools and parks, to name a few. The operating budget is supported by taxation, user fees and commercial operations. Utilities, such as water, sewer and garbage, are supported entirely through their rates.
- ▶ **Capital Budget**
- ▶ The capital budget covers constructing new assets and rebuilding assets. These assets include roads, water and sewer, equipment, and town facilities.

# BUDGET PLANNING PROCESS



# Introduction

- ▶ The 2021 budget continues to focus on planning for the future, customer service and enhancing economic development in the Town of Slave Lake. In light of the Covid-19 pandemic, a plan was crafted that would enable service levels to operate around pandemic and keep the overall tax increase to a minimum. The overall impact in net costs for the Town have risen approximately \$70,000. Through the budget deliberation, the Town achieved a 0% tax increase by using a combination of grant funding from the province and the use of our tax stabilization reserve. Utility rates will also see no increase for the 2021 year. This will benefit the rate payers during the pandemic, while aiming to increase customer service, promote and support economic development and budget for increasing costs of materials, supplies and labour.



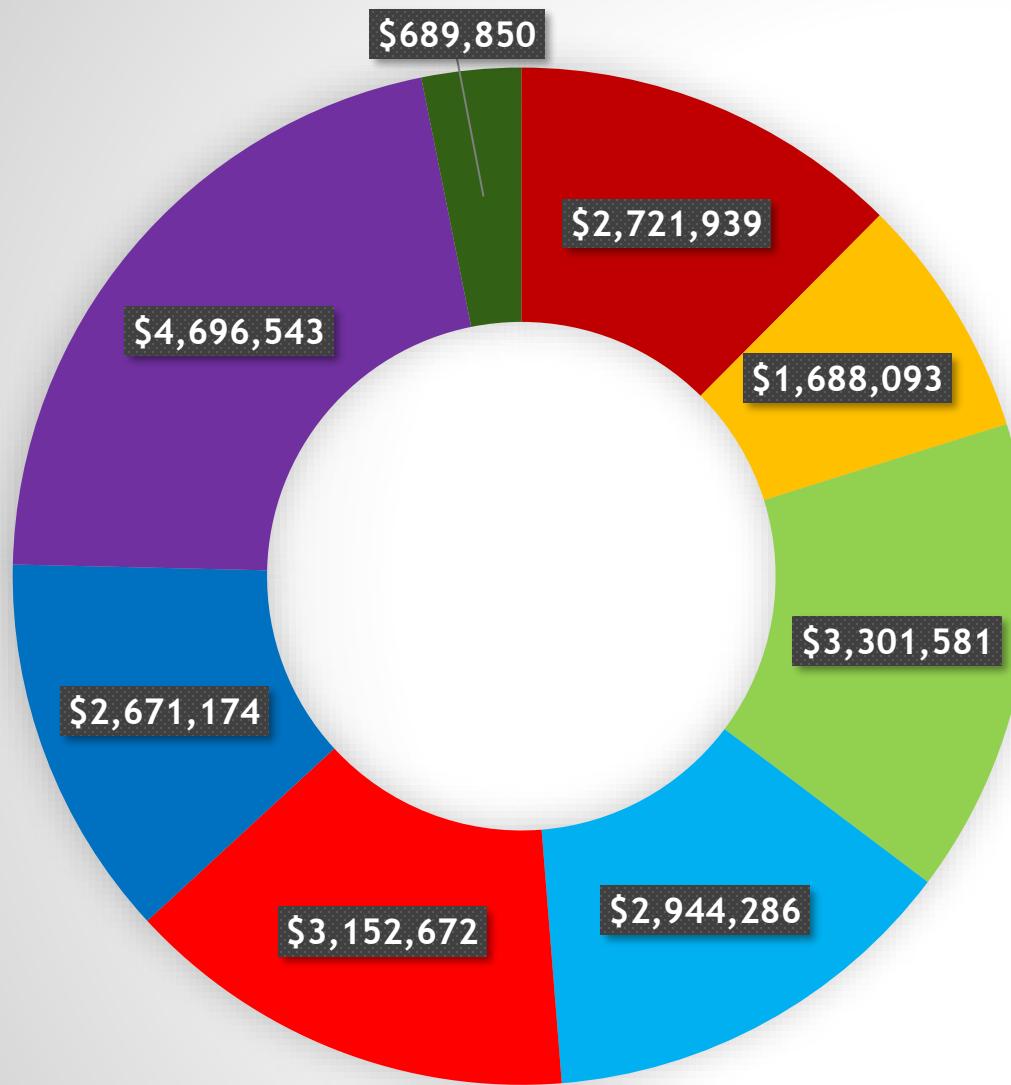
## Sources of Revenue

- ▶ The services provided by the Town of Slave Lake are funded primarily by property taxes, user fees, commercial properties and operational contributions from other government entities. Property taxes and utility fees collected from homeowners and businesses are the source of approximately half of the Town's budgeted operating revenues. The balance is derived from non-utilities fees and other revenues. User fees include fees licences (business licences, franchise fees etc.) and permits (development, building, etc.) as well as fees from Town-run recreation programs (swimming pools, ice rinks, running track, etc.). Development-related fees and contributions, along with contributions from Provincial and Federal levels of government and Municipal District of Lesser Slave River, are also essential for delivering public amenities and funding facilities and infrastructure, which are needed to maintain services.

# Where does the funding go?

- ▶ Utilities, includes water, sewer and garbage services that are funded from utility rates, which are set to recover the cost of providing services to ratepayers. Fire and Disaster services includes the regional fire services program, search and rescue services, dangerous goods handling as well as the Fire Smart program that help keeps our community safe. Policing and protective services includes RCMP services as well as our local peace officer and animal control services. Planning and development, Land and Commercial properties includes the planning department, the Economic development program, lots in the fornier area and the provincial government center. Administration includes the legislative branch as well as general administration services such as the CAO, finance, health and safety and Human Resources.

# Where does the funding go?



- Planning and development, Land and Commercial Properties
- Fire and Disaster Services
- Public Works and Cemetery
- Administration, Council and General
- Parks, Recreation and Programming
- RCMP and Community Enforcement
- Water & Sewer & Garbage
- Airport, Library, Daycare , Wildfire Legacy

# What does \$1 of taxes buy?



<b>\$0.25</b>	Fire, Police & Protective Services
<b>\$0.16</b>	Commercial Services, Planning and Economic Development
<b>\$0.18</b>	Parks, Recreation and Community Services
<b>\$0.17</b>	Administration, Legislation and General Services
<b>\$0.19</b>	Operation Services
<b>\$0.04</b>	Organizational Support

## 2021 Operating Budget

	<b>2020 Budget (Restated)</b>	<b>2021 Budget</b>	<b>2021 vs 2020</b>	<b>% Change</b>
Municipal Taxes	\$8,743,749	\$8,743,749	\$0	0%
User Fees and Sales of Goods	\$5,630,306	\$5,938,522	\$308,216	5%
Interest Earned	\$187,526	\$183,000	(\$4,526)	(2%)
Penalties	\$144,543	\$144,578	\$35	0%
Government Transfers for Operating	\$2,365,862	\$1,976,160	(\$389,702)	(16%)
Licenses and Permits	\$126,757	\$127,803	\$1,046	1%
Fines and Costs	\$369,000	\$406,000	\$37,000	10%
Franchise Fees	\$1,205,145	\$1,262,742	\$57,597	5%
Rental Income	\$2,926,354	\$3,024,354	\$98,000	3%
Other Revenue	\$279,176	\$59,500	(\$219,676)	(79%)
<b>Total Revenues</b>	<b>\$21,978,418</b>	<b>\$21,866,408</b>	<b>(\$112,010)</b>	<b>(1%)</b>
Requisitions Collected	\$3,059,888	\$2,735,020	(\$324,868)	(11%)
Requisitions Expended	\$3,059,888	\$2,735,020	(\$324,868)	(11%)
<b>Net Requisitions</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
<b>Total Net Revenues</b>	<b>\$21,978,418</b>	<b>\$21,866,408</b>	<b>(\$112,010)</b>	<b>(1%)</b>
Salaries, Wages and Benefits	\$7,201,851	\$7,033,707	(\$168,144)	(2%)
Contracted and General Services	\$5,829,282	\$5,842,220	\$12,938	0%
Materials, Supplies and Utilities	\$2,560,888	\$2,723,289	\$162,401	6%
Transfers to Individuals and Organizations	\$524,862	\$519,057	(\$5,805)	(1%)
Bank Charges	\$14,372	\$14,874	\$502	3%
Debenture Interest	\$1,380,212	\$1,205,982	(\$174,230)	(13%)
<b>Total Expenses</b>	<b>\$17,511,467</b>	<b>\$17,527,279</b>	<b>(\$172,338)</b>	<b>(1%)</b>
<b>Net Operating Before Transfers and Debt Payments</b>	<b>\$4,466,951</b>	<b>\$4,527,279</b>	<b>\$60,328</b>	<b>1%</b>
Transfers from Reserves	\$261,400	\$271,540	\$10,140	4%
Transfers to Reserves	\$2,341,458	\$2,446,002	\$104,544	4%
<b>Net Transfers to Reserves</b>	<b>\$2,080,058</b>	<b>\$2,174,462</b>	<b>\$94,4040</b>	<b>5%</b>
Internal Transfers Revenue	\$1,290,875	\$1,280,622	(\$10,253)	(1%)
Internal Transfers Expenditures	\$1,290,875	\$1,280,622	(\$10,253)	(1%)
<b>Net Internal Transfers</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>
Gain/Loss on Disposal	\$0	\$0	\$0	0%
Principal Debt Repayment	\$2,386,893	\$2,352,817	(\$34,076)	(1%)
<b>Total Operating Before Transfers and Debt Payments</b>	<b>\$4,466,951</b>	<b>\$4,527,279</b>	<b>\$60,328</b>	<b>1%</b>
<b>Surplus (Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>

# Departments

- ▶ Legislative
- ▶ Administration
- ▶ Police Services
- ▶ Fire Services
- ▶ Operational Services
- ▶ Water and Waste Water Services
- ▶ Garbage Services
- ▶ Planning, Land and Economic Development
- ▶ Community Services
- ▶ Organizational Support Services
- ▶ Taxes and General Revenue



# Legislative Budget

	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$100,050	\$100,050	\$0	0.00%
2-120-Hourly Wages	\$56,250	\$65,560	\$0	0.00%
2-130-Benefits	\$23,910	\$14,500	(\$9,410)	(39.36%)
2-150-Standby or Meeting Wages	\$64,080	\$73,490	\$9,410	14.68%
2-207-Employee Events	\$1,000	\$1,000	\$0	0.00%
2-209-Meeting Fees	\$3,300	\$3,300	\$0	0.00%
2-211-Travel	\$9,000	\$9,000	\$0	0.00%
2-212-Training	\$2,600	\$2,600	\$0	0.00%
2-216-Mobile Device Services	\$500	\$500	\$0	0.00%
2-219-Hospitality	\$4,500	\$4,500	\$0	0.00%
2-222-Publications, Magazines	\$300	\$300	\$0	0.00%
2-231-Professional Services	\$5,000	\$5,000	\$0	0.00%
2-238-Memberships	\$1,700	\$500	(\$1,200)	(70.59%)
2-560-Office Supplies	\$600	\$600	\$0	0.00%
2-153-Mayor & Council - Public Member Honorarium	\$1,000	\$1,000	\$0	0.00%
2-226-Public Relations	\$5,000	\$5,000	\$0	0.00%
<b>Total Legislative Expenditures</b>	<b>\$278,790</b>	<b>\$277,590</b>	<b>(\$1,200)</b>	<b>(0.43%)</b>
<b>Total Legislative Surplus / (Deficit)</b>	<b>(\$278,790)</b>	<b>(\$277,590)</b>	<b>\$1,200</b>	<b>(0.43%)</b>

# Administrative Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-411-Fees For Service	\$8,500	\$8,500	\$0	0.00%
1-481-Advertising Revenue	\$6,000	\$6,000	\$0	0.00%
1-501- Other Revenue	\$192,307	\$0	(\$192,307)	(100.00%)
1-566-Land & Building Leases	\$3,600	\$3,600	\$0	0.00%
1-764-Transfer from Reserve	\$30,000	\$50,000	\$20,000	66.67%
1-842-Provincial Grants	\$0	\$20,000	\$20,000	100.00%
1-966-Administration - Internal Cost Recovery	\$110,726	\$114,971	\$4,245	3.83%
<b>Total 12-00 Administration</b>	<b>\$351,133</b>	<b>\$203,071</b>	<b>(\$148,062)</b>	<b>(42.17%)</b>

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$238,408	\$69,341	(\$169,067)	(70.91%)
2-112-Overtime	\$11,000	\$6,000	(\$5,000)	(45.45%)
2-130-Benefits	\$47,684	\$14,948	(\$32,736)	(68.65%)
2-136-Administration - Health Spending	\$10,000	\$0	(\$10,000)	(100.00%)
2-201-Employee Awards	\$1,750	\$0	(\$1,600)	(100.00%)
2-203-Employee Recruitment	\$10,000	\$0	(\$10,000)	(100.00%)
2-211-Travel	\$1,750	\$750	(\$1,000)	(57.14%)

# Administrative Budget Continue...

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-212-Training	\$15,400	\$1,500	(\$13,900)	(90.26%)
2-214-Freight & Postage	\$37,000	\$37,000	\$0	0.00%
2-216-Mobile Device Services	\$1,805	\$1,430	(\$375)	(20.78%)
2-217-Telephone & Security Line Services	\$32,500	\$32,500	\$0	0.00%
2-219-Hospitality	\$300	\$300	\$0	0.00%
2-220-Advertising	\$2,225	\$1,500	(\$725)	(32.58%)
2-222-Publications, Magazines	\$400	\$200	(\$200)	(50.00%)
2-231-Professional Services	\$5,000	\$5,000	\$0	0.00%
2-232-Legal Services	\$7,500	\$1,500	(\$6,000)	(80.00%)
2-238-Memberships	\$9,000	\$9,000	\$0	0.00%
2-251-Contracted Services	\$40,000	\$68,000	\$28,000	70.00%
2-263-Equipment Rental	\$33,400	\$45,200	\$11,800	35.33%
2-293-Administration - Insurance Claims	\$5,000	\$5,000	\$0	0.00%
2-294-Insurance	\$109,258	\$112,000	\$2,742	2.51%
2-295-Elections	\$0	\$14,500	\$14,500	100.00%

# Administrative Budget Continue...

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-521-Office Equipment	\$11,000	\$0	(\$11,000)	(100.00%)
2-560-Office Supplies	\$12,000	\$15,950	\$3,950	32.92%
2-900-Depreciation	\$714,594	\$714,594	\$0	0.00%
2-960-Own Equipment	\$2,470	\$2,431	(\$39)	(1.58%)
2-962-Administration - Internal Recovery Gov't	\$239,005	\$232,383	(\$6,622)	(2.77%)
2-226-Public Relations	\$2,000	\$2,000	\$0	0.00%
2-515-Coffee Supplies	\$7,100	\$7,100	\$0	0.00%
<b>Total Administration Expenditures</b>	<b>\$1,607,399</b>	<b>\$1,400,127</b>	<b>(\$207,272)</b>	<b>(12.89%)</b>
<b>Total Administration Surplus / (Deficit)</b>	<b>(\$1,256,266)</b>	<b>(\$1,197,056)</b>	<b>\$59,210</b>	<b>(4.71%)</b>

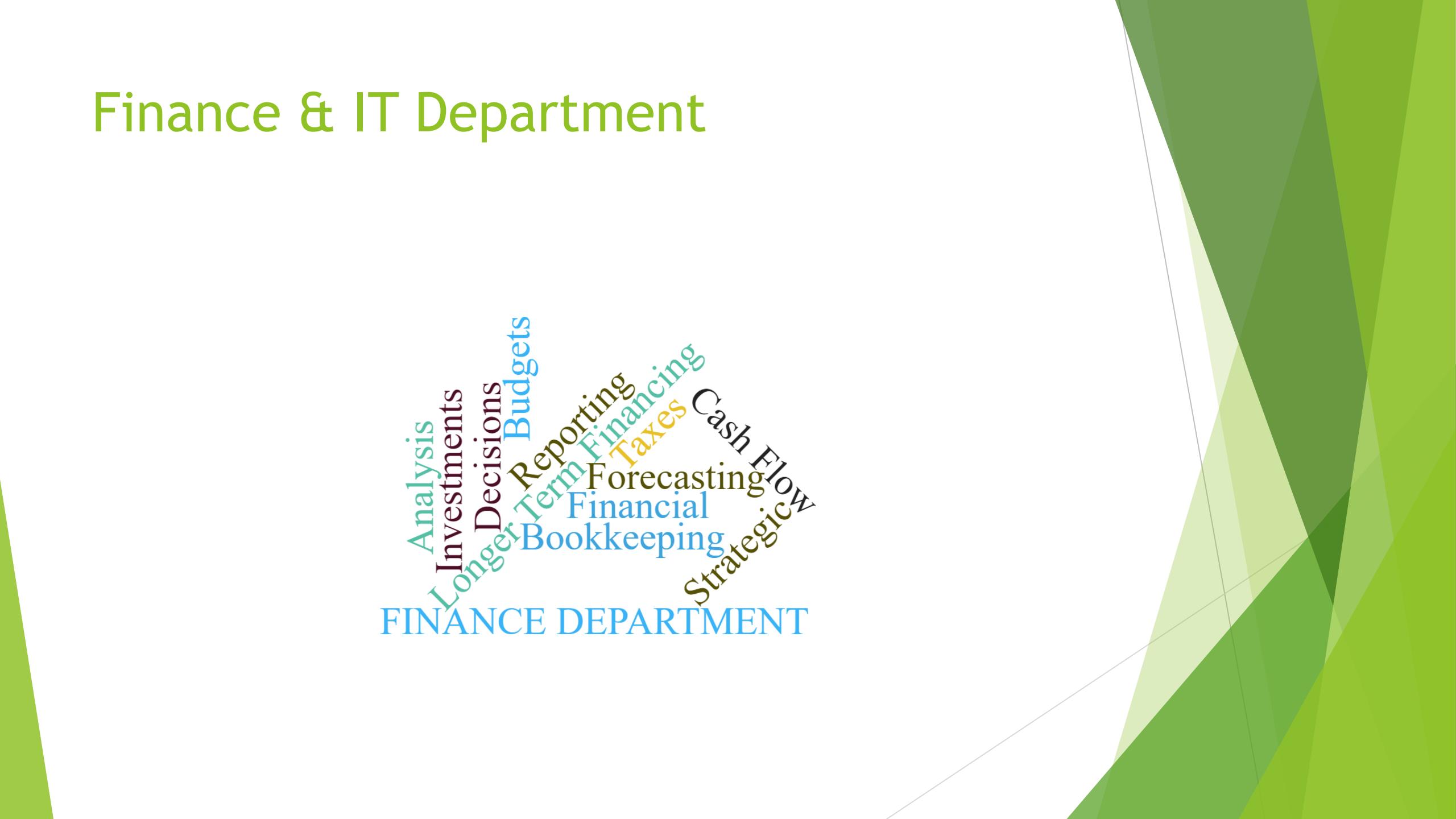
# CAO Budget

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$176,874	\$187,317	\$11,095	6.30%
2-130-Benefits	\$30,438	\$32,134	\$1,696	5.57%
2-140-CAO Office - Vehicle Allowance	\$6,091	\$6,091	\$0	0.00%
2-201-Employee Awards	\$10,000	\$10,000	\$0	0.00%
2-205-CAO Office - Gifts	\$1,000	\$1,000	\$0	0.00%
2-211-Travel	\$2,000	\$2,000	\$0	0.00%
2-212-Training	\$2,000	\$2,000	\$0	0.00%
2-216-Mobile Device Services	\$1,000	\$700	(\$300)	(30.00%)
2-217-Telephone & Security Line Services	\$450	\$450	\$0	0.00%
2-219-Hospitality	\$2,000	\$2,000	\$0	0.00%
2-231-Professional Services	\$3,000	\$3,000	\$0	0.00%
2-238-Memberships	\$1,000	\$1,000	\$0	0.00%
2-521-Office Equipment	\$200	\$200	\$0	0.00%
2-226-Public Relations	\$300	\$300	\$0	0.00%
<b>Total CAO Expenditures</b>	<b>\$235,701</b>	<b>\$248,192</b>	<b>\$12,491</b>	<b>5.30%</b>
<b>Total CAO Surplus / (Deficit)</b>	<b>(\$237,701)</b>	<b>(\$248,192)</b>	<b>(\$12,491)</b>	<b>5.30%</b>

# Project Manager Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-762-Transfer from Reserve	\$114,400	\$114,540	140	0.12%
<b>Total Project Manager Revenue</b>	<b>\$114,400</b>	<b>\$114,540</b>	<b>140</b>	<b>0.12%</b>
Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$88,000	\$88,000	\$0	0.00%
2-112-Overtime	\$4,000	\$4,000	\$0	0.00%
2-130-Benefits	\$18,000	\$18,300	\$300	1.67%
2-211-Travel	\$750	\$780	\$30	4.04%
2-212-Training	\$2,500	\$2,500	\$0	0.00%
2-216-Mobile Device Services	\$700	\$510	(\$190)	-27.14%
2-238-Memberships	\$250	\$250	\$0	0.00%
2-530-Materials	\$250	\$250	\$0	0.00%
<b>Total Project Manager Expenditures</b>	<b>\$114,400</b>	<b>\$114,540</b>	<b>\$140</b>	<b>0.12%</b>
<b>Total Project Manager Surplus / (Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

# Finance & IT Department



FINANCE DEPARTMENT

Strategic  
Cash Flow  
Forecasting  
Financial  
Bookkeeping  
Taxes  
Term Financing  
Reporting  
Longer Decisions  
Budgets  
Investments  
Analysis



## Message from the Director of Finance

- ▶ The 2021 budgeting process was a new innovative process for the Town of Slave Lake. It aimed to increase accountability and transparency to our residents. It was a collaborative approach to the budget making process. Included in the budget this year was departmental work plans and strategic objectives that outlay each departments goals and objectives. A big focus of our budget was improving customer service to our residents using innovation and collaboration while maintaining serve levels and providing a 0% tax increase.

-Roland Schmidt

# Mission and Vision



## ► ***Our Vision:***

- *Financial & Information Technology Services working collaboratively, embracing new technologies and innovative ways of operating, we will provide best in class service to support the achievement of the Towns objectives.*

## ► ***Our Mission:***

- *Financial & Information Technology Services provides excellence in customer service and financial reporting through our unwavering commitment to our staff, our understanding of municipal operations, and a continued focus on innovative process improvement.*

# Department Overview

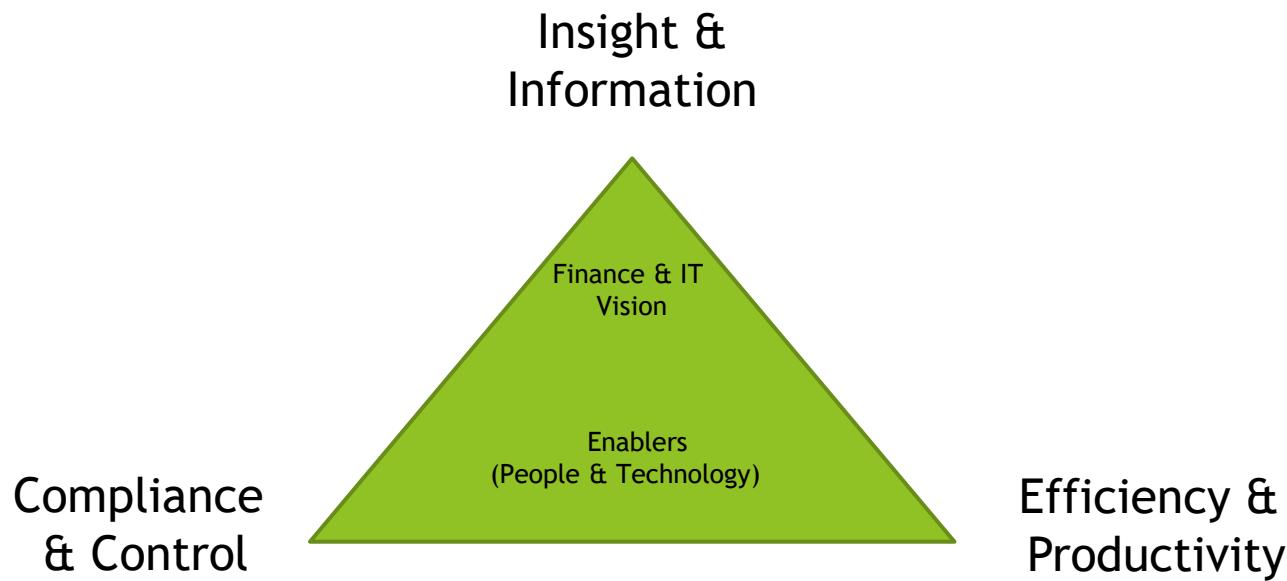
- ▶ First and foremost, we are a service department in the business of providing prompt and accurate information to internal and external stakeholders. The overall expectation of the finance & IT department is three-fold:
- ▶ To collect and process all relevant financial data for the provision of high quality advice, policy support and effective financial systems and processes which create an environment where Council and staff decision-making is based on appropriate, timely and complete financial information so that Council and the public have confidence that the Town's financial resources are managed with care and integrity.
- ▶ To interact with and provide answers directly with the public for general inquiries and usually in the areas of municipal tax notices, tax assessments, utility bill preparation and collection, receivables and payables.
- ▶ To ensure the Towns IT infrastructure meets the ongoing needs of the organization. To provide guidance and oversight on the computer needs of the organization.

# Core Services

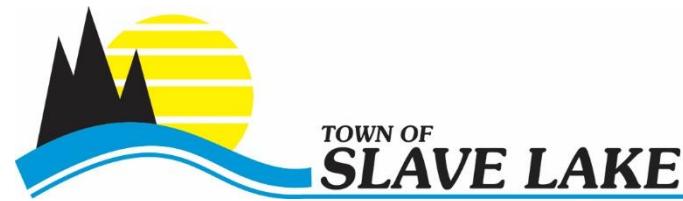
- ▶ Taxation
- ▶ Utility Billing
- ▶ Accounts Receivable
- ▶ Accounts Payable
- ▶ Payroll
- ▶ Customer Service
- ▶ Financial Reporting
- ▶ Financial Planning
- ▶ Grant Administration
- ▶ Budgeting
- ▶ IT Administration
- ▶ IT Security



# Key Financial & Information Technology Pillars



When reviewing processes and projects the key outcomes are aimed towards enhancing the 3 pillars, Insight & Information, Compliance & Control, Efficiency and Productivity. Does the new process or project go towards enhancing at least 1 of the 3 pillars?



## Finance Strategy

People Focused. Excellence Driven.

Vision

Working collaboratively, embracing new technologies and innovative ways of operating, we will provide best-in-class service to support the achievement of the Town's objectives.

### Our Customers

Provide quality and responsive service

### Stewardship of Resources

Continue to provide effective stewardship of Town resources

Manage the risks that affect the Town

Promote fiscal sustainability at the Town

### The Way We Work

Utilize effective strategic, operational and governance planning to support Town initiatives

Continuously improve our processes and services in an efficient and effective manner

### Our Employees

Provide a healthy, respectful workplace and a supportive environment

Build an engaged workforce

Continue to build a positive and collaborative environment for all employees

Mission

Financial & Information Technology Services provides excellence in customer service and financial reporting through our unwavering commitment to our staff, our understanding of municipal operations, and a continued focus on innovative process improvement.

Values

- Innovation
- Service Excellence
- Continuous Improvement
- Inclusive Decision-making
- Employee Engagement
- Accountability
- Providing a safe, healthy & sustainable environment

# Department Initiatives

- ▶ Our Customers
- ▶ Objective 1: Provide quality and responsive service.
- ▶ Initiatives:
  - ▶ Review Service Excellence Standards annually and the impact on our customers.
  - ▶ Redefine service delivery models in the post-COVID 19 environment.
- ▶ Stewardship of Resources
- ▶ Objective 1: Provide effective stewardship of Town resources.
- ▶ Initiatives:
  - ▶ Continue to monitor financial results on a continuous basis for the Town. Invest in process improvements and systems integration.
  - ▶ Objective 2: Manage risks that affect the Town.
  - ▶ Initiatives:
    - ▶ Implement the business optimization plan. This will include digital forms, embedded web services, digital payment processes. Assist CAO in the development of 3 year operating budgets and 5 year capital budgets.
    - ▶ Initiatives: Assist CAO with the development of a Financial Sustainability Plan. Implement various projects associated with the economic development strategy around the downtown revitalization plans.

# Department Initiatives

- ▶ The Way We Work
- ▶ Objective 1: Create effective strategic, operational and governance planning to support Finance and Town initiatives.
- ▶ Initiatives:
  - ▶ Create a well trained adaptable staff capable of fulfilling multiple rolls within the organization
- ▶ Objective 2: Continuously improve our processes and services in an efficient and effective manner.
- ▶ Initiatives:
  - ▶ Invest in IT network and equipment to support organizational work flow and security.
  - ▶ Continue work on systems integration and process improvement initiatives. Develop new Process Management Framework.
  - ▶ Develop flexible work practices and support working at home initiatives and directives.

# Department Initiatives

- ▶ Our Employees
- ▶ Objective 1: Provide a healthy, respectful workplace and supportive environment.
- ▶ Initiatives:
  - ▶ Work toward achieving Healthy Workplace -Engaging staff to promote a healthy work-life balance.
- ▶ Objective 2: Build an engaged workforce
- ▶ Initiatives:
  - ▶ Assist with developing a corporate wide training Strategy.
  - ▶ Evaluate employee survey tools.
  - ▶ Launch an Identifying and Mentoring Talent initiative within the department to allow for growth opportunities for staff.

# Operational Priority List

Priority	Project Name	Alignment	Cost	Value	Risk Management
1	Computer Equipment Replacement	System/Process Improvements	\$30,000 hardware replacement.	There is both productivity gains as well as security of information.	Outdated computer equipment presents a risk to the security of the information stored and processed by Town employees.
2	Cross Training Program (ongoing)	Customer Service	200 hours of staff time.	Cross training across different jobs allows for continuity when positions are vacant. It increases the overall productivity of each staff.	Vacant positions leaves work undone. Ensures continuity of services and aides with position transitions.
3	Business Modernization (ongoing)	Customer Service	\$5,500 & 150 hours of staff time.	Modernizing forms, payment methods used by the Town. This also reduces data entry and review performed by staff, with greater accuracy.	Allows for new modernized payment processing for the Town to enhance the security and integrity of the payment process.
4	Improving financial and ad-hoc financial reports	External and Internal Information Reporting	\$10,000 additional reports.	Provides information that is timely and accurate that supports better decision making by users of the information.	Alerts management to adjust strategies to avoid going over budget. Provides support and analysis in the annual or quarterly financial statements and reports to Council and the general public.

# Operational Priority List

Priority	Project Name	Alignment	Cost	Value	Risk Management
5	Cross Department Financial Planning	Process Improvements	150 hours of staff time.	Working with departments to collaborate financial planning. Seek out innovative solutions that can be applied corporate wide.	Lower the risk of working in silos. Increase decision making.
6	311 Telephone and Online platform	Customer Service	113 hours of staff time.	Review 311 telephone and internet application platform to create a one Town one number environment.	Streamline access to information for residents.
7	Offsite Levy Review	Additional funding sources	113 hours of staff time.	Work with the planning department to review offsite levies to identify any additional sources of funding.	Seek out additional sources of revenue to offset taxation increases.

# Capital Priority List

Priority	Project Name	Alignment	Cost	Value	Risk Management
1	Backup Server Replacement	Financial Responsibility & System Improvements	\$23,000	Storage device used to save all of the Towns digital information.	Without a backup device to store information all of the financial and digital records for the Town could be lost.
2	Server Hardware Replacement (2022)	Financial Responsibility & System Improvements	\$90,000	Server hardware required to operate the Towns IT requirements.	Warranty and equipment are set to expire. New hardware will be required to ensure the Town can continue operations.

## Financial & IT Services

The Finance Department is responsible for maintaining the financial management of the Town and accounts for, maintains, and administers the revenues and expenditures such as payables, receivables, utility invoicing, municipal taxes, public inquires and financial reporting for the Town. The Finance department delivers services for the Town of Slave Lake, the Slave Lake Airport Commission as well as the Wildfire Legacy Corporation. The Finance Department & IT Department is composed of 8 FTE staff members. The Information Technology department maintains the information technology infrastructure and supports workstations and application use. The department supports and encourages innovation and productivity in the area of Information Technology and information Systems. IT is supported by a professional company that provides the recommended best practices and the technical knowledge on networking and security software. The combined hours of the 8 FTE positions totals 15,629 hours. The department has categorized each position into 17 tasks to gauge how much time is spent performing each task. These tasks range from data input, invoicing, reviewing, filing, reconciling, projects etc.

## 2022-2025 Spending Plan

Finance is seeking to optimize the software it currently has before adding additional software. Prior funding levels have not been sufficient to maintain the technological requirements of the Town. The main focus has been ensuring big pieces of infrastructure were maintained, such as servers, backup servers and security monitoring. An equipment replacement schedule has been reviewed and put into place to ensure the computer systems are replaced in a timely manner.

# Finance Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-411-Fees For Service	\$18,500	\$18,500	\$0	0.00%
1-521-Business Licenses	\$75,727	\$77,273	\$1,546	2.04%
1-550-Interest Earned	\$1,000	\$1,000	\$0	0.00%
1-592-Contract Revenue	\$12,000	\$0	(\$12,000)	-100.00%
1-966-Administration - Internal Cost Recovery	\$126,175	\$129,790	\$3,615	2.87%
<b>Total Finance Revenue</b>	<b>\$233,402</b>	<b>\$226,563</b>	<b>(\$6,839)</b>	<b>-2.93%</b>

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$483,655	\$430,207	(\$53,448)	-12.89%
2-112-Overtime	\$14,500	\$14,100	(\$400)	-11.05%
2-120-Hourly Wages	\$0	\$65,610	\$65,610	-2.76%
2-130-Benefits	\$101,311	\$104,900	\$3,589	100.00%
2-207-Employee Events	\$5,000	\$5,000	\$0	0.00%
2-211-Travel	\$3,000	\$3,000	\$0	0.00%
2-212-Training	\$3,000	\$3,000	\$0	0.00%

# Finance Budget Continue...

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-219-Hospitality	\$800	\$800	\$0	0.00%
2-230-Professional Services	\$500	\$500	\$0	0.00%
2-232-Legal Services	\$1,000	\$1,500	\$500	50.00%
2-233-Auditing Services	\$34,000	\$35,000	\$1,000	2.94%
2-235-Taxation Services	\$57,216	\$58,332	\$1,116	1.95%
2-238-Memberships	\$1,000	\$750	(\$250)	-25.00%
2-239-Professional Fees	\$1,500	\$1,500	\$0	0.00%
2-251-Contracted Services	\$14,450	\$7,500	(\$6,950)	-48.10%
2-521-Office Equipment	\$400	\$0	(\$400)	-100.00%
2-560-Office Supplies	\$6,500	\$6,900	\$400	6.15%
2-810-Bank Charges	\$12,872	\$12,872	\$0	0.00%
2-811-Credit Card Fees & Late Charge	\$1,500	\$1,000	(\$500)	-33.33%
2-960-Own Equipment	\$2,470	\$2,431	(\$39)	-1.58%
2-961-Finance - Transfer to Others	\$29,200	\$29,200	\$0	0.00%
2-995-Bad Debt Expense	\$1,000	\$1,000	\$0	0.00%
<b>Total Finance Expenditures</b>	<b>\$774,874</b>	<b>\$785,102</b>	<b>\$10,228</b>	<b>1.32%</b>
<b>Total Surplus / (Deficit)</b>	<b>(\$541,472)</b>	<b>(\$558,539)</b>	<b>(\$17,067)</b>	<b>3.15%</b>

# Information Technology Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-596-Cost Recovery	\$6,000	\$6,000	\$0	0.00%
<b>Total IT Revenue</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$0</b>	<b>0.00%</b>
Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$69,576	\$71,390	\$1,814	2.61%
2-112-Overtime	\$3,000	\$3,000	\$0	0.00%
2-130-Benefits	\$15,679	\$16,100	\$421	2.69%
2-211-Travel	\$600	\$600	\$0	0.00%
2-212-Training	\$2,000	\$2,000	\$0	0.00%
2-214-Freight & Postage	\$250	\$250	\$0	0.00%
2-215-Internet Services	\$22,200	\$22,200	\$0	0.00%
2-216-Mobile Device Services	\$950	\$740	(\$210)	(22.11%)
2-251-Contracted Services	\$47,500	\$50,000	\$0	5.26%
2-281-Information Technology - Licencing	\$105,092	\$112,492	\$7,400	7.04%
2-511-Supplies	\$11,000	\$11,000	\$0	0.00%
2-522-Computer Equipment	\$18,500	\$30,000	\$11,500	62.16%

# Information Technology Budget Continue...

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-560-Office Supplies	\$3,500	\$3,500	\$0	0.00%
2-599-Information Technology - Computer Purchase	\$6,000	\$6,000	\$0	0.00%
<b>Total IT Expenditures</b>	<b>\$305,847</b>	<b>\$329,272</b>	<b>\$23,425</b>	<b>7.66%</b>
<b>Total IT Surplus / (Deficit)</b>	<b>(\$299,847)</b>	<b>(\$323,272)</b>	<b>(\$23,425)</b>	<b>7.81%</b>



# Human Resources and Corporate Health & Safety



## ► Our Vision:

- *We are committed to building a positive and safe work environment by providing opportunities for skill enhancement and employee development by working together, to build a better community.*

## ► Our Mission:

- *Human Resources and Health & Safety contribute to the achievement of the Town's vision; by providing assistance and advocacy for employees through the administration of benefit programs, policies and procedures; by promoting positive employee relations; and by ensuring a competent and diverse workforce to promote excellent customer service for the community.*

# Human Resources and Corporate Health and Safety Overview

The Human Resources Department is made up of 3 staff which include the Administrative Services Coordinator, Health & Safety Coordinator and Administrative Assistant. Human Resources and Health & Safety deliver the following core mandates.

- ▶ Provide employee recruitment, retention, succession, orientation and development.
- ▶ Provide a safe working environment for employees.
- ▶ Provide support to all departments for both Human Resources and Health and Safety needs.
- ▶ Provide benefit programs.
- ▶ Oversee and guide the performance evaluations program.
- ▶ Oversee and update the insurance schedule for all property, auto and equipment.

# Core Services

- ▶ Corporate Training - SEED - Skills enhancement and employee development
- ▶ Recruitment and Retention
- ▶ Benefit programs
- ▶ Employee wellbeing and safety
- ▶ Health & Safety Management System
- ▶ Employee Orientation and Evaluations
- ▶ Insurance

# Department Initiatives

- ▶ Corporate training - SEED – Skill enhancement and employee development
- ▶ Provide orientation for all new employees and volunteers
- ▶ Growth of the safety culture
- ▶ General health and wellbeing of all employees
- ▶ Review and update to policies and procedures as required
- ▶ Town webpage upgrade including an upgrade to the Human Resources page to make more user friendly

# Human Resources and Health & Safety Priority List

Priority	Project Name	Alignment	Cost	Value	Risk Management
1	Recruitment and retention	Goal 1 - Customer Service   Goal 5 - Longevity of employees	\$15,000 (5,000)	Recruitment and retention are major issues as we struggle to keep the best & brightest employees and attract the same from the outside. There are more cost to bring candidates here for interviews, which helps ensure they are the right candidate.	When hiring it is important to hire the correct person for the position. The right person will stay longer and in the end will cost less than hiring again and again.
2	Corporate training plan - SEED	Goal 1 - Customer Service   Goal 5 - Longevity of employees   Compliance with Legislation	\$14,000 (4,000)	Training and development are key pieces to an employee's confidence and will help gain a better understanding of the responsibilities. When employees receive consistent training and upskilling, it fosters their creativity. The training programs help employees to be more independent and creative when they encounter challenges in their work.	Having employees that are not trained properly leads to lack of interest in the job, incidents/injury, and cost the organization more money in the long run.
3	Health and Safety Orientation and Training	Goal 5 Compliance with Legislation	\$11,000 (5,000)	Having adequately trained employees provides better services to the public and better working environments to the employees. Training can improve performance and reduce the risk of injury.	Many workplace accidents are the result of unsafe work environment and inadequate safety training, which can lead to injury and cost the organization.

Priority	Project Name	Alignment	Cost	Value	Risk Management
4	COVID - Adequate staffing	Goal 5 Goal 1	\$18,000	Having a pool of employees we can call upon to work on a casual base when others employees are done would be very helpful. When staff are away other people have to pickup the extra work load which leads to employee burnout. This will help keep things going and improve the overall wellbeing.	Not having adequate staffing can lead to staff burn out, over worked employees and turn over of employees.
5	COVID - Sick Leave Don't wash out sick leave at the end of the year. Give more sick days within the year.	Goal 5 Employee wellbeing Goal 1 Customer service		Employee will feel valued and trusted by the employer which will lead to better wellbeing and a positive work environment. Currently get 12 days. At the end of the year wash out to 6 days to carry forward. Could give more days either at the beginning of the year or accrue more throughout the year (14 to 20)	If employees don't have sick leave it could lead to coming to work when they or a family member is sick if they don't get paid. This could lead to more cases.
6	Communication Etiquette	Goal 1		Communication etiquette will provide a cordial, timely and documented process for Council and Administration. This will minimize gaps, build alignment with all levels of leadership, and ensure consistent messages are received.	Without a proper etiquette for communication there can be breakdowns. This can lead to loss of productivity, lack of understanding and frustration for all parties involved.

# Human Resources Budget

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$0	\$155,805	\$155,805	100.00%
2-112-Overtime	\$0	\$5,000	\$5,000	100.00%
2-130-Benefits	\$0	\$33,980	\$33,980	100.00%
2-136-Administration - Health Spending	\$0	\$10,800	\$10,800	100.00%
2-201-Employee Awards	\$0	\$2,100	\$2,100	100.00%
2-203-Employee Recruitment	\$0	\$15,000	\$15,000	100.00%
2-211-Travel	\$0	\$1,000	\$1,000	100.00%
2-212-Training	\$0	\$14,000	\$14,000	100.00%
2-216-Mobile Device Services	\$0	\$1,100	\$1,100	100.00%
2-221-Administration - Communications/Public R	\$0	\$750	\$750	100.00%
2-231-Professional Services	\$0	\$7,000	\$7,000	100.00%
2-560-Office Supplies	\$0	\$1,000	\$1,000	100.00%
<b>Total Human Resources Expenditures</b>	<b>\$0</b>	<b>\$247,535</b>	<b>\$247,535</b>	<b>100.00%</b>
<b>Total Human Resources Surplus / (Deficit)</b>	<b>\$0</b>	<b>(\$247,535)</b>	<b>(\$247,535)</b>	<b>100.00%</b>

# Health & Safety Budget

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$69,576	\$71,390	\$1,814	2.61%
2-112-Overtime	\$1,200	\$1,200	\$0	0.00%
2-130-Benefits	\$15,679	\$16,090	\$411	2.62%
2-211-Travel	\$1,200	\$1,200	\$0	0.00%
2-212-Training	\$6,000	\$11,000	\$5,000	83.33%
2-216-Mobile Device Services	\$650	\$450	(\$200)	(30.77%)
2-530-Materials	\$1,000	\$1,000	\$0	0.00%
<b>Total Health &amp; Safety Expenditures</b>	<b>\$95,305</b>	<b>\$102,330</b>	<b>\$7,025</b>	<b>7.37%</b>
<b>Total Health &amp; Safety Surplus / (Deficit)</b>	<b>(\$95,305)</b>	<b>(\$102,330)</b>	<b>(\$7,025)</b>	<b>7.37%</b>

# Police Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-411-Fees For Service	\$13,000	\$13,000	\$0	0.00%
1-531-Fines and Fees	\$40,000	\$40,000	\$0	0.00%
1-840-Provincial Grants	\$100,000	\$100,000	\$0	0.00%
1-841-Provincial Grants	\$177,979	\$177,979	\$0	0.00%
<b>Total Police Services Revenue</b>	<b>\$330,979</b>	<b>\$330,979</b>	<b>\$0</b>	<b>0.00%</b>
Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$150,813	\$154,733	\$3,920	2.60%
2-130-Benefits	\$38,184	\$39,140	\$956	2.50%
2-212-Training	\$1,500	\$4,800	\$3,300	220.00%
2-311-Police - Contract	\$1,820,438	\$1,847,922	\$27,484	1.51%
<b>Total Police Services Expenditures</b>	<b>\$2,010,935</b>	<b>\$2,046,595</b>	<b>\$35,660</b>	<b>1.77%</b>
<b>Total Police Services Surplus / (Deficit)</b>	<b>(\$1,679,956)</b>	<b>(\$1,715,616)</b>	<b>(\$35,660)</b>	<b>2.12</b>

Vision | Mission | Values

# Lesser Slave Regional Fire Service



A portrait of a man with short brown hair, smiling at the camera. He is wearing a dark blue zip-up hoodie with a Canadian flag patch on the left chest and a red patch on the right shoulder that reads "LESSER SLAVE REGIONAL FIRE SERVICE". The background is a red fire truck with various equipment and hoses visible.

## Message from the Regional Fire Chief

- ▶ Working together with all Town of Slave Lake departments allowed for collaboration on Capital Projects, as well as operational items. Working through the budget as a single unit instead of individual departments helped streamline the decision making process. Finding ways to improve accountability and transparency to the citizens we serve, to Provide a safe and sustainable future within our communities through emergency preparedness, training and education.

*-Alex Pavcek*

## **Our Vision**

Providing a safe and sustainable future within our communities through emergency preparedness, training and education.

## **Our Mission**

Through partnerships and collaboration, we endeavor to provide timely emergency response, safer communities through sustainable fire and life safety initiatives, education and emergency response.

## **Our Values**

We value safety, integrity, respect, excellence, community, and success through collaboration and innovation.



# Department Overview

There are currently 106 personnel and equipment that make up the Lesser Slave Regional Fire Service.

This includes:

- ✓ Regional Fire Chief
- ✓ Regional Deputy Fire Chief
- ✓ Administration Assistant
- ✓ Maintenance Coordinator
- ✓ 4 Full Time Firefighters
- ✓ 73 Regional Paid on Call Firefighters
- ✓ 25 Search and Rescue members
- ✓ 6 Fire Engines
- ✓ 4 Tenders
- ✓ 7 Utility Vehicles
- ✓ 2 Ladder Trucks
- ✓ 2 Brush Trucks
- ✓ 5 Fire Stations



# Core Services

Services provided by the Lesser Slave Regional Fire Service include:

- ✓ Fire Suppression (*Structure, Wildland, Vehicle*)
- ✓ Motor Vehicle Collision Response / Technical Vehicle Rescue
- ✓ Fire & Life Safety Inspections / Fire Origin & Cause Investigations (*Community Stakeholders as well as Contracted Services*)
- ✓ Medical Co-Response
- ✓ Technical Rescue (*Water, Rope, High/Low Angle, Dangerous Goods*)
- ✓ Wildland-Urban Interface Response / Disaster Response
- ✓ Training & Education (*Internal Members and External using Regional Training Center*)
- ✓ Inter-Agency Collaboration
- ✓ Mutual Aid Response
- ✓ Inter-Departmental/Inter-Municipal Collaboration



# Department Initiatives

The Lesser Slave Regional Fire Service (LSRFS) strives to maintain safe communities by providing cost effective and highly efficient fire and rescue services to the communities of Widewater, Wagner, Marten River, Slave Lake, Mitsue, Smith, Chisholm, Flatbush, Sawridge First Nation and visitors who visit our region annually.

As well as being a center for training excellence, the LSRFS is certified as an Accredited Agency in the Fire Discipline of under the Safety Codes Act to provide effective and timely Origin and Cause investigations and inspections to our surrounding communities under contract.

Corporate Asset Management services for the Town of Slave Lake is also lead by the LSRFS using modern technology, tools and equipment.



# LSRFS Operational Priority List

Priority	Project Name	Alignment	Cost	Value	Risk Management
1	Investing in Training	Operational Readiness	Increase annual budget by \$5000	Increased call volume to different types of events, increased training Taking SAR/Hazmat and Fire and making one budget code	Better trained members to respond to a variety of emergency calls
2	Technology Upgrade	Customer Service/technology	Overall Savings to LSRFS	Working with operations on GPS upgrade, CAD and dispatch upgrade, overall costs will be lowered, however some upfront change over costs incurred Emergency Reporting System saving 15% in costs and time savings	Working with operations to share GPS units for their fleet, while finding new ways to track LSRFS Fleet, along with modern reporting and dispatch services
3	Operational Overhead	Operational Readiness	Increase annual budget by \$5000	Making sure the proper equipment is available for the emergencies LSRFS responds to. Increased Call Volume = Increased preparedness costs	Being prepared for all types of emergency response



# LSRFS Operational Priority List

Priority	Project Name	Alignment	Cost	Value	Risk Management
4	Community Engagement (Riverboat Daze, Fishing Derby, Ice Breaker, Parades, etc.)	Community Involvement/ Public Safety	Volunteer time and F/T staff hours Average 200 Hours Annually	Helping out with these events is very low cost and shows pride in the community. Enhances safety for staff and public. Supporting the Town of Slave Lake Cooperate Values	Aids in keeping citizens of Slave Lake safe to enjoy events without fear of incidents.
6	Regional Training Center	Economic Development/ Emergency Preparedness	Revenue - Cost Neutral	Bringing citizens to Slave Lake to train also adds to the Local Businesses	Making sure we have the resources to supply the training, and allowing us to still be a functioning fire service.



# LSRFS Capital Priority List

Priority	Project Name	Alignment	Cost	Value	Risk Management
1	SCBA Replacement Ongoing cost 2018-2023	Health and Safety	\$100,000 Per year	Carry over from 2018 Capital Replacement. Lease was for 6 years to replace aging equipment, Fire Services, Pool, MRC and Water Plant	Replacement of equipment on 15 year cycle, Over all safety of fire fighters and town staff.
2	Upgrade waterline to firehall	Emergency Response	\$100,000 MSP Funding	Current line to firehall is 2 inch. An upgrade to 6 inch line would allow for faster back in service times, as well as allowing multiple activities to take place at firehall simultaneously, 60% increased fill times	Having slow fill times, especially during the winter months when using outside sources is not feasible, slows the readiness for the next event
3	High Speed Internet Connection	Emergency Response & Operational Efficiency	\$100,000	Continued operational capacity for Fire Services.	Potential service interruption. Emergency Operation Center disruption. Inability to grow Training Center operations
4	Pole Shed for Equipment Storage	Crime Reduction	\$20, 000	Overall Value would be in savings of stolen equipment. One time cost, operational readiness and cooperate reputation	Not giving easy access to equipment, reducing added costs for equipment replacement Not In Questica



# Fire Services Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-433-Training Program Revenue	\$0	\$50,000	\$50,000	100.00%
1-561-Rent Revenue	\$30,000	\$30,000	\$0	0.00%
1-850-MD Cost Sharing Agreement	\$612,824	\$601,736	(\$11,088)	(1.81%)
1-431-MVA & Mutual Aid	\$115,000	\$115,000	\$0	0.00%
<b>Total Fire Services Revenue</b>	<b>\$757,824</b>	<b>\$796,736</b>	<b>\$38,912</b>	<b>5.13%</b>

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$342,442	\$344,354	\$1,912	0.56%
2-112-Overtime	\$60,000	\$60,000	\$0	0.00%
2-120-Hourly Wages	\$28,000	\$28,000	\$0	0.00%
2-130-Benefits	\$74,219	\$75,095	\$876	1.18%
2-150-Standby or Meeting Wages	\$22,000	\$22,000	\$0	0.00%
2-159-Fire Brigade	\$72,000	\$72,000	\$0	0.00%
2-201-Employee Awards	\$5,000	\$5,000	\$0	0.00%
2-202-Volunteer Appreciation	\$10,000	\$10,000	\$0	0.00%
2-211-Travel	\$5,000	\$5,000	\$0	0.00%

# Fire Services Budget Continue...

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-212-Training	\$29,000	\$29,000	\$0	0.00%
2-214-Freight & Postage	\$3,500	\$3,500	\$0	0.00%
2-216-Mobile Device Services	\$5,500	\$5,800	\$300	5.45%
2-217-Telephone & Security Line Services	\$5,400	\$5,400	\$0	0.00%
2-218-Radios	\$30,000	\$31,212	\$1,212	4.04%
2-219-Hospitality	\$10,000	\$10,000	\$0	0.00%
2-236-Medical Services	\$4,200	\$4,250	\$50	1.19%
2-238-Memberships	\$2,800	\$4,000	\$1,200	42.86%
2-242-Equipment Repairs & Maintenance	\$70,000	\$70,000	\$0	0.00%
2-244-Building Repairs & Maintenance	\$20,000	\$20,000	\$0	0.00%
2-251-Contracted Services	\$10,000	\$10,000	\$0	0.00%
2-254-Dispatch Services	\$19,960	\$21,500	\$1,540	7.72%
2-263-Equipment Rental	\$3,000	\$3,000	\$0	0.00%
2-278 Training Programs	\$0	\$40,000	\$40,000	100%
2-294-Insurance	\$3,947	\$11,500	\$7,553	191.36%
2-310-Town Own Utilities	\$7,175	\$7,175	\$0	0.00%
2-512-Clothing, Uniforms, Footwear	\$22,000	\$25,000	\$3,000	13.64%

# Fire Services Budget Continue...

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-513-Janitorial Supplies	\$2,800	\$2,800	\$0	0.00%
2-523-Office Equipment	\$4,000	\$4,000	\$0	0.00%
2-524-Small Tools & Equipment	\$6,000	\$0	(\$6,000)	(100.00%)
2-530-Materials	\$41,000	\$50,600	\$9,600	23.41%
2-535-Fuel, Oil Other	\$35,000	\$35,000	\$0	0.00%
2-540-Power	\$38,090	\$39,146	\$1,056	2.77%
2-541-Gas	\$22,946	\$24,570	\$1,624	7.08%
2-543-Fire Services - Propane	\$3,600	\$0	(\$3,600)	(100.00%)
2-560-Office Supplies	\$4,500	\$4,500	\$0	0.00%
2-762-Transfer to Reserve	\$141,049	\$141,049	\$0	0.00%
2-831-Debenture Interest	\$7,979	\$6,702	(\$1,277)	(16.00%)
2-900-Depreciation	\$300,170	\$300,170	(\$0)	0.00%
2-554-Equipment	\$10,000	\$10,000	\$0	0.00%
2-514-Training Supplies	\$4,000	\$4,000	\$0	0.00%
2-278-Training Programs	\$0	\$40,000	\$40,000	100.00%
<b>Total Fire Services Expenditures</b>	<b>\$1,486,277</b>	<b>\$1,545,323</b>	<b>\$59,046</b>	<b>3.97%</b>
<b>Total Fire Services Surplus / (Deficit)</b>	<b>(\$728,453)</b>	<b>(\$748,587)</b>	<b>(\$20,134)</b>	<b>2.76%</b>

# Search & Rescue Services Budget

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-211-Travel	\$1,500	\$1,500	\$0	0.00%
2-212-Training	\$2,750	\$2,750	\$0	0.00%
2-238-Memberships	\$200	\$200	\$0	0.00%
2-242-Equipment Repairs & Maintenance	\$2,000	\$2,000	\$0	0.00%
2-530-Materials	\$500	\$500	\$0	0.00%
2-535-Fuel, Oil Other	\$2,200	\$2,200	\$0	0.00%
2-560-Office Supplies	\$250	\$250	\$0	0.00%
<b>Total Search &amp; Rescue Expenditures</b>	<b>\$9,400</b>	<b>\$9,400</b>	<b>\$0</b>	<b>0.00%</b>
<b>Total Search &amp; Rescue Surplus / (Deficit)</b>	<b>(\$9,400)</b>	<b>(\$9,400)</b>	<b>\$0</b>	<b>0.00%</b>

# Dangerous Goods Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-431-MVA & Mutual Aid	\$5,000	\$7,500	\$2,500	50.00%
<b>Total Dangerous Goods Revenue</b>	<b>\$5,000</b>	<b>\$7,500</b>	<b>\$2,500</b>	<b>50.00%</b>
Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-211-Travel	\$500	\$0	(\$500)	(100.00%)
2-212-Training	\$2,500	\$4,000	\$1,500	60.00%
2-214-Freight & Postage	\$200	\$0	(\$200)	(100.00%)
2-219-Hospitality	\$200	\$0	(\$200)	(100.00%)
2-242-Equipment Repairs & Maintenance	\$1,300	\$2,500	\$1,200	92.31%
2-512-Clothing, Uniforms, Footwear	\$3,000	\$3,000	\$0	0.00%
2-530-Materials	\$2,300	\$5,000	\$2,700	117.39%
<b>Total Dangerous Goods Expenditures</b>	<b>\$10,000</b>	<b>\$14,500</b>	<b>\$4,500</b>	<b>45.00%</b>
<b>Total Dangerous Goods Surplus / (Deficit)</b>	<b>(\$5,000)</b>	<b>(\$7,000)</b>	<b>(\$2,000)</b>	<b>40.00%</b>

# Fire Smart Services Budget

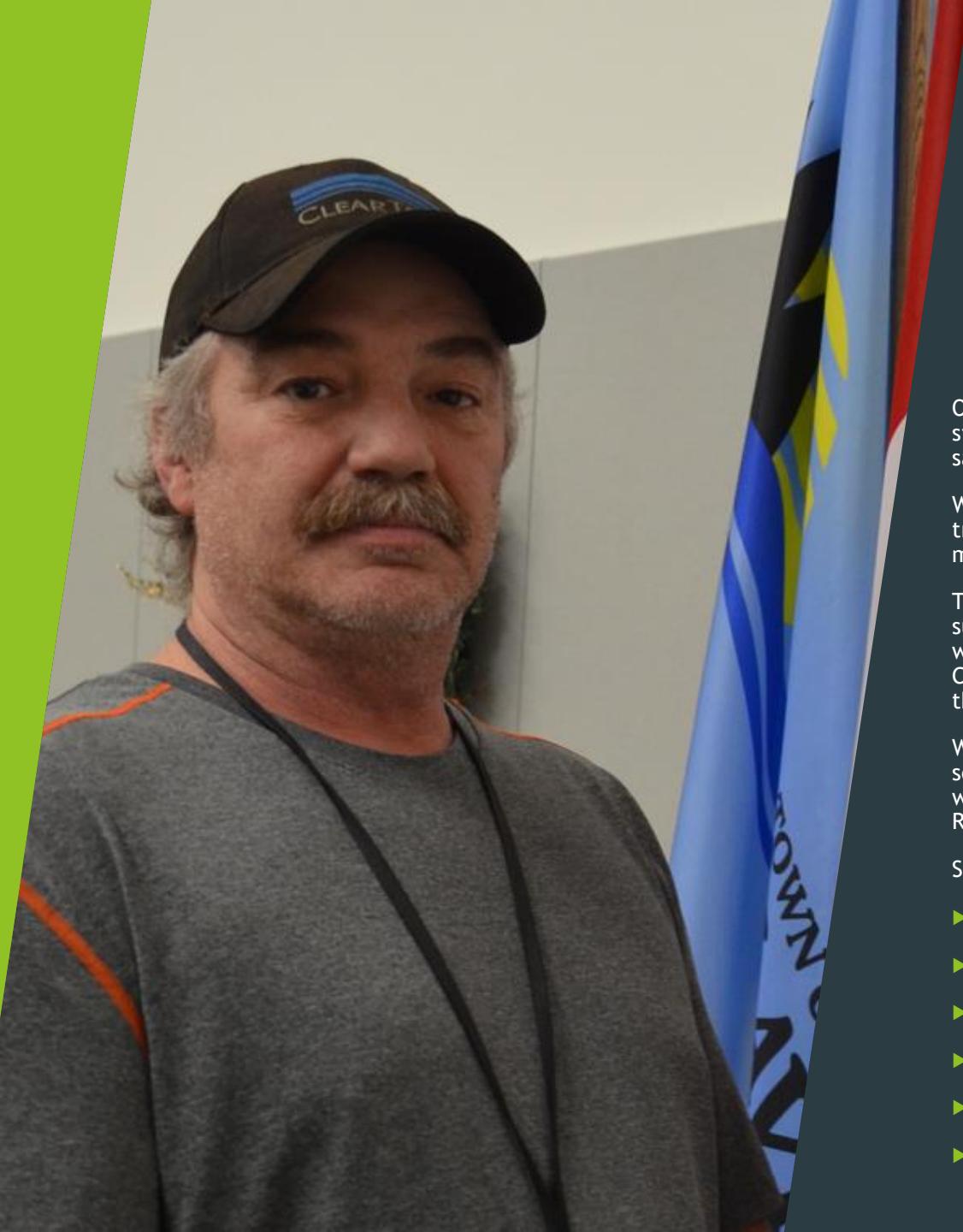
Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-590-Other Revenue	\$70,000	\$70,000	\$0	0.00%
1-840-Provincial Grants	\$462,165	\$353,967	(\$108,198)	(23.41%)
1-850-MD Cost Sharing Agreement	\$0	\$0	\$0	0.00%
<b>Total Fire Smart Revenue</b>	<b>\$532,165</b>	<b>\$423,967</b>	<b>(\$108,198)</b>	<b>(20.33%)</b>
Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$318,365	\$239,075	(\$79,290)	(24.91%)
2-112-Overtime	\$56,000	\$43,400	(\$12,600)	(22.50%)
2-130-Benefits	\$74,308	\$58,000	(\$16,308)	(21.95%)
2-211-Travel	\$3,000	\$3,000	\$0	0.00%
2-212-Training	\$10,000	\$10,000	\$0	0.00%
2-214-Freight & Postage	\$500	\$500	\$0	0.00%
2-216-Mobile Device Services	\$2,000	\$2,000	\$0	0.00%
2-219-Hospitality	\$1,000	\$1,000	\$0	0.00%
2-242-Equipment Repairs & Maintenance	\$20,000	\$20,000	\$0	0.00%
2-294-Insurance	\$565	\$565	\$0	0.00%
2-512-Clothing, Uniforms, Footwear	\$10,000	\$10,000	\$0	0.00%
2-530-Materials	\$3,500	\$3,500	\$0	0.00%
2-535-Fuel, Oil Other	\$24,000	\$24,000	\$0	0.00%
2-900-Depreciation	\$8,927	\$8,927	\$0	0.00%
<b>Total Fire Smart Expenditures</b>	<b>\$532,165</b>	<b>\$423,967</b>	<b>(\$108,198)</b>	<b>(20.33%)</b>
<b>Total Fire Smart Surplus / (Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>



**TOWN OF SLAVE LAKE**

## OPERATIONS DEPARTMENT





## Message from the Director of Operations

Operations is combined with the Public Works and Utilities. These departments look after roads, sidewalks, lights, drainage, water treatment, sewers, and other infrastructures necessary to ensure a safe, clean, and hospitable community to residents in the community.

We have implemented the use of Performance Measures to better track our workload and outcomes. By tracking administrative phone-call records, maintenance, road repairs, water and sewer we are able to monitor our progress and effectively navigate any changes within our department.

The reliability of the Operations department is reflected by our responsible operations, long term sustainability and our collaboration with others. To continue providing excellent service to our customers we partner with other departments and organizations such as Community Services, Fire Department, NLC, Chamber of Commerce and other organizations to help with community events or difficult tasks. We use these job tasks as opportunities for us to enhance our residents' quality of life.

We will ensure staff stay aware of all COVID-19 Rules and Restrictions, as our department is an essential service to the community. The COVID-19 pandemic has not affected the resources we have to offer, and we will continue delivering our services in a safe manner, following the Government of Alberta's Restrictions and Guidelines.

Some of the projects we will be doing this year include:

- ▶ Update Signs and civic addresses on Lift Stations, Water Plant and Public Works Shop
- ▶ Fire/Evacuation Alarm at the Water Plant
- ▶ Upgrade Lighting and Security Cameras at the Shop
- ▶ Purchase of a high volume Flood Pump
- ▶ Tangible Capital Asset Management for Fleet, Equipment and Facilities: GPS for Remainder of Fleet
- ▶ Waste Water Lab Upgrade and Equipment

-Calvin Couturier

# Mission and Vision



## ► *Our Vision:*

- *Building a vibrant community through best management practices with an emphasis on responsible operations and long term sustainability.*

## ► *Our Mission:*

- *The Operations Department provides safe and reliable infrastructure services for our residents.*



# Department Overview

A total of 17 staff who are dedicated to provide installation, operation and upgrade of the infrastructure within our community.

The Operations department includes:

- ▶ Director of Operations
- ▶ Engineering Technologist
- ▶ Administrative Assistant
- ▶ Fleet Mechanic
- ▶ Public Works Lead hand;  
Six Public Works Operators
- ▶ Senior Utilities Operator;  
Five Utilities Operators



# Core Services

- Provides solid administration for Public Works and Utilities departments.
- Fleet management including replacement, repairs and maintenance for all equipment and vehicles.
- Maintenance and care for two Workshops & Yard.
- Provides repairs and maintenance for all paved and gravel, streets, roads and laneways.
- Maintains surface and underground drainage and flood mitigation.
- Snow & Ice Removal including sanding and hauling of downtown core and cul-de-sacs.
- Repairs and maintenance for all traffic lights, sings, signals and traffic markings.
- Support all departments with Surveying/Mapping, GIS and drafting requirements.
- Provides safe and clean Water Purification and Treatment, including transmission and distribution lines within the community.
- Provides effective and environmentally safe Wastewater Treatment without the need of chemicals, through an aeration process.
- Curbside Garbage and Recycle collection as well as a recycle depot.
- Maintains two Cemeteries.

# Department Initiatives

- Tangible Capital Asset Management for Fleet, Equipment and Facilities
- Asphalt Infrared Heater for better quality pothole patching
- Investigating Asphalt Recycler to recycle millings into patch material
- Special Event Involvement (Riverboat Daze, Remembrance Day March, Light Up Slave Lake, Parades etc.)
- Flood Monitoring Station review for level and flow of creek
- Sanitary Monitoring station review for level and flow of sanitary system
- Traffic Control review for main street (infill road markings, signage etc.)
- In house Shop Renovation
- Security Upgrades to Public Works yard
- Review Real Time Monitoring Reporting and Dispatching system in collaboration with other departments
- Snow Plowing volunteer program



# Capital Project Priority List - Operations

Priority	Project Name	Alignment	Cost	Value	Risk Management
1	Fire/Evacuation Alarm at Water Plant	Health and Safety	\$5,000.00	Aid in evacuation of employees and contractors in the event of a fire. Contractor to install. Approximately 2 man hours staff time.	With many different levels and spaces in the Water Treatment Plant it would be very difficult to know if a fire broke out therefore staff or contractors could get trapped or unaccountable until it is too late.
2	Upgrade Lighting and Security Cameras at Public Works Yard	Security. Health and Safety.	Total- \$33,000.00 Lighting- \$17,000.00 Cameras- \$16,000.00	Upgrading lights and Cameras at the shop and yard will deter vandalism and theft of vehicles and equipment, aid with safety when staff is entering after hours (night shifts and working late), and help RCMP in case of vandalism or theft. . We have approximately \$5,000,000.00 worth of equipment and vehicles that are stored at this yard.	The yard is very dark due to outdated lighting. Upgrading to brighter LED lights will help protect equipment and vehicles as well create a safe environment for staff. It will lower power bill significantly. The yard only has four low quality cameras mounted on the new shop. Installing more cameras with better quality on the new shop and adding cameras on the old shop, along with the lighting upgrade will help RCMP identify perpetrators.

# Capital Project Priority List - Operations

Priority	Project Name	Alignment	Cost	Value	Risk Management
3	Pickup Truck	Service Levels	\$43,170.76	Maintain Equipment Replacement Plan	Keep equipment current and up to date
4	Flood Pump	Flood Mitigation	\$60,000.00	Over the past two years we have purchased two high volume flood pumps, complete with reels, hoses and hydraulic reelers to aid in high storm water flooding. Although the cost is substantial, these pumps can pay for themselves many times over in years to come. One flood event can cost up to \$60,000.00 in Hydrovac costs alone. The last two years we deployed the pumps and they worked very well, as well as saving huge costs hiring only a few trucks.	Due to climate change, forest harvesting, heavy rainfalls and certain drain systems throughout our community, we are vulnerable to flooding within Town limits every year. Purchasing these high volume pumps that can be deployed very quickly (between 30 to 60min) will keep flooding in low lying areas to a minimum.

# Capital Project Priority List - Operations

Priority	Project Name	Alignment	Cost	Value	Risk Management
5	Small tractor/mower	Service Levels	\$60,157.37	Maintain Equipment Replacement Plan	Keep equipment current and up to date
6	Update Signs and civic addresses on Lift Stations, Water Plant, and Shop	Health and Safety	\$10,000.00	Quicker response time in case of an emergency. In house installation approximately 4 man hours/sign	Currently there is no signage or civic addresses attached to these facilities, in the event of an emergency 911 operators will have difficulty dispatching to these locations
7	Fencing around Town owned Lot #605 Caribou Trail	Protect Infrastructure.	\$10,000.00	This lot is the only access point we have for maintaining the main sewer line between Lynwood Trailer Park and N.W. Industrial businesses. This Sewer Line is a critical main line that services all N.W. industrial including Lynwood Trailer Park and Woodland Place. Approximately 6 man hours to remove temp fencing and instruct contractor on placement.	Not being able to access this right of way for maintenance will result in sewer backups in Lynwood, Woodland and NW industrial

# Capital Project Priority List - Operations

Priority	Project Name	Alignment	Cost	Value	Risk Management
8	GPS for Remainder of Fleet	Security	Working with Fire Dept. to come up with a joint venture		

# Operational Project Priority List - Ops

Priority	Project Name	Alignment	Cost	Value	Risk Management
1	Special Event Involvement ( Riverboat Daze, Remembrance Day March, Light up Slave Lake, Parades, etc.)	Community Involvement. Public Safety	Approximately 8-10 man hours per event.	Helping out with these events is very low cost and shows pride in the community. Enhances safety for staff and public. Approximately 8-10 man hours per event.	Aids in keeping citizens of Slave Lake safe to enjoy events without fear of incidents.
2	Waste Water Lab upgrade and Equipment	Health and Safety Waste Water Lab testing	Increase operating budget by \$10,000.00 for 2021 only	Currently taking Waste Water samples to Water Treatment Lab for testing. Will keep sampling out of Water Treatment Lab. Work to be done in house approximately 20-30 man hours	Cross commination with Water Treatment Lab

# Operational Project Priority List - Ops

Priority	Project Name	Alignment	Cost	Value	Risk Management
3	Chain link fence for "F" lift station	Security. Protect Infrastructure. Public Safety	\$1,000.00	Chain link fencing will help protect Infrastructure from vandalism as well as public safety. In house installation approximately 24 man hours.	Keep public away from Waste Water grinder manhole and control panel
4	Cemetery Clean Up and Risk Mitigation	Protect Infrastructure. Staff and Public Safety	Increase operating budget by \$10,000.00 for 2021 only	Significant wind storm in 2019 has dropped numerous trees down destroying sections of fence. In the fall of 2019 a contractor was hired to cut a buffer area around the perimeter of the cemetery to prevent trees to continue falling on fence line and roughly mulched complete area. Respect and appearance of cemetery. Work to be contracted out, approximately 2 man hours to instruct contractor and inspect when finished.	Cleaning up this area will create a maintainable area as well it will help to keep the staff and public safe when performing maintenance and visiting the cemetery.

# Operations Administration Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-411-Fees For Service	\$15,000	\$15,000	\$0	0.00%
<b>Total Operations Administration Revenue</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$0</b>	<b>0.00%</b>
Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$54,709	\$67,933	\$13,224	24.17%
2-112-Overtime	\$2,200	\$2,675	\$475	21.59%
2-130-Benefits	\$12,289	\$14,600	\$2,311	18.81%
2-206-General Services	\$3,250	\$3,250	\$0	0.00%
2-211-Travel	\$1,000	\$1,000	\$0	0.00%
2-212-Training	\$1,000	\$1,000	\$0	0.00%
2-216-Mobile Device Services	\$3,500	\$490	(\$3,010)	(86.00%)
2-217-Telephone & Security Line Services	\$3,300	\$6,732	\$3,432	104.00%
2-218-Radios	\$4,500	\$4,500	\$0	0.00%
2-219-Hospitality	\$200	\$200	\$0	0.00%
2-232-Legal Services	\$1,000	\$1,000	\$0	0.00%
2-238-Memberships	\$200	\$200	\$0	0.00%
2-560-Office Supplies	\$700	\$700	\$0	0.00%
2-900 Depreciation	\$1,451,586	\$1,451,586	\$0	0.00%
<b>Total Operations Administration Expenditures</b>	<b>\$87,848</b>	<b>\$104,280</b>	<b>\$16,432</b>	<b>1.07%</b>
<b>Total Operations Administration Surplus / (Deficit)</b>	<b>(\$1,524,434)</b>	<b>(\$1,540,866)</b>	<b>(\$16,432)</b>	<b>1.08%</b>

# Equipment Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-960-Charges to Other Departments	\$721,899	\$710,475	(\$11,424)	-1.58%
<b>Total Equipment Revenue</b>	<b>\$721,899</b>	<b>\$710,475</b>	<b>(\$11,424)</b>	<b>-1.58%</b>
Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$93,752	\$96,875	\$3,123	3.33%
2-112-Overtime	\$5,125	\$5,250	\$125	2.44%
2-130-Benefits	\$19,630	\$20,300	\$670	3.41%
2-214-Freight & Postage	\$2,400	\$2,400	\$0	0.00%
2-241-Contracted Repairs & Maintenance	\$50,000	\$50,000	\$0	0.00%
2-251-Contracted Services	\$6,200	\$6,200	\$0	0.00%
2-294-Insurance	\$74,342	\$39,000	(\$35,342)	-47.54%
2-530-Materials	\$3,000	\$3,000	\$0	0.00%
2-535-Fuel, Oil Other	\$114,450	\$114,450	\$0	0.00%
2-551-Parts	\$60,000	\$60,000	\$0	0.00%
2-552-Ground Engaging Part	\$20,000	\$20,000	\$0	0.00%
2-764-Transfer to Reserve	\$260,000	\$280,000	\$20,000	7.69%
2-555-Tires	\$13,000	\$13,000	\$0	0.00%
<b>Total Equipment Expenditures</b>	<b>\$721,899</b>	<b>\$710,475</b>	<b>(\$11,424)</b>	<b>-1.58%</b>
<b>Total Equipment Surplus / (Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

# Shop Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-960-Charges to Other Departments	\$10,000	\$11,000	\$1,000	10.00%
<b>Total Equipment Revenue</b>	<b>\$10,000</b>	<b>\$11,000</b>	<b>\$1,000</b>	<b>10.00%</b>
Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$58,037	\$58,870	\$833	1.44%
2-112-Overtime	\$3,550	\$3,530	(\$20)	(0.56%)
2-130-Benefits	\$12,872	\$13,150	\$278	2.16%
2-212-Training	\$2,500	\$2,500	\$0	0.00%
2-214-Freight & Postage	\$8,100	\$8,100	\$0	0.00%
2-216-Mobile Device Services	\$3,300	\$3,220	(\$80)	(2.42%)
2-217-Telephone & Security Line Services	\$3,800	\$0	(\$3,800)	(100.00%)
2-219-Hospitality	\$750	\$750	\$0	0.00%
2-238-Memberships	\$500	\$500	\$0	0.00%
2-242-Equipment Repairs & Maintenance	\$9,540	\$9,540	\$0	0.00%
2-251-Contracted Services	\$17,050	\$17,050	\$0	0.00%
2-263-Equipment Rental	\$1,500	\$1,500	\$0	0.00%
2-294-Insurance	\$4,200	\$9,500	\$5,300	126.19%
2-310-Town Own Utilities	\$5,806	\$5,806	\$0	0.00%
2-512-Clothing, Uniforms, Footwear	\$4,914	\$4,914	\$0	0.00%

# Shop Budget

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-513-Janitorial Supplies	\$1,250	\$1,250	\$0	0.00%
2-524-Small Tools & Equipment	\$4,370	\$4,370	\$0	0.00%
2-530-Materials	\$9,000	\$9,000	\$0	0.00%
2-535-Fuel, Oil Other	\$2,064	\$2,064	\$0	0.00%
2-540-Power	\$21,710	\$22,625	\$915	4.21%
2-541-Gas	\$14,649	\$15,715	\$1,066	7.28%
2-560-Office Supplies	\$1,420	\$1,420	\$0	0.00%
2-960-Own Equipment	\$8,650	\$8,514	(\$136)	-1.57%
<b>Total Shop Expenditures</b>	<b>\$199,532</b>	<b>\$203,888</b>	<b>\$4,356</b>	<b>2.18%</b>
<b>Total Shop Surplus / (Deficit)</b>	<b>(\$189,532)</b>	<b>(\$192,888)</b>	<b>(\$3,356)</b>	<b>1.77%</b>

# Gravel Streets Budget

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$73,342	\$58,870	(\$14,472)	(19.73%)
2-112-Overtime	\$4,525	\$3,530	(\$995)	(21.99%)
2-130-Benefits	\$16,502	\$13,150	(\$3,352)	(20.31%)
2-245-Dust Control & Water Truck	\$34,000	\$34,000	\$0	0.00%
2-263-Equipment Rental	\$800	\$800	\$0	0.00%
2-533-Gravel, Sand & Aggregate	\$60,000	\$60,000	\$0	0.00%
2-960-Own Equipment	\$80,563	\$79,288	(\$1,275)	(1.58%)
<b>Total Gravel Streets Expenditures</b>	<b>\$269,732</b>	<b>\$249,638</b>	<b>(\$20,094)</b>	<b>(7.45%)</b>
<b>Total Gravel Streets Surplus / (Deficit)</b>	<b>(\$269,732)</b>	<b>(\$249,638)</b>	<b>\$20,094</b>	<b>(7.45%)</b>

# Paved Streets Budget

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$98,229	\$140,191	\$41,962	42.72%
2-112-Overtime	\$6,275	\$8,410	\$2,135	34.02%
2-130-Benefits	\$21,761	\$31,550	\$9,789	44.98%
2-214-Freight & Postage	\$2,100	\$2,100	\$0	0.00%
2-241-Contracted Repairs & Maintenance	\$100,000	\$104,040	\$4,040	4.04%
2-243-Infrastructure Repairs & Maintenance	\$6,000	\$6,000	\$0	0.00%
2-532-Tar Crack Sealant	\$30,000	\$30,000	\$0	0.00%
2-536-Cold Mix	\$14,000	\$14,000	\$0	0.00%
2-764-Transfer to Reserve	\$400,000	\$400,000	\$0	0.00%
2-831-Debenture Interest	\$6,373	\$2,787	(\$3,586)	(56.27%)
2-960-Own Equipment	\$18,905	\$152,823	\$133,918	708.37%
<b>Total Paved Streets Expenditures</b>	<b>\$703,643</b>	<b>\$891,901</b>	<b>\$188,258</b>	<b>26.75%</b>
<b>Total Paved Streets Surplus / (Deficit)</b>	<b>(\$703,643)</b>	<b>(\$891,901)</b>	<b>(\$188,258)</b>	<b>26.75%</b>

# Drainage Budget

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$38,309	\$36,420	(\$1,889)	(4.93%)
2-112-Overtime	\$2,400	\$2,180	(\$220)	(9.17%)
2-130-Benefits	\$8,327	\$7,900	(\$427)	(5.13%)
2-263-Equipment Rental	\$10,000	\$10,000	\$0	0.00%
2-530-Materials	\$5,000	\$5,000	\$0	0.00%
2-960-Own Equipment	\$43,495	\$42,807	(\$688)	(1.58%)
2-246-Culvert Steaming	\$20,000	\$20,000	\$0	0.00%
<b>Total Drainage Expenditures</b>	<b>\$127,531</b>	<b>\$124,307</b>	<b>(\$3,224)</b>	<b>(2.53%)</b>
<b>Total Drainage Surplus / (Deficit)</b>	<b>(\$127,531)</b>	<b>(\$124,307)</b>	<b>\$3,224</b>	<b>(2.53%)</b>

# Sweeping Budget

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$37,224	\$0	(\$37,224)	(100.00%)
2-112-Overtime	\$2,300	\$0	(\$2,300)	(100.00%)
2-130-Benefits	\$8,781	\$0	(\$8,781)	(100.00%)
2-960-Own Equipment	\$136,380	\$0	(\$136,380)	(100.00%)
<b>Total 32-08 Sweeping</b>	<b>\$136,380</b>	<b>\$0</b>	<b>(\$184,685)</b>	<b>(100.00%)</b>

Consolidated into Paved Roads

# Sanding Budget

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$58,207	\$0	(\$58,207)	(100.00%)
2-112-Overtime	\$3,600	\$0	(\$3,600)	(100.00%)
2-130-Benefits	\$13,198	\$0	(\$13,198)	(100.00%)
2-251-Contracted Services	\$11,000	\$0	(\$11,000)	(100.00%)
2-533-Gravel, Sand & Aggregate	\$48,000	\$0	(\$48,000)	(100.00%)
2-960-Own Equipment	\$12,355	\$0	(\$12,355)	(100.00%)
<b>Total 32-09 Sanding</b>	<b>\$146,360</b>	<b>\$0</b>	<b>(\$146,360)</b>	<b>-100.00%</b>

Consolidated into Snow Removal

# Snow Removal Budget

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$109,529	\$152,772	\$43,243	39.48%
2-112-Overtime	\$6,375	\$9,215	\$2,840	44.55%
2-130-Benefits	\$25,140	\$36,100	\$10,960	43.60%
2-251-Contracted Services	\$0	\$11,000	\$11,000	100.00%
2-263-Equipment Rental	\$55,000	\$55,000	\$0	0.00%
2-530-Materials	\$5,000	\$5,000	\$0	0.00%
2-533-Gravel, Sand & Aggregate	\$0	\$48,000	\$48,000	100.00%
2-960-Own Equipment	\$114,165	\$124,546	\$10,381	9.09%
<b>Total Snow Removal Expenditures</b>	<b>\$315,209</b>	<b>\$441,633</b>	<b>\$126,424</b>	<b>40.11%</b>
<b>Total Snow Removal Surplus / (Deficit)</b>	<b>(\$315,209)</b>	<b>(\$441,633)</b>	<b>(\$126,424)</b>	<b>40.11%</b>

# Street Lights Budget

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-242-Equipment Repairs & Maintenance	\$15,000	\$15,000	\$0	0.00%
2-540-Power	\$297,726	\$303,068	\$5,342	1.79%
<b>Total Street Lights Expenditures</b>	<b>\$312,726</b>	<b>\$318,068</b>	<b>\$5,342</b>	<b>1.71%</b>
<b>Total Street Lights Surplus / (Deficit)</b>	<b>(\$312,726)</b>	<b>(\$318,068)</b>	<b>(\$5,342)</b>	<b>1.71%</b>

# Traffic Signs Budget

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$5,691	\$0	(\$5,691)	(100.00%)
2-112-Overtime	\$350	\$0	(\$350)	(100.00%)
2-130-Benefits	\$1,393	\$0	(\$1,393)	(100.00%)
2-530-Materials	\$4,000	\$0	(\$4,000)	(100.00%)
2-960-Own Equipment	\$7,414	\$0	(\$7,414)	(100.00%)
<b>Total Traffic Signs Expenditures</b>	<b>\$18,848</b>	<b>\$0</b>	<b>(\$18,848)</b>	<b>(100.00%)</b>

Consolidated into Traffic Control

# Traffic Lines Budget

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$10,407	\$0	(\$10,407)	(100.00%)
2-112-Overtime	\$625	\$0	(\$625)	(100.00%)
2-130-Benefits	\$2,045	\$0	(\$2,045)	(100.00%)
2-530-Materials	\$10,000	\$0	(\$10,000)	(100.00%)
2-960-Own Equipment	\$12,344	\$0	(\$12,344)	(100.00%)
<b>Total 32-13 Traffic Lines</b>	<b>\$35,421</b>	<b>\$0</b>	<b>(\$35,421)</b>	<b>(100.00%)</b>

Consolidated into Traffic Control

# Traffic Signals Budget

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$10,407	\$0	(\$10,407)	(100.00%)
2-112-Overtime	\$625	\$0	(\$625)	(100.00%)
2-130-Benefits	\$2,045	\$0	(\$2,045)	(100.00%)
2-216-Mobile Device Services	\$2,100	\$0	(\$2,100)	(100.00%)
2-242-Equipment Repairs & Maintenance	\$9,000	\$0	(\$9,000)	(100.00%)
2-248-Rail Crossing Maintenance	\$10,000	\$0	(\$10,000)	(100.00%)
2-530-Materials	\$1,000	\$0	(\$1,000)	(100.00%)
2-540-Power	\$15,626	\$0	(\$15,626)	(100.00%)
<b>Total 32-13 Traffic Signals</b>	<b>\$50,803</b>	<b>\$0</b>	<b>(\$50,803)</b>	<b>(100.00%)</b>

Consolidated into Traffic Control

# Traffic Control Budget

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$0	\$29,435	\$29,435	100.00%
2-112-Overtime	\$0	\$1,765	\$1,765	100.00%
2-130-Benefits	\$0	\$6,600	\$6,600	100.00%
2-216-Mobile Device Services	\$0	\$2,100	\$2,100	100.00%
2-242-Equipment Repairs & Maintenance	\$0	\$9,000	\$9,000	100.00%
2-248-Rail Crossing Maintenance	\$0	\$10,000	\$10,000	100.00%
2-530-Materials	\$0	\$15,000	\$15,000	100.00%
2-540-Power	\$0	\$16,100	\$16,100	100.00%
2-960-Own Equipment	\$0	\$19,467	\$19,467	100.00%
<b>Total Traffic Control Expenditures</b>	<b>\$0</b>	<b>\$109,467</b>	<b>\$109,467</b>	<b>100.00%</b>
<b>Total Traffic Control Surplus / (Deficit)</b>	<b>\$0</b>	<b>(\$109,467)</b>	<b>(\$109,467)</b>	<b>100.00%</b>

# Engineering Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-960-Charges to Other Departments	\$1,800	\$0	(\$1,800)	(100.00%)
1-421-Sale of General Services	\$300	\$300	\$0	0.00%
<b>Total Engineering Revenue</b>	<b>\$2,100</b>	<b>\$300</b>	<b>(\$1,800)</b>	<b>(85.71%)</b>

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$61,682	\$63,289	\$1,607	2.61%
2-112-Overtime	\$800	\$800	\$0	0.00%
2-130-Benefits	\$13,376	\$13,800	\$424	3.17%
2-206-General Services	\$10,000	\$10,000	\$0	0.00%
2-211-Travel	\$800	\$800	\$0	0.00%
2-212-Training	\$2,500	\$2,500	\$0	0.00%
2-214-Freight & Postage	\$200	\$200	\$0	0.00%
2-511-Supplies	\$1,200	\$1,200	\$0	0.00%
2-530-Materials	\$700	\$700	\$0	0.00%
2-960-Own Equipment	\$9,640	\$9,488	(\$152)	(1.58%)
<b>Total Engineering Expenditures</b>	<b>\$100,898</b>	<b>\$102,777</b>	<b>\$1,879</b>	<b>1.86%</b>
<b>Total Engineering Surplus / (Deficit)</b>	<b>(\$98,798)</b>	<b>(\$102,477)</b>	<b>(\$3,679)</b>	<b>3.72%</b>

# Cemetery Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-411-Fees For Service	\$4,800	\$4,800	\$0	0.00%
1-413-Administration Fees	\$500	\$500	\$0	0.00%
1-850-MD Cost Sharing Agreement	(\$516)	\$1,646	\$2,162	-418.99%
1-423-Sales of Goods	\$12,050	\$12,050	\$0	0.00%
<b>Total Cemetery Revenue</b>	<b>\$16,834</b>	<b>\$18,996</b>	<b>\$2,162</b>	<b>12.84%</b>

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-242-Equipment Repairs & Maintenance	\$2,900	\$13,000	\$10,100	348.28%
2-530-Materials	\$12,000	\$12,000	\$0	0.00%
2-764-Transfer to Reserve	\$2,500	\$2,500	\$0	0.00%
2-900-Depreciation	\$59,105	\$59,105	\$0	0.00%
2-960-Own Equipment	\$18,040	\$17,755	(\$285)	(1.58%)
<b>Total Cemetery Expenditures</b>	<b>\$94,545</b>	<b>\$104,522</b>	<b>\$9,977</b>	<b>10.55%</b>
<b>Total Cemetery Surplus / (Deficit)</b>	<b>(\$77,711)</b>	<b>(\$85,526)</b>	<b>(\$7,815)</b>	<b>10.06%</b>

# Water Administration Services Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-411-Fees For Service	\$0	\$8,000	\$8,000	100.00%
1-442-Sale of Bulk Water	\$60,000	\$60,000	\$0	0.00%
1-511-Penalties	\$33,603	\$33,638	\$35	0.10%
1-441-Sale of Water	\$2,240,205	\$2,242,511	\$2,306	0.10%
1-423-Sales of Goods	\$650	\$1,450	\$800	123.08%
1-444-Connection Fees	\$500	\$500	\$0	0.00%
<b>Total Water Administration Revenue</b>	<b>\$2,334,958</b>	<b>\$2,346,099</b>	<b>\$11,141</b>	<b>0.48%</b>

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$20,108	\$42,960	\$22,852	113.65%
2-112-Overtime	\$400	\$1,645	\$1,245	311.25%
2-130-Benefits	\$5,121	\$9,300	\$4,179	81.61%
2-217-Telephone & Security Line Services	\$4,200	\$3,225	(\$975)	(23.21%)
2-764-Transfer to Reserve	\$566,648	\$545,312	(\$21,336)	(3.77%)
2-900-Depreciation	\$1,763,650	\$1,763,650	\$0	0.00%
2-966-Charge From Others	\$150,718	\$155,717	\$4,999	3.32%
2-969-Charge From Others	\$26,026	\$26,000	(\$26)	(0.10%)
2-995-Bad Debt Expense	\$26,882	\$26,910	\$28	0.10%
<b>Total Water Administration Expenditures</b>	<b>\$2,563,753</b>	<b>\$2,574,719</b>	<b>\$10,966</b>	<b>0.43%</b>
<b>Total Water Administration Surplus / (Deficit)</b>	<b>(\$228,795)</b>	<b>(\$228,620)</b>	<b>\$175</b>	<b>(0.08%)</b>

# Water Treatment Services Budget

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$183,375	\$171,084	(\$12,291)	(6.70%)
2-112-Overtime	\$12,075	\$11,480	(\$595)	(4.93%)
2-130-Benefits	\$41,085	\$38,550	(\$2,535)	(6.17%)
2-212-Training	\$7,000	\$7,000	\$0	0.00%
2-215-Internet Services	\$2,050	\$2,050	\$0	0.00%
2-216-Mobile Device Services	\$3,200	\$4,010	\$810	25.31%
2-242-Equipment Repairs & Maintenance	\$54,850	\$54,850	\$0	0.00%
2-294-Insurance	\$55,524	\$55,524	\$0	0.00%
2-512-Clothing, Uniforms, Footwear	\$2,500	\$2,500	\$0	0.00%
2-530-Materials	\$8,500	\$8,500	\$0	0.00%
2-534-Chemicals	\$241,000	\$241,000	\$0	0.00%
2-539-Lab Materials	\$14,000	\$14,000	\$0	0.00%
2-540-Power	\$101,519	\$109,967	\$8,448	8.32%
2-541-Gas	\$58,481	\$62,623	\$4,142	7.08%
2-560-Office Supplies	\$2,000	\$2,000	\$0	0.00%
2-960-Own Equipment	\$10,256	\$10,094	(\$162)	(1.58%)
2-553-Machinery Parts	\$35,000	\$35,000	\$0	0.00%
<b>Total Water Treatment Expenditures</b>	<b>\$832,415</b>	<b>\$830,232</b>	<b>(\$2,183)</b>	<b>(0.26%)</b>
<b>Total Water Treatment Surplus / (Deficit)</b>	<b>(\$832,415)</b>	<b>(\$830,232)</b>	<b>\$2,183</b>	<b>(0.26%)</b>

# Water Distribution Services Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-411-Fees For Service	\$8,000	\$0	(\$8,000)	100.00%
1-423-Sales of Goods	\$800	\$0	(\$800)	100.00%
<b>Total Water Distribution Revenue</b>	<b>\$8,800</b>	<b>\$0</b>	<b>(\$8,800)</b>	<b>(100.00%)</b>
Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$107,049	\$97,835	(\$9,214)	(8.61%)
2-112-Overtime	\$6,650	\$6,075	(\$575)	(8.65%)
2-130-Benefits	\$23,577	\$21,900	(\$1,677)	(7.11%)
2-206-General Services	\$1,000	\$1,000	\$0	0.00%
2-219-Hospitality	\$500	\$500	\$0	0.00%
2-242-Equipment Repairs & Maintenance	\$40,000	\$40,000	\$0	0.00%
2-251-Contracted Services	\$5,000	\$5,000	\$0	0.00%
2-520-Gravel & Fill	\$7,000	\$0	(\$7,000)	(100.00%)
2-524-Small Tools & Equipment	\$4,000	\$4,000	\$0	0.00%
2-530-Materials	\$26,000	\$26,000	\$0	0.00%
2-533-Gravel, Sand & Aggregate	\$4,000	\$11,000	\$7,000	175.00%
2-538-Parks - Equipment Repairs	\$5,000	\$5,000	\$0	0.00%
2-831-Debenture Interest	\$144,341	\$82,329	(\$62,012)	(42.96%)
2-960-Own Equipment	\$50,410	\$49,612	(\$798)	(1.58%)
<b>Total Water Distribution Expenditures</b>	<b>\$424,527</b>	<b>\$350,251</b>	<b>(\$74,276)</b>	<b>(17.50%)</b>
<b>Total Water Distribution Surplus / (Deficit)</b>	<b>(\$415,727)</b>	<b>(350,251)</b>	<b>\$65,746</b>	<b>(15.75%)</b>

# Water Pumping Services Budget

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$11,481	\$21,386	\$9,905	86.27%
2-112-Overtime	\$925	\$1,435	\$510	55.14%
2-130-Benefits	\$2,496	\$4,850	\$2,354	94.31%
2-214-Freight & Postage	\$2,000	\$2,000	\$0	0.00%
2-242-Equipment Repairs & Maintenance	\$1,000	\$1,000	\$0	0.00%
2-251-Contracted Services	\$13,000	\$13,000	\$0	0.00%
2-294-Insurance	\$5,124	\$16,000	\$10,876	212.26%
2-530-Materials	\$500	\$500	\$0	0.00%
2-540-Power	\$2,370	\$2,370	\$0	0.00%
2-541-Gas	\$5,084	\$2,584	(\$2,500)	(49.17%)
2-960-Own Equipment	\$8,404	\$8,271	(\$133)	(1.58%)
2-553-Machinery Parts	\$1,000	\$1,000	\$0	0.00%
<b>Total Water Pumping Expenditures</b>	<b>\$53,384</b>	<b>\$74,396</b>	<b>\$21,012</b>	<b>39.36%</b>
<b>Total Water Pumping Surplus / (Deficit)</b>	<b>(\$53,384)</b>	<b>(\$74,396)</b>	<b>(\$21,012)</b>	<b>39.36%</b>

# Waste Water Administration Services Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-442-Sale of Bulk Water	\$100,000	\$100,000	\$0	0.00%
1-441-Sale of Water	\$1,637,584	\$1,682,714	\$45,130	2.76%
<b>Total Wastewater Administration Revenue</b>	<b>\$1,737,584</b>	<b>\$1,782,714</b>	<b>\$45,130</b>	<b>2.60%</b>
Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-216-Mobile Device Services	\$1,100	\$1,100	\$0	0.00%
2-764-Transfer to Reserve	\$289,686	\$404,374	\$114,688	39.59%
2-900-Depreciation	\$876,775	\$876,775	\$0	0.00%
2-966-Charge From Others	\$67,782	\$70,026	\$2,244	3.31%
2-969-Charge From Others	\$9,045	\$9,000	(\$45)	(0.50%)
<b>Total Wastewater Administration Expenditures</b>	<b>\$1,244,388</b>	<b>\$1,361,275</b>	<b>\$116,887</b>	<b>9.39%</b>
<b>Total Wastewater Administration Surplus / (Deficit)</b>	<b>\$493,196</b>	<b>\$421,439</b>	<b>(\$71,757)</b>	<b>(14.55%)</b>

# Waste Water Lines Services Budget

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$97,813	\$97,835	\$22	0.02%
2-112-Overtime	\$5,800	\$6,075	\$275	4.74%
2-130-Benefits	\$21,389	\$21,900	\$511	2.39%
2-219-Hospitality	\$200	\$200	\$0	0.00%
2-239-Professional Fees	\$1,000	\$1,000	\$0	0.00%
2-242-Equipment Repairs & Maintenance	\$20,000	\$20,000	\$0	0.00%
2-263-Equipment Rental	\$300	\$300	\$0	0.00%
2-530-Materials	\$5,000	\$5,000	\$0	0.00%
2-960-Own Equipment	\$50,410	\$49,612	(\$798)	-1.58%
<b>Total Wastewater Lines Expenditures</b>	<b>\$201,912</b>	<b>\$201,922</b>	<b>\$10</b>	<b>0.00%</b>
<b>Total Wastewater Lines Surplus / (Deficit)</b>	<b>(201,912)</b>	<b>(\$201,922)</b>	<b>(\$10)</b>	<b>0.00%</b>

# Waste Water Lift Services Budget

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$52,461	\$42,771	(\$9,690)	(18.47%)
2-112-Overtime	\$3,525	\$2,870	(\$655)	(18.58%)
2-130-Benefits	\$11,793	\$9,650	(\$2,143)	(18.17%)
2-212-Training	\$3,000	\$3,000	\$0	0.00%
2-242-Equipment Repairs & Maintenance	\$25,000	\$25,000	\$0	0.00%
2-294-Insurance	\$10,543	\$11,000	\$457	4.33%
2-524-Small Tools & Equipment	\$2,000	\$2,000	\$0	0.00%
2-530-Materials	\$10,000	\$10,000	\$0	0.00%
2-540-Power	\$20,379	\$20,941	\$562	2.76%
2-541-Gas	\$1,309	\$1,456	\$147	11.23%
2-762-Transfer to Reserve	\$190,000	\$190,000	\$0	0.00%
2-960-Own Equipment	\$20,513	\$20,189	(\$324)	(1.58%)
<b>Total Wastewater Lift Stations Expenditures</b>	<b>\$350,523</b>	<b>\$338,877</b>	<b>(\$11,646)</b>	<b>(3.32%)</b>
<b>Total Wastewater Lift Stations Surplus / (Deficit)</b>	<b>(\$350,523)</b>	<b>(\$338,877)</b>	<b>\$11,646</b>	<b>(3.32%)</b>

# Waste Water Treatment Services Budget

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$12,723	\$21,386	\$8,663	68.09%
2-112-Overtime	\$975	\$1,435	\$460	47.18%
2-130-Benefits	\$2,670	\$4,850	\$2,180	81.65%
2-214-Freight & Postage	\$4,000	\$4,000	\$0	0.00%
2-242-Equipment Repairs & Maintenance	\$18,000	\$28,000	\$10,000	55.56%
2-251-Contracted Services	\$14,000	\$14,000	\$0	0.00%
2-294-Insurance	\$2,090	\$2,850	\$760	36.36%
2-530-Materials	\$2,100	\$2,100	\$0	0.00%
2-540-Power	\$151,061	\$160,479	\$9,418	6.23%
2-541-Gas	\$2,348	\$5,473	\$3,125	133.09%
2-831-Debenture Interest	\$281,429	\$249,758	(\$31,671)	(11.25%)
2-960-Own Equipment	\$5,190	\$5,108	(\$82)	(1.58%)
<b>Total Wastewater Treatment Expenditures</b>	<b>\$496,586</b>	<b>\$499,439</b>	<b>\$2,853</b>	<b>0.57%</b>
<b>Total Wastewater Treatment Surplus / (Deficit)</b>	<b>(\$496,586)</b>	<b>(\$499,439)</b>	<b>(\$2,853)</b>	<b>0.57%</b>

# Garbage Collection Services Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-411-Fees For Service	\$98,652	\$99,022	\$370	0.38%
<b>Total Garbage Collection Revenue</b>	<b>\$98,652</b>	<b>\$99,022</b>	<b>\$370</b>	<b>0.38%</b>

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-251-Contracted Services	\$87,835	\$87,969	\$134	0.15%
2-900-Depreciation	\$5,472	\$5,472	\$0	0.00%
2-966-Charge From Others	\$5,392	\$5,581	\$189	3.51%
<b>Total Garbage Collection Expenditures</b>	<b>\$98,699</b>	<b>\$99,022</b>	<b>\$323</b>	<b>0.33%</b>
<b>Total Garbage Collection Surplus / (Deficit)</b>	<b>(\$47)</b>	<b>\$0</b>	<b>\$47</b>	<b>(100.00%)</b>

# Garbage Disposal Services Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-411-Fees For Service	\$396,720	\$403,550	\$6,830	1.72%
<b>Total Garbage Disposal Revenue</b>	<b>\$396,720</b>	<b>\$403,550</b>	<b>\$6,830</b>	<b>1.72%</b>

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$12,613	\$18,070	\$5,457	43.26%
2-112-Overtime	\$700	\$1,115	\$415	59.29%
2-130-Benefits	\$2,956	\$4,380	\$1,424	48.17%
2-251-Contracted Services	\$800	\$800	\$0	0.00%
2-966-Charge From Others	\$13,009	\$13,437	\$428	3.29%
2-286-Garbage Disposal - Tipping Fees	\$367,778	\$371,340	\$3,562	0.97%
<b>Total Garbage Disposal Expenditures</b>	<b>\$397,856</b>	<b>\$409,142</b>	<b>\$11,286</b>	<b>2.84%</b>
<b>Total Garbage Disposal Surplus / (Deficit)</b>	<b>(\$1,136)</b>	<b>(\$5,592)</b>	<b>(\$4,456)</b>	<b>392.25%</b>

# Toxic Round Up Services Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-411-Fees For Service	\$3,828	\$3,828	\$0	0.00%
<b>Total Toxic Roundup Program Revenue</b>	<b>\$3,828</b>	<b>\$3,828</b>	<b>\$0</b>	<b>0.00%</b>

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-200-General Services	\$3,828	\$3,828	\$0	0.00%
<b>Total Toxic Roundup Program Expenditures</b>	<b>\$3,828</b>	<b>\$3,828</b>	<b>\$0</b>	<b>0.00%</b>
<b>Total Toxic Roundup Program Surplus / (Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

# Recycling Services Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-411-Fees For Service	\$81,064	\$81,064	\$0	0.00%
1-412-Fees For Service	\$117,624	\$117,945	\$321	0.27%
<b>Total Recycling Program Revenue</b>	<b>\$198,688</b>	<b>\$199,009</b>	<b>\$321</b>	<b>0.16%</b>

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$12,361	\$18,070	\$5,709	46.19%
2-112-Overtime	\$700	\$1,115	\$415	59.29%
2-130-Benefits	\$2,956	\$4,380	\$1,424	48.17%
2-240-Professional Services	\$2,500	\$2,500	\$0	0.00%
2-249-Contracting Services	\$80,928	\$80,928	\$0	0.00%
2-251-Contracted Services	\$77,327	\$77,327	\$0	0.00%
2-540-Power	\$4,689	\$4,689	\$0	0.00%
2-257-Garbage Recycling - Composting Services	\$18,000	\$10,000	(\$8,000)	(44.44%)
<b>Total Recycling Program Expenditures</b>	<b>\$199,461</b>	<b>\$199,009</b>	<b>(\$452)</b>	<b>(0.23%)</b>
<b>Total Recycling Program Surplus / (Deficit)</b>	<b>(\$733)</b>	<b>(\$0)</b>	<b>\$773</b>	<b>(100.00%)</b>



# Planning and Development



## Message from the Acting Director of Planning & Development

In Planning & Development, is our mission to deliver quality, customer-focused municipal planning and development services with an emphasis on responsible planning for economic growth and long-term sustainability, live/work neighborhoods and public safety.

Our priorities for 2021 are to improve customer relations and public perception, increase public awareness through education with respect to development requirements, increase awareness and education with respect to FireSmart, and to improve the information provided within the Planning Section of the Town's website.

Some of the projects we will be working on this year include:

- ▶ Coordinating with the Project Manager on the Rennie Hall Plaza Update,
- ▶ Assisting Big Fish Bay through the development process as they move forward with a Marina plan,
- ▶ Producing a FireSmart guideline for developers, and
- ▶ Coordinating with the Economic Development Officer to put together a Land Development Package.

We look forward to assisting our residents in creating plans that will enhance their properties and our community.

-Samantha Dyck

# Mission and Vision

## ► **Our Vision:**

To deliver quality, customer-focused municipal planning and development services with an emphasis on responsible planning for economic growth and long-term sustainability, live/work neighborhoods and public safety.

## ► **Our Mission:**

- The Planning and Development Department will be known for our innovative, problem solving ideas and processes that will encourage development and facilitate investment in our community.

# Department Overview

There are two staff in the Planning Department that deliver the following core mandates.

- ▶ Assist developers with matters pertaining to subdivision and development with a focus on customer service.
- ▶ Provide professional planning services to Town Council, Town Administration, Municipal Planning Commission, Subdivision Development Appeal Board, external agencies and developers.

# Core Services

## ➤ **Subdivision and Development**

- Subdivision and Development application, review, approval, and issuance
- Road Closures and Municipal Reserve dedications and disposals
- Preparation of development and other forms of Agreements
- Establishment and maintenance of off-site levies and developer contributions including related studies
- Special Event and Food Truck Permits
- Lot Grading
- Inspections (i.e. Lot Grading, Pre-development, Post-development)
- Assignment and maintenance of the Civic Addressing System
- Enforcement

## ➤ **Long Term Planning**

- Establishment and maintenance of all statutory plans and the land use bylaw
- Establishment and maintenance of pertinent and applicable bylaws and policies

## ➤ **Advisory and Customer Service**

- Customer service including assistance, education, facilitation
- Advisory services to Council, the Municipal Planning Commission, the Subdivision and Development Appeal Board, external agencies and developers
- Issuance of Compliance Letters/Certificates
- Statistical Reporting

# Department Goals/Initiatives

Our 2021 Department Goals and Initiatives are:

- ▶ Improve customer relations and public perception.
- ▶ Increase public awareness and education with respect to development requirements.
- ▶ Increase public awareness and education with respect to FireSmart.
- ▶ Improve the department's web page to ensure it provides clear, concise, current and relevant information.

# Department Priority List

Priority	Project Name	Alignment	Cost	Value	Risk Management
1	Land Development Package & Strategy	Facilitating and encouraging the potential growth and development of Slave Lake.	\$5,000	<ul style="list-style-type: none"> <li>Streamlined, one stop process for land developers.</li> <li>Ensures developers feel welcome and assured Town is open for business and growth.</li> <li>Provide all the relevant information and expertise.</li> </ul>	<ul style="list-style-type: none"> <li>Clear, concise and consistent approach that encourages investment in Slave Lake.</li> </ul>
2	Rennie Hall Plaza – Update/Revitalization	Building community by creating a focal point for community events and gatherings.	\$6,000	<ul style="list-style-type: none"> <li>Build community;</li> <li>Encourage community events;</li> <li>Draw people into the core;</li> <li>Catalyst project for other downtown improvements.</li> </ul>	<ul style="list-style-type: none"> <li>Timely update and maintenance of the plaza.</li> <li>Recreate vibrancy and interest in downtown.</li> <li>Encourage business owners to invest in their storefronts.</li> </ul>

# Department Priority List

Priority	Project Name	Alignment	Cost	Value	Risk Management
3	Review and updates to Intersection Charges	Reduced costs to developers. Encouraging development and growth.	\$3,000	<ul style="list-style-type: none"> <li>Reduction of future development costs.</li> <li>Potential cost share with A.T.</li> </ul>	<ul style="list-style-type: none"> <li>Fair and proportionate sharing of the costs and benefits.</li> </ul>
4	Electronic Applications	Supporting developers and encouraging growth.	\$500	<ul style="list-style-type: none"> <li>Provide fillable on line applications.</li> <li>Provide accessible information and submission process.</li> </ul>	<ul style="list-style-type: none"> <li>Clear, concise and accessible application options.</li> </ul>
5	Big Fish Bay - Development	Increase local tourism and the economy.	\$1,500	<ul style="list-style-type: none"> <li>Assist developer in navigation of the development approval process.</li> <li>Draw more people to Slave Lake.</li> <li>Increase dollars spent in our community (Economic Growth).</li> </ul>	<ul style="list-style-type: none"> <li>Timely and compliant development.</li> <li>Realize build out of the Developer's vision for Big Fish Bay.</li> </ul>

# Department Priority List

Priority	Project Name	Alignment	Cost	Value	Risk Management
6	FireSmart Design Guidelines	Increase public education and awareness around FireSmart.	\$1,500	<ul style="list-style-type: none"><li>Encourage more FireSmart developments.</li><li>Clear, concise information regarding FireSmart.</li></ul>	<ul style="list-style-type: none"><li>Reduce risk to developments built FireSmart.</li><li>Encourage development by educating rather than regulating.</li></ul>
7	Lift Station D – Land Acquisition	Update municipal infrastructure to support existing and future development	\$3,000	<ul style="list-style-type: none"><li>Land available for new Lift Station.</li><li>Timely replacement of critical infrastructure.</li></ul>	<ul style="list-style-type: none"><li>Pay fair market value for land.</li><li>Timely infrastructure replacement.</li><li>Avoid expropriation.</li><li>Avoid failure of critical infrastructure.</li></ul>
8	Update to Town webpage and updates to Planning section.	Increase communication with the public.	\$1,000	<ul style="list-style-type: none"><li>Multiple department input and buy in.</li><li>More user friendly website.</li></ul>	<ul style="list-style-type: none"><li>Current, relevant planning and development information and forms.</li></ul>

# Planning Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-411-Fees For Service	\$1,200	\$1,200	\$0	0.00%
1-414-Complaint Fees	\$1,500	\$1,500	\$0	0.00%
1-527-Development Permits	\$28,550	\$28,550	\$0	0.00%
1-528-Amendments & Agreements	\$5,600	\$5,600	\$0	0.00%
1-596-Cost Recovery	\$12,500	\$12,500	\$0	0.00%
1-529-Compliance Certificates	\$1,380	\$1,380	\$0	0.00%
<b>Total Planning and Development Revenue</b>	<b>\$50,730</b>	<b>\$50,730</b>	<b>\$0</b>	<b>0.00%</b>

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$192,309	\$201,845	\$9,536	4.96%
2-112-Overtime	\$1,400	\$1,400	\$0	0.00%
2-130-Benefits	\$38,714	\$40,400	\$1,686	4.36%
2-211-Travel	\$2,000	\$2,000	\$0	0.00%
2-212-Training	\$5,000	\$5,000	\$0	0.00%
2-214-Freight & Postage	\$200	\$200	\$0	0.00%
2-219-Hospitality	\$400	\$400	\$0	0.00%
2-220-Advertising	\$1,500	\$1,500	\$0	0.00%
2-231-Professional Services	\$3,225	\$3,225	\$0	0.00%
2-232-Legal Services	\$24,000	\$24,000	\$0	0.00%
2-234-Engineering Services	\$11,100	\$12,600	\$1,500	13.51%
2-238-Memberships	\$1,470	\$1,470	\$0	0.00%
2-248-Rail Crossing Maintenance	\$600	\$600	\$0	0.00%
2-560-Office Supplies	\$1,200	\$1,200	\$0	0.00%
2-960-Own Equipment	\$3,708	\$3,650	(\$58)	(1.56%)
<b>Total Planning and Development Expenditures</b>	<b>\$286,826</b>	<b>\$299,490</b>	<b>\$12,664</b>	<b>4.42%</b>
<b>Total Planning and Development Surplus / (Deficit)</b>	<b>(\$236,096)</b>	<b>(\$248,760)</b>	<b>(\$12,664)</b>	<b>5.36%</b>

# Economic Development

A professional headshot of Leah Jones, a woman with dark brown hair, smiling warmly at the camera. She is wearing a dark, V-neck sweater. The background is a soft, out-of-focus blue and white.

## Message from the Economic Development Officer

- ▶ Budgeting was a very inclusive and collaborative process that stimulated thoughtful dialogue about prioritizing goals and projects that would best deliver great value to the Town's residents and the business community.

*-Leah Jones*

# Economic Development's Strategic Statements:

**Our Vision:** *Contribute to creating a “complete community” through economic prosperity.*

**Our Mission:** *To generate economic activity by creating a favourable regional environment to grow, promote and attract business.*

# 2021 Strategic Goals

**Goal 1 - Customer Service:** Provide excellence in customer service through an unwavering commitment to being responsive, helpful and meeting or exceeding customer expectations.

**Goal 2 - Economic Development:** Generate economic development by creating a favourable regional environment to grow, promote and attract business.

**Goal 3 - Public Assets & Infrastructure:** Provide safe and reliable infrastructure assets and services with an emphasis on responsible operations and long term sustainability to ensure exceptional quality of life.

**Goal 4 - Financial Responsibility & System/Process Improvements:** Instill confidence by being financially responsible. Continuously monitor, evaluate and update systems and processes that deliver data security, current and accurate information and improves efficiencies.

**Goal 5 - Health, Safety and People:** Develop a competent, diverse and committed workforce by providing a positive, inspiring and safe workplace. Assist and advocate for a healthy culture.

# Core Services

## Business Development and Marketing

- Develop and implement an Economic Development Action Plan for the Town of Slave Lake.
- Act as a representative of the region to the business community, investors, the public, and other stakeholders.
- Work with regional and community organizations on joint marketing initiatives.
- Continually update the regional inventory of assets.
- Update and maintain the Slave Lake Region marketing materials, such as the community profile, economic profile, resident welcome package, business welcome package and family life in the region, as needed online and in print.
- Develop new initiatives and projects to further economic, tourism and community development goals.
- Coordinate familiarization tours with investors and business leaders to showcase the region's competitive advantage.
- Prepare and update regional land-use maps of available parcels for development and keep abreast with new buildings and developments in commercial, industrial and medium-high residential zoning
- Ensure up-to-date and accurate data on housing trends and costs and rental vacancy rates.
- Update the Town Slave Lake website to include an economic development page.

# Core Services cont'

## Joint Partnerships

- Develop relationships and partnerships with the business community, federal and provincial governments, first nations, municipalities, associations, organizations and educational institutions in achieving the established goals and objectives of the Town.
- Effectively support and attend meetings relevant to the region on economic development, business development and investment, tourism and community issues.
- Assist in creating and implementing strategic plans with community partners including a tourism strategic plan and the economic growth plan.

## Administration

- Analyse and monitor all incoming inquiries and consultations for evaluation purposes.
- Compile information and statistics for use in business consultation.
- Work with the CAO to prepare and monitor the Department budget and expenses.
- Assist with preparing reports to Town Council.
- Monitor grant opportunities and apply for any that are suitable.
- Use pleasant manner and sound judgment when dealing with the public and staff.

# Economic Development Initiatives

## A. INVESTMENT READINESS

### I. Research & Data Mining

- i. Surveys
- ii. Macro Trends/Innovation/Technologies
- iii. Business Gaps & Opportunities
- iv. Differentiator

### II. Profiles & Investor Packages

- i. Economic Development Web Page
- ii. Inventory & Assets
- iii. Land Availability
- iv. Industry Profiles

# Economic Development Initiatives

## B. DIVERSIFICATION

- I. Strategic Industry Development
  - i. Manufacturing & Processing
  - ii. Transportation Logistics
  - iii. Clusters
  - iv. Entrepreneurialism
- II. Tourism
  - i. Improving Current Assets
  - ii. Introducing New Experiences
  - iii. Bundling
- III. Downtown Revitalization
  - i. Main Street Beautification & Usability
  - ii. Pathways

# Economic Development Initiatives

## C. NETWORKS & OUTREACH

### I. Partners

- i. Local Businesses, Organizations and Educational Institutions
- ii. Local & Regional Alliances
- iii. Provincial Associations

### II. Government

- i. Local Municipalities
- ii. Provincial Ministries
- iii. Crown Corporations
- iv. Federal Institutions

### III. Investors/Lenders/Entrepreneurs

- i. Equity Firms
- ii. Commercial Realtors
- iii. Financial Institutes
- iv. National Franchises
- v. Existing Entrepreneurs

# Economic Development Initiatives

## D. PROMOTIONS

- I. Packaging
- II. Direct Marketing
- III. Direct Matching
- III. Increased Communications

# Economic Development

## Project Priority List

Priority	Project Name	Alignment	Cost	Value	Risk Management
1	<b>Contract Support</b> <ul style="list-style-type: none"> <li>• Transportation Survey</li> <li>• Business Activity Survey</li> <li>• Analysis/Reports</li> <li>• EcDev Action Plan</li> </ul>	<b>Strong Alignment</b> <ul style="list-style-type: none"> <li>• Economic Development</li> <li>• Customer Service</li> </ul>	<b>\$120,000</b> (up to \$55,000 funded by CARES grant)	<b>Med. Effort/High Business Value</b> <ul style="list-style-type: none"> <li>• Identifies opportunities, gaps and a differentiator</li> <li>• Focuses efforts in the right areas</li> <li>• Accommodates growth</li> <li>• Increases retention</li> <li>• Benefits a large # of residents</li> <li>• Important to businesses and customers</li> </ul>	<ul style="list-style-type: none"> <li>• Without it, effort could be applied to areas with less impact or return</li> <li>• Stagnant or negative growth</li> <li>• Reduced quality of living</li> </ul>

# Economic Development

## Project Priority List

Priority	Project Name	Alignment	Cost	Value	Risk Management
2	<b>Promotions</b> <ul style="list-style-type: none"> <li>• EcDev Web Page</li> <li>• Profile Platform</li> <li>• Tourism Promo</li> </ul>	<b>Strong Alignment</b> <ul style="list-style-type: none"> <li>• Economic Development</li> <li>• Customer Service</li> </ul>	\$28,000	<b>Med. Effort/High Business Value</b> <ul style="list-style-type: none"> <li>• Provides current and relevant information</li> <li>• Facilitates the ability to develop online relationship with interested parties</li> <li>• Benefits investors, local businesses and visitors</li> <li>• Improves customer service</li> <li>• Increases interest in our community</li> <li>• Creates efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>• Without it, it would be more difficult for people to find the information they are seeking</li> <li>• Lack confidence in the data being shared</li> <li>• Reduces ability to promote community assets to target markets</li> </ul>

# Economic Development

## Project Priority List

Priority	Project Name	Alignment	Cost	Value	Risk Management
3	<b>Investor Packages</b> <ul style="list-style-type: none"> <li>• Land Availability</li> <li>• Zoning</li> <li>• Profile Info</li> <li>• Community Climate &amp; Opportunities</li> <li>• Familiarization Tours</li> </ul>	<b>Strong Alignment</b> <ul style="list-style-type: none"> <li>• Economic Development</li> <li>• Client Service</li> </ul>	\$8,000	<b>Med. Effort/High Business Value</b> <ul style="list-style-type: none"> <li>• Provides information required by investors to make decisions to invest</li> <li>• Allows us to be responsive to inquiries</li> <li>• Professional package exemplifies our commitment to investment</li> <li>• Increases interest in our town</li> <li>• Supports business growth</li> </ul>	<ul style="list-style-type: none"> <li>• Without it, investors may not receive the information they expect</li> <li>• Hinder investor decisions</li> <li>• Does not deliver strong client service</li> </ul>

# Economic Development

## Operational Priority List

Priority	Project Name	Alignment	Cost	Value	Risk Management
4	<b>Membership</b> <ul style="list-style-type: none"><li>• Economic Development Association</li><li>• Economic Development Online</li></ul>	<b>Strong Alignment</b> <ul style="list-style-type: none"><li>• Economic Development</li></ul>	\$1,000	<b>Low Effort/Moderate Business Value</b> <ul style="list-style-type: none"><li>• Information regarding potential projects and grants</li><li>• Efficiencies through resources and support</li></ul>	Without it, we may not be privy to potential projects that could support business in our region

# Economic Development Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-750-Common Services - Transfer from Reserves	\$117,000	\$107,000	(\$10,000)	(8.55%)
1-840-Provincial Grants	\$0	\$55,000	\$55,000	100.00%
<b>Total Economic Development Program Revenue</b>	<b>\$117,000</b>	<b>\$162,000</b>	<b>\$45,000</b>	<b>38.46%</b>

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$100,000	\$85,703	(\$14,297)	(14.30%)
2-130-Benefits	\$20,000	\$18,071	(\$1,929)	(9.65%)
2-217-Telephone & Security Line Services	\$0	\$700	\$700	100.00%
2-220-Advertising	\$0	\$36,000	\$36,000	100.00%
2-238-Memberships	\$0	\$1,000	\$1,000	100.00%
2-251-Contracted Services	\$150,000	\$120,000	(\$30,000)	(20.00%)
2-560-Office Supplies	\$0	\$3,000	\$3,000	100.00%
2-960-Own Equipment	\$0	\$3,552	\$3,552	100.00%
<b>Total Economic Development Program Expenditures</b>	<b>\$270,000</b>	<b>\$268,026</b>	<b>(\$1,974)</b>	<b>(0.73%)</b>
<b>Total Economic Development Program Surplus / (Deficit)</b>	<b>(\$153,000)</b>	<b>(\$106,026)</b>	<b>\$46,974</b>	<b>(30.70%)</b>

# Land Development Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-400-Fees for Service	\$153,375	\$153,375	\$0	0.00%
<b>Total Land Development Revenue</b>	<b>\$153,375</b>	<b>\$153,375</b>	<b>\$0</b>	<b>0.00%</b>

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-230-Professional Services	\$4,800	\$4,800	\$0	0.00%
2-762-Transfer to Reserve	\$148,575	\$148,575	\$0	0.00%
<b>Total Land Development Expenditures</b>	<b>\$153,375</b>	<b>\$153,375</b>	<b>\$0</b>	<b>0.00%</b>
<b>Total Land Development Surplus / (Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>



# Community Services



# Message from the Community Services Director

In Community Services, our mission is based on ensuring our residents have opportunities for exceptional quality of life. This is reflected in our budget which forms the operational basis for recreation programming, our parks, cultural opportunities, FCSS and our Enforcement Services.

In 2021, our priorities include building on our Customer Service Strategy, to continue to provide excellent service to our customers. We will also continue to provide a wide range of programs for our community. Of course the restrictions imposed by the response to the COVID-19 pandemic will continue to affect what we can offer, and we are committed to being able to delivering as much as we can, in a safe manner, in line with the restrictions in place at the time. Community Services will also be implementing the use of key performance measures to better track our outcomes.

Our staff and Peace Officers will also continue to work with the RCMP to find ways to works towards reductions in perceived crime in our community.

Some of the specific projects we will be doing this year include:

- ▶ Roof retrofit on the Government Centre building,
- ▶ Energy efficiency upgrades at the Multi-Recreation Centre,
- ▶ Refurbishment of the Poplar Grove Park, and
- ▶ An additional marque event in our community.

2021 is an exciting opportunity for us to be able to continue our work in enhancing the quality of life for our residents.

*-Garry Roth*

# Mission and Vision

## ► Our Vision:

- *By working together we are building a better community.*

## ► Our Mission:

- *We provide opportunities for people to have an exceptional quality of life, through excellent customer service to our customers, users groups and partners. We also ensure the Health and Safety of customers & staff.*

# Department Overview

We build a better community by striving to provide service excellence through the operations, programs, and public spaces of:

- ▶ The Multi-Recreation Centre;
- ▶ Northern Lights Aquatics Centre;
- ▶ Parks;
- ▶ Family and Community Support Services;
- ▶ Enforcement Services;
- ▶ Operation of the Legacy Centre; and
- ▶ Facilities.

We do all of this with 22 full time employees and 40+ casual, part time and summer employees.

# Core Services

- Provide recreational programming and management of facilities .
- Provide both direct and indirect program delivery in recreation and FCSS.
- Provide community programming and events (such as Frost Fest, Community Clean-up, Canada Day, participation in parades, etc).
- Manage agreements and partnerships including joint use agreements (schools & college), tenant leases, service agreements (contractors), and agreements with community groups (17+ agreements).
- Act as liaison with partners (30+ partners) to maximize resources.
- Oversee the Emergency Social Services response plans and lead any activations.
- Enforcement of bylaws & legislation.
- Administer and develop communications to promote the department's programs and services.

# Department Initiatives

Our 2021 priorities are:

- ▶ Build on “Customer Service Strategy.”
  - ▶ Staff training with a focus on customer service.
  - ▶ Development of service standards.
- ▶ Provide a wide range of program opportunities to meet community needs.
- ▶ Continue to ensure the safety of our customers, users, and staff, throughout the duration of the COVID-19 pandemic.
- ▶ Increase public awareness of Community Services, programs and facilities.
  - ▶ Focused social media marketing,
  - ▶ Program Guide changes
- ▶ Liaise with the police and work with Peace Officers toward reductions in perceived crime in our community.
  - ▶ Includes initiatives started under the Peace Officer’s Enhanced Authorities and other crime reduction efforts such as: Public Surveillance Cameras, ensuring best use of resources (RCMP vs Peace Officer), & ensuring Peace Officers are equipped for changes to legislation (e-ticketing).
- ▶ Carry out a Community Social Development Needs assessment to help make informed decisions on FCSS programming.
- ▶ Develop Key Performance Measures that show a connection between Community Services and Economic Development.

# Community Services

## Operational Priority List

Priority	Project Name	Alignment	Cost	Value	Risk Management
1	Lifeguard Retention	People Safety & Health	\$10,000	Current lifeguard wages are low (close to minimum wage for some). They can obtain other employment for better wages.	Restructuring the wage grid can help with attraction and retention.
2	COVID-19 Costs	People Safety & Health	\$15,000	The COVID-19 Pandemic is expected to continue into 2021. Need to operationalize increased expenses related to maintaining facilities.	Facilities must follow the Alberta Government guidelines or risk being fined or shut down.
3	E-Ticketing	Financial Responsibility & System/Process Improvements	\$14,000	The Alberta Government is moving to an e-ticketing process for traffic tickets. Peace Officers will need software and hardware for their patrol vehicles to continue to issue traffic tickets by the end of 2021.	Without e-ticketing, Peace Officers won't be able to issue traffic tickets, reducing their effectiveness. Future operating expenses expected to be about \$3500 / year.
4	Visitor Information Centre Operational Costs	Financial Responsibility & System/Process Improvements	\$45,000	The MD LSR owns and operates the Visitor Information Centre. Starting in 2020, they are charging the TOSL for 50% of the operational costs.	Administration is reviewing all the agreements and will be meeting with MD LSR administration on the agreements to clarify and negotiate any new provisions.

# Community Services

## Operational Priority List

Priority	Project Name	Alignment	Cost	Value	Risk Management
5	Special Event involvement (Riverboat Daze, Remembrance Day, Light up, parades, etc.)	Economic Development	Staff time. Estimated at 200 + hrs per year.	Staff provide various assistance with events that are non-Town hosted. This promotes our organization, helps ensure community vibrancy, and enhances safety. The Town also donates services where other communities charge a fee for service.	Capacity can be a concern.

# Community Services Capital Priority List

Priority	Project Name	Alignment	Cost	Value	Risk Management
1	Ammonia Ventilation (MRC)	Public Assets & Infrastructure	\$50,000	Carry over from 2020. Ammonia release incident in 2018 identified a number of improvements in the MRC. This is the last recommendation left outstanding.	An ammonia release into the plant room triggers exhaust which vents near an air handling unit. Potential of that unit drawing in ammonia.
2	Government Centre Roof Retrofit	Public Assets & Infrastructure	238,500	Carry over from 2020. Roof over portions of the building are failing. Consultant reviews indicate a "retrofit" is best solution (vs. replacing entire membrane).	Without intervention, they have a 1 - 3 life. With a retrofit, life expectancy rises to 15 years.
3	Poplar Grove Park	Public Assets & Infrastructure	\$100,000	Carry over from 2020. Poplar Grove is the next project identified in the Rec Master Plan for refurbishment. Adds recreational opportunities for youth in the N.W. quadrant.	Lifecycle costs. Park needs to meet CZSA playground standards.
4	Flooring Replacement (MRC)	Public Assets & Infrastructure	\$100,000	Lifecycle replacement of "skate tile" in dressing rooms and hallway.	Lifecycle maintenance of existing infrastructure. Imperfections in base present tripping hazard that will be addressed.
5	Replacement of tables and chairs (MRC)	Public Assets & Infrastructure	\$40,000	MRC has an inventory of tables & chairs needed to host large events.	Replacement of worn damaged fixtures/equipment reduces risk of personal injury and enhances professional image.

# Community Services Capital Priority List

Priority	Project Name	Alignment	Cost	Value	Risk Management
6	Annual Parks Upgrades	Public Assets & Infrastructure	\$40,000	Annual funding that allows Parks to replace and/or upgrade any small capital items (benches, garbage cans, equipment, trees, etc.) needed throughout the season.	Replacement of worn damaged fixtures/equipment reduces risk of personal injury and enhances professional image. In terms of trees, they help ensure the tree canopy in future. Improvements enhance aesthetic value of the community.
7	Allarie Trail Upgrades	Public Assets & Infrastructure	\$70,000	Several locations of the trail are still threatened by bank erosion.	Long term protection of the trail network & helps to ensure public safety.
8	Energy Efficiency Projects (MRC)	Public Assets & Infrastructure	\$26,250 (75% of Actual Cost)	Three projects recommended through the REC Grant process to help reduce energy consumption at the MRC: <ul style="list-style-type: none"> <li>- Lighting upgrades</li> <li>- Cold water ice generation</li> <li>- Variable speed pumps</li> </ul> REC grant would pay 75% of costs reducing the payback in energy savings to 1 -2 years.	Contributes toward less greenhouse gas emissions and lowers energy costs.

# Community Services Capital Priority List

Priority	Project Name	Alignment	Cost	Value	Risk Management
9	Pool Renovations (Design)	Public Assets & Infrastructure	\$30,000	Carry over from 2020. The next step towards future renovations is to invest in design work. Originally the NLC was going to contribute 50% of costs.	Aging pool infrastructure will require a major refurbishment in future. This is also a lifecycle expense with the opportunity to create some enhancements that can add value for customers and improve safety.
10	Change Room Renovations (Pool)	Public Assets & Infrastructure	\$25,000	Carry over from 2020. Partnership with NLC towards remodelling the change rooms and showers. Expected at 33% of expense.	Lic cycle replacement. Current design doesn't meet needs for family change space. Code compliance for barrier free design.
11	Patrol Bikes	Public Assets & Infrastructure	\$5,500	Would enhance the Peace Officers' ability to patrol the trail network and other locations in greenspaces.	Enhance proactive patrols. E-bikes will reduce officer fatigue and enhance response times.

# Community Services Capital Priority List

Priority	Project Name	Alignment	Cost	Value	Risk Management
12	Conversion of old FCSS Office (@ MRC)	Public Assets & Infrastructure	\$23,000	Doorway to Zamboni room will enhance the flow of staff foot traffic. Enclosing the old FCSS office area and creating "backstage" workspace allows staff to work with privacy.	Customer complaints of staff "doing nothing" while working at workstations. As well, as reduced risks to staff walking to/from the Zamboni room.
13	Additional Festival or Large Event	Economic Development	\$30,000	An additional public event in our community can enhance the vibrancy of our community. It can stimulate the economy by drawing people to our community.	Capacity is a concern. Ways to mitigate that include partnerships, contracting services, or paying further overtime.

# Community Enforcement Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-525-General Permit Revenue	\$0	\$25,000	\$25,000	100.00%
1-531-Fines and Fees	\$28,000	\$40,000	\$12,000	42.86%
1-532-Photo Radar Fines	\$300,000	\$300,000	\$0	0.00%
1-840-Provincial Grants	\$76,277	\$76,277	\$0	0.00%
<b>Total 27-00 Community Enforcement</b>	<b>\$404,277</b>	<b>\$441,277</b>	<b>\$37,000</b>	<b>9.15%</b>
Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$129,064	\$134,280	\$5,216	4.04%
2-112-Overtime	\$4,250	\$6,000	\$1,750	41.18%
2-130-Benefits	\$28,146	\$29,150	\$1,004	3.57%
2-211-Travel	\$5,000	\$5,000	\$0	0.00%
2-212-Training	\$4,500	\$4,500	\$0	0.00%
2-214-Freight & Postage	\$500	\$520	\$20	4.00%
2-216-Mobile Device Services	\$3,180	\$1,750	(\$1,430)	(44.97%)
2-219-Hospitality	\$500	\$500	\$0	0.00%
2-220-Advertising	\$2,000	\$1,500	(\$500)	(25.00%)
2-232-Legal Services	\$2,000	\$2,000	\$0	0.00%
2-238-Memberships	\$700	\$700	\$0	0.00%
2-242-Equipment Repairs & Maintenance	\$0	\$2,500	\$2,500	100.00%
2-251-Contracted Services	\$211,500	\$253,500	\$42,000	19.86%
2-512-Clothing, Uniforms, Footwear	\$2,500	\$2,500	\$0	0.00%
2-530-Materials	\$5,000	\$5,000	\$0	0.00%
2-762-Transfer to Reserve	\$100,000	\$100,000	\$0	0.00%
2-900-Depreciation	\$11,846	\$11,846	\$0	0.00%
2-960-Own Equipment	\$24,468	\$24,081	(\$387)	(1.58%)
2-225-Signage	\$1,000	\$1,000	\$0	0.00%
<b>Total 27-00 Community Enforcement</b>	<b>\$536,154</b>	<b>\$586,327</b>	<b>\$50,173</b>	<b>9.36%</b>
<b>Total Community Enforcement Surplus / (Deficit)</b>	<b>(\$131,877)</b>	<b>(\$145,050)</b>	<b>(\$13,173)</b>	<b>9.99%</b>

# Animal Control Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-523-Animal Licenses	\$1,500	\$1,000	(\$500)	(33.33%)
1-531-Fines and Fees	\$1,000	\$1,000	\$0	0.00%
1-850-MD Cost Sharing Agreement	\$7,677	\$8,410	\$733	9.55%
<b>Total Animal Control Revenues</b>	<b>\$10,177</b>	<b>\$10,410</b>	<b>\$233</b>	<b>2.29%</b>

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$22,776	\$23,696	\$920	4.04%
2-112-Overtime	\$750	\$1,050	\$300	40.00%
2-130-Benefits	\$4,967	\$5,200	\$233	4.69%
2-211-Travel	\$500	\$500	\$0	0.00%
2-216-Mobile Device Services	\$0	\$312	\$312	100.00%
2-220-Advertising	\$500	\$500	\$0	0.00%
2-242-Equipment Repairs & Maintenance	\$500	\$500	\$0	0.00%
2-244-Building Repairs & Maintenance	\$1,000	\$2,000	\$1,000	100.00%
2-251-Contracted Services	\$2,000	\$2,000	\$0	0.00%
2-294-Insurance	\$0	\$264	\$264	100.00%
2-511-Supplies	\$750	\$750	\$0	0.00%
2-512-Clothing, Uniforms, Footwear	\$1,000	\$500	(\$500)	(50.00%)
2-513-Janitorial Supplies	\$600	\$1,000	\$400	66.67%
2-530-Materials	\$1,500	\$1,500	\$0	0.00%
2-540-Power	\$1,794	\$1,842	\$48	2.68%
2-560-Office Supplies	\$300	\$300	\$0	0.00%
2-960-Own Equipment	\$8,315	\$8,184	(\$131)	(1.58%)
<b>Total Animal Control Expenditures</b>	<b>\$47,252</b>	<b>\$50,098</b>	<b>\$2,846</b>	<b>6.02%</b>
<b>Total Animal Control Surplus / (Deficit)</b>	<b>(\$37,075)</b>	<b>(\$39,688)</b>	<b>(\$2,613)</b>	<b>7.05%</b>

# Family & Community Support Services Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-840-Provincial Grants	\$182,629	\$182,629	\$0	0.00%
1-990-Other Revenue	\$22,500	\$0	(\$22,500)	(100.00%)
1-421-Sale of General Services	\$15,000	\$15,000	\$0	0.00%
<b>Total 51-00 Family and Community Support Services</b>	<b>\$220,129</b>	<b>\$197,629</b>	<b>(\$22,500)</b>	<b>(10.22%)</b>

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$168,612	\$146,523	(\$22,089)	(13.10%)
2-112-Overtime	\$1,250	\$1,000	(\$250)	(20.00%)
2-130-Benefits	\$37,365	\$32,700	(\$4,665)	(12.48%)
2-211-Travel	\$2,400	\$2,400	\$0	0.00%
2-212-Training	\$1,200	\$1,200	\$0	0.00%
2-216-Mobile Device Services	\$1,200	\$1,200	\$0	0.00%
2-219-Hospitality	\$700	\$700	\$0	0.00%
2-220-Advertising	\$5,000	\$5,000	\$0	0.00%

# Family & Community Support Services Budget

Cont...

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-233-Auditing Services	\$1,200	\$1,200	\$0	0.00%
2-238-Memberships	\$1,115	\$1,115	\$0	0.00%
2-272-Adult Programs	\$5,000	\$5,000	\$0	0.00%
2-560-Office Supplies	\$1,000	\$1,000	\$0	0.00%
2-771-Grants	\$35,000	\$35,000	\$0	0.00%
2-960-Own Equipment	\$7,269	\$7,154	(\$115)	(1.58%)
2-275-Volunteer Programs	\$6,100	\$6,100	\$0	0.00%
2-271-Youth Programs	\$11,940	\$11,940	\$0	0.00%
2-772-FCSS - ECD	\$10,595	\$0	(\$10,595)	(100.00%)
2-274-Community Programs	\$2,500	\$5,000	\$2,500	100.00%
<b>Total Family and Community Support Services Expenditures</b>	<b>\$299,446</b>	<b>\$264,232</b>	<b>(\$35,214)</b>	<b>(11.76%)</b>
<b>Total Family and Community Support Services Surplus / (Deficit)</b>	<b>(\$79,317)</b>	<b>(\$66,603)</b>	<b>\$12,714</b>	<b>(16.03%)</b>

# Government Center Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-568-Building Rentals	\$2,085,936	\$2,085,936	\$0	0.00%
1-596-Cost Recovery	\$628,950	\$628,950	\$0	0.00%
1-962-Government Center - Internal Recovery	\$239,005	\$232,383	(\$6,622)	(2.77%)
<b>Total Government Centre Revenue</b>	<b>\$2,953,891</b>	<b>\$2,947,269</b>	<b>(\$6,622)</b>	<b>(0.22%)</b>
Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$122,970	\$129,501	\$6,531	5.31%
2-112-Overtime	\$5,000	\$5,000	\$0	0.00%
2-130-Benefits	\$29,118	\$30,400	\$1,282	4.40%
2-211-Travel	\$1,000	\$1,040	\$40	4.04%
2-212-Training	\$2,000	\$2,081	\$81	4.04%
2-216-Mobile Device Services	\$1,920	\$2,100	\$180	9.38%
2-217-Telephone & Security Line Services	\$4,000	\$4,162	\$162	4.04%
2-242-Equipment Repairs & Maintenance	\$45,000	\$47,500	\$2,500	5.56%
2-243-Infrastructure Repairs & Maintenance	\$2,500	\$0	(\$2,500)	(100.00%)
2-251-Contracted Services	\$92,000	\$92,000	\$0	0.00%
2-252-Janitorial Contracted Services	\$162,000	\$162,000	\$0	0.00%
2-294-Insurance	\$65,099	\$77,000	\$11,901	18.28%
2-310-Town Own Utilities	\$7,000	\$7,000	\$0	0.00%
2-513-Janitorial Supplies	\$7,000	\$7,000	\$0	0.00%
2-530-Materials	\$20,000	\$25,000	\$5,000	25.00%
2-540-Power	\$147,292	\$147,325	\$33	0.02%
2-541-Gas	\$28,663	\$30,959	\$2,296	8.01%
2-831-Debenture Interest	\$850,805	\$779,151	(\$71,654)	(8.42%)
<b>Total Government Centre Expenditures</b>	<b>\$1,593,367</b>	<b>\$1,549,219</b>	<b>(\$44,148)</b>	<b>(2.77%)</b>
<b>Total Government Centre Surplus / (Deficit)</b>	<b>\$1,360,524</b>	<b>\$1,398,050</b>	<b>\$37,526</b>	<b>2.76%</b>

# Old Fire Hall (AHS) Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-566-Land & Building Leases	\$0	\$58,500	\$58,500	100.00%
<b>Total Old Fire Hall Revenue</b>	<b>\$0</b>	<b>\$58,500</b>	<b>\$58,500</b>	<b>100.00%</b>

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-251-Contracted Services	\$0	\$13,500	\$13,500	100.00%
2-530-Materials	\$0	\$2,000	\$2,000	100.00%
2-540-Power	\$0	\$27,000	\$27,000	100.00%
2-541-Gas	\$0	\$9,000	\$9,000	100.00%
<b>Total Old Fire Hall Expenditures</b>	<b>\$0</b>	<b>\$51,500</b>	<b>\$51,500</b>	<b>100.00%</b>
<b>Total Old Fire Hall Surplus / (Deficit)</b>	<b>\$0</b>	<b>\$7,000</b>	<b>\$7,000</b>	<b>100.00%</b>

# Community Services Administration Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-850-MD Cost Sharing Agreement	\$55,703	\$60,856	\$5,153	9.25%
<b>Total Community Services Administration Revenue</b>	<b>\$55,703</b>	<b>\$60,856</b>	<b>\$5,153</b>	<b>9.25%</b>
Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$196,073	\$213,525	\$17,452	8.90%
2-112-Overtime	\$2,200	\$2,300	\$100	4.55%
2-130-Benefits	\$39,235	\$42,000	\$2,765	7.05%
2-211-Travel	\$1,500	\$1,500	\$0	0.00%
2-212-Training	\$1,000	\$1,000	\$0	0.00%
2-214-Freight & Postage	\$200	\$200	\$0	0.00%
2-216-Mobile Device Services	\$2,190	\$2,000	(\$190)	(8.68%)
2-217-Telephone & Security Line Services	\$1,000	\$1,000	\$0	0.00%
2-219-Hospitality	\$750	\$750	\$0	0.00%
2-220-Advertising	\$1,000	\$1,000	\$0	0.00%
2-232-Legal Services	\$1,000	\$1,000	\$0	0.00%
2-238-Memberships	\$825	\$975	\$150	18.18%
2-247-Contracting Services	\$16,650	\$20,830	\$4,180	25.11%
2-530-Materials	\$750	\$750	\$0	0.00%
2-960-Own Equipment	\$7,414	\$7,297	(\$117)	(1.58%)
<b>Total Community Services Administration Expenditures</b>	<b>\$271,787</b>	<b>\$296,127</b>	<b>\$24,340</b>	<b>8.96%</b>
<b>Total Community Services Administration Surplus / (Deficit)</b>	<b>\$216,084</b>	<b>(\$235,271)</b>	<b>(\$19,187)</b>	<b>8.88%</b>

# Special Events Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-415-Program Fees	\$1,000	\$1,000	\$0	0.00%
1-595-Donations	\$4,000	\$2,000	(\$2,000)	(50.00%)
1-830-Federal Grants	\$4,500	\$2,500	(\$2,000)	(44.44%)
1-850-MD Cost Sharing Agreement	\$11,708	\$12,133	\$425	3.63%
<b>Total 71-51 Special Events</b>	<b>\$21,208</b>	<b>\$17,633</b>	<b>(\$3,575)</b>	<b>(16.86%)</b>

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$25,698	\$28,034	\$2,336	9.09%
2-112-Overtime	\$1,000	\$1,000	\$0	0.00%
2-130-Benefits	\$5,970	\$6,150	\$180	3.02%
2-211-Travel	\$800	\$800	\$0	0.00%
2-212-Training	\$2,000	\$2,000	\$0	0.00%
2-214-Freight & Postage	\$700	\$700	\$0	0.00%
2-219-Hospitality	\$750	\$750	\$0	0.00%
2-220-Advertising	\$950	\$950	\$0	0.00%
2-251-Contracted Services	\$3,000	\$3,000	\$0	0.00%
2-263-Equipment Rental	\$11,000	\$11,000	\$0	0.00%
2-560-Office Supplies	\$300	\$300	\$0	0.00%
2-960-Own Equipment	\$4,848	\$4,771	(\$77)	(1.59%)
2-571-Program Supplies	\$8,400	\$8,400	\$0	0.00%
<b>Total Special Events Expenditures</b>	<b>\$65,416</b>	<b>\$67,855</b>	<b>\$2,439</b>	<b>3.73%</b>
<b>Total Special Events Surplus / (Deficit)</b>	<b>(\$44,208)</b>	<b>(\$50,222)</b>	<b>(\$6,014)</b>	<b>13.60%</b>

# Adult Programming Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-415-Program Fees	\$2,000	\$4,000	\$2,000	100.00%
1-850-MD Cost Sharing Agreement	\$3,938	\$3,668	(\$270)	(6.86%)
<b>Total Adult Programming Revenue</b>	<b>\$5,938</b>	<b>\$7,668</b>	<b>\$1,730</b>	<b>29.13%</b>

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$12,718	\$13,050	\$332	2.61%
2-112-Overtime	\$400	\$400	\$0	0.00%
2-130-Benefits	\$2,970	\$3,150	\$180	6.06%
2-220-Advertising	\$100	\$310	\$210	210.25%
2-251-Contracted Services	\$4,000	\$4,000	\$0	0.00%
2-571-Program Supplies	\$500	\$500	\$0	0.00%
<b>Total Adult Programming Expenditures</b>	<b>\$20,688</b>	<b>\$21,410</b>	<b>\$722</b>	<b>3.49%</b>
<b>Total Adult Programming Surplus / (Deficit)</b>	<b>(\$14,750)</b>	<b>(\$13,742)</b>	<b>\$1,008</b>	<b>(6.83%)</b>

# Youth Programming Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-415-Program Fees	\$42,000	\$44,000	\$2,000	4.76%
1-850-MD Cost Sharing Agreement	\$11,252	\$8,874	(\$2,378)	(21.13%)
<b>Total Youth Programming Revenue</b>	<b>\$53,252</b>	<b>\$52,874</b>	<b>(\$378)</b>	<b>(0.71%)</b>

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$74,208	\$26,100	(\$48,108)	(64.83%)
2-112-Overtime	\$1,000	\$1,000	\$0	0.00%
2-120-Hourly Wages	\$0	\$39,402	\$39,402	100.00%
2-130-Benefits	\$8,984	\$9,200	\$216	2.40%
2-216-Mobile Device Services	\$0	\$680	\$680	100.00%
2-217-Telephone & Security Line Services	\$1,260	\$0	(\$1,260)	(100.00%)
2-219-Hospitality	\$500	\$500	\$0	0.00%
2-220-Advertising	\$450	\$450	\$0	0.00%
2-251-Contracted Services	\$5,000	\$5,000	\$0	0.00%
2-571-Program Supplies	\$4,000	\$4,000	\$0	0.00%
<b>Total Youth Programming Expenditures</b>	<b>\$95,402</b>	<b>\$86,332</b>	<b>(\$9,070)</b>	<b>(9.51%)</b>
<b>Total Youth Programming Surplus / (Deficit)</b>	<b>(\$42,150)</b>	<b>(\$33,458)</b>	<b>\$8,692</b>	<b>(20.62%)</b>

# MRC Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-567-Private Rentals	\$10,000	\$10,000	\$0	0.00%
1-568-Building Rentals	\$25,000	\$25,000	\$0	0.00%
1-850-MD Cost Sharing Agreement	\$158,604	\$159,419	\$815	0.51%
1-930-From Operating	\$21,800	\$21,800	\$0	0.00%
1-545 Concession Sales	\$7,500	\$9,000	\$1,500	20.00%
1-464-User Group Fees	\$143,713	\$143,713	\$0	0.00%
1-481-Advertising Revenue	\$31,000	\$31,000	\$0	0.00%
1-461-Youth Fees	\$13,000	\$13,000	\$0	0.00%
1-462-Adult Fees	\$6,000	\$6,000	\$0	0.00%
1-471-Field House Youth	\$20,000	\$20,000	\$0	0.00%
1-472-Field House Adult	\$30,000	\$30,000	\$0	0.00%
<b>Total Multi Rec Centre Revenue</b>	<b>\$466,617</b>	<b>\$468,932</b>	<b>\$2,315</b>	<b>0.50%</b>

# MRC Budget Continue...

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$386,741	\$364,984	(\$21,757)	(5.63%)
2-112-Overtime	\$4,900	\$5,560	\$660	13.47%
2-120-Hourly Wages	\$0	\$30,303	\$30,303	100.00%
2-130-Benefits	\$87,600	\$89,900	\$2,300	2.63%
2-212-Training	\$6,800	\$6,800	\$0	0.00%
2-214-Freight & Postage	\$1,000	\$1,000	\$0	0.00%
2-216-Mobile Device Services	\$3,000	\$3,000	\$0	0.00%
2-217-Telephone & Security Line Services	\$7,620	\$7,920	\$300	3.94%
2-219-Hospitality	\$750	\$750	\$0	0.00%
2-220-Advertising	\$500	\$500	\$0	0.00%
2-238-Memberships	\$1,800	\$1,200	(\$600)	(33.33%)
2-242-Equipment Repairs & Maintenance	\$30,000	\$30,000	\$0	0.00%
2-244-Building Repairs & Maintenance	\$31,000	\$31,000	\$0	0.00%
2-251-Contracted Services	\$40,600	\$40,600	\$0	0.00%
2-263-Equipment Rental	\$4,800	\$4,800	\$0	0.00%

# MRC Budget Continue...

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-294-Insurance	\$64,644	\$77,000	\$12,356	19.11%
2-310-Town Own Utilities	\$14,000	\$14,000	\$0	0.00%
2-512-Clothing, Uniforms, Footwear	\$6,000	\$6,000	\$0	0.00%
2-513-Janitorial Supplies	\$10,000	\$10,000	\$0	0.00%
2-524-Small Tools & Equipment	\$2,000	\$2,000	\$0	0.00%
2-530-Materials	\$36,000	\$43,000	\$7,000	19.44%
2-540-Power	\$225,418	\$211,200	(\$14,218)	(6.31%)
2-541-Gas	\$72,787	\$72,787	\$0	0.00%
2-560-Office Supplies	\$1,000	\$1,000	\$0	0.00%
2-764-Transfer to Reserve	\$60,000	\$60,000	\$0	0.00%
2-811-Credit Card Fees & Late Charge	\$0	\$1,000	\$1,000	100.00%
2-831-Debenture Interest	\$89,285	\$85,255	(\$4,030)	(4.51%)
2-960-Own Equipment	\$3,635	\$3,577	(\$58)	(1.60%)
<b>Total Multi Rec Centre Expenditures</b>	<b>\$1,191,880</b>	<b>\$1,205,136</b>	<b>\$13,256</b>	<b>1.11%</b>
<b>Total Multi Rec Centre Surplus / (Deficit)</b>	<b>(\$725,263)</b>	<b>(736,204)</b>	<b>(\$10,941)</b>	<b>1.51%</b>

# Sports Fields Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-850-MD Cost Sharing Agreement	\$3,985	\$4,164	\$179	4.49%
1-461-Youth Fees	\$6,000	\$6,000	\$0	0.00%
1-462-Adult Fees	\$6,000	\$6,000	\$0	0.00%
<b>Total Sports Fields Revenue</b>	<b>\$15,985</b>	<b>\$16,164</b>	<b>\$179</b>	<b>1.12%</b>

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-200-General Services	\$0	\$0	\$0	0.00%
2-206-General Services	\$17,000	\$17,687	\$687	4.04%
2-530-Materials	\$12,500	\$12,500	\$0	0.00%
2-540-Power	\$1,414	\$1,578	\$164	11.60%
2-960-Own Equipment	\$6,299	\$6,199	(\$100)	(1.59%)
<b>Total Sports Fields Expenditures</b>	<b>\$37,213</b>	<b>\$37,964</b>	<b>\$751</b>	<b>2.02%</b>
<b>Total Sports Fields Surplus / (Deficit)</b>	<b>(\$21,228)</b>	<b>(21,800)</b>	<b>(\$572)</b>	<b>2.69%</b>

# Parks Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-850-MD Cost Sharing Agreement	\$37,438	\$37,626	\$188	0.50%
<b>Total 69-01 Community Services Administration</b>	<b>\$37,438</b>	<b>\$37,626</b>	<b>\$188</b>	<b>0.50%</b>
Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$184,103	\$131,220	(\$52,883)	(28.72%)
2-112-Overtime	\$2,600	\$2,040	(\$560)	(21.54%)
2-120-Hourly Wages	\$0	\$57,086	\$57,086	100.00%
2-130-Benefits	\$35,320	\$36,000	\$680	1.93%
2-206-General Services	\$24,500	\$17,000	(\$7,500)	(30.61%)
2-211-Travel	\$1,500	\$1,500	\$0	0.00%
2-212-Training	\$1,500	\$1,500	\$0	0.00%
2-214-Freight & Postage	\$250	\$250	\$0	0.00%
2-216-Mobile Device Services	\$720	\$720	\$0	0.00%
2-219-Hospitality	\$500	\$500	\$0	0.00%
2-242-Equipment Repairs & Maintenance	\$35,000	\$48,000	\$13,000	37.14%
2-243-Infrastructure Repairs & Maintenance	\$3,500	\$0	(\$3,500)	(100.00%)
2-263-Equipment Rental	\$2,000	\$2,000	\$0	0.00%
2-294-Insurance	\$4,053	\$1,500	(\$2,553)	(62.99%)
2-310-Town Own Utilities	\$15,000	\$15,000	\$0	0.00%

# Parks Budget Continue...

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-524-Small Tools & Equipment	\$2,500	\$2,500	\$0	0.00%
2-530-Materials	\$8,000	\$8,000	\$0	0.00%
2-535-Fuel, Oil Other	\$1,500	\$1,500	\$0	0.00%
2-537-Parks - Plants, Shrubs Garden Materials	\$20,000	\$20,000	\$0	0.00%
2-538-Parks - Equipment Repairs	\$2,000	\$0	(\$2,000)	-100.00%
2-540-Power	\$10,823	\$10,839	\$16	0.15%
2-960-Own Equipment	\$9,692	\$9,539	(\$153)	-1.58%
<b>Total Parks Expenditures</b>	<b>\$365,061</b>	<b>\$366,694</b>	<b>\$1,633</b>	<b>0.45%</b>
<b>Total Parks Surplus / (Deficit)</b>	<b>(\$327,623)</b>	<b>(\$329,068)</b>	<b>(\$1,445)</b>	<b>0.44%</b>

# Grass Cutting Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-850-MD Cost Sharing Agreement	\$23,515	\$23,515	\$0	0.00%
1-969-Charges to Other Departments	\$23,270	\$24,000	\$730	3.14%
<b>Total Grass Cutting Revenue</b>	<b>\$46,785</b>	<b>\$47,515</b>	<b>\$730</b>	<b>1.56%</b>

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-251-Contracted Services	\$45,000	\$45,000	\$0	0.00%
2-530-Materials	\$2,030	\$2,030	\$0	0.00%
2-960-Own Equipment	\$34,161	\$30,038	(\$4,123)	(12.07%)
<b>Total Grass Cutting Expenditures</b>	<b>\$81,191</b>	<b>\$77,068</b>	<b>(\$4,123)</b>	<b>(5.08%)</b>
<b>Total Grass Cutting Surplus / (Deficit)</b>	<b>(\$34,406)</b>	<b>(\$29,553)</b>	<b>\$4,853</b>	<b>(14.11%)</b>

# Northern Lights Aquatic Centre Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-565-School / Club Rental	\$22,000	\$16,500	(\$5,500)	0.00%
1-567-Private Rentals	\$15,000	\$15,000	\$0	0.00%
1-850-MD Cost Sharing Agreement	\$83,784	\$85,761	\$1,977	2.36%
1-930-From Operating	\$7,000	\$7,000	\$0	0.00%
1-461-Youth Fees	\$15,000	\$15,000	\$0	0.00%
1-462-Adult Fees	\$50,000	\$50,000	\$0	0.00%
1-463-Senior Fees	\$1,000	\$1,000	\$0	0.00%
1-545-Concession Sales	\$7,500	\$7,500	\$0	0.00%
1-451-Youth Lessons	\$40,000	\$40,000	\$0	0.00%
1-452-Adult Lessons	\$1,000	\$1,000	\$0	0.00%
1-453-Advanced Lessons	\$1,000	\$1,000	\$0	0.00%
<b>Total Northern Lights Aquatic Centre Revenue</b>	<b>\$243,284</b>	<b>\$239,761</b>	<b>(\$3,523)</b>	<b>(1.45%)</b>

# Northern Lights Aquatic Centre Budget Cont...

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$351,313	\$365,750	\$14,437	4.11%
2-112-Overtime	\$4,500	\$4,750	\$250	5.56%
2-130-Benefits	\$63,573	\$66,500	\$2,927	4.60%
2-211-Travel	\$1,500	\$1,500	\$0	0.00%
2-212-Training	\$4,000	\$4,000	\$0	0.00%
2-214-Freight & Postage	\$2,500	\$2,500	\$0	0.00%
2-216-Mobile Device Services	\$0	\$700	\$700	100.00%
2-217-Telephone & Security Line Services	\$700	\$0	(\$700)	-100.00%
2-219-Hospitality	\$500	\$500	\$0	0.00%
2-220-Advertising	\$550	\$550	\$0	0.00%
2-238-Memberships	\$500	\$500	\$0	0.00%
2-244-Building Repairs & Maintenance	\$40,000	\$44,000	\$4,000	10.00%
2-251-Contracted Services	\$5,000	\$5,000	\$0	0.00%
2-294-Insurance	\$237	\$370	\$133	56.12%
2-310-Town Own Utilities	\$30,500	\$30,500	\$0	0.00%
2-512-Clothing, Uniforms, Footwear	\$1,500	\$1,500	\$0	0.00%

# Northern Lights Aquatic Centre Budget Cont...

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-530-Materials	\$10,000	\$15,000	\$5,000	50.00%
2-534-Chemicals	\$12,000	\$12,000	\$0	0.00%
2-541-Gas	\$11,774	\$11,774	\$0	0.00%
2-560-Office Supplies	\$1,500	\$1,500	\$0	0.00%
2-764-Transfer to Reserve	\$20,000	\$20,000	\$0	0.00%
2-514-Training Supplies	\$3,000	\$3,000	\$0	0.00%
2-581-NLAC - Concession Supplies	\$5,000	\$5,000	\$0	0.00%
<b>Total Northern Lights Aquatic Centre Expenditures</b>	<b>\$570,147</b>	<b>\$596,894</b>	<b>\$26,747</b>	<b>4.69%</b>
<b>Total Northern Lights Aquatic Centre Surplus / (Deficit)</b>	<b>(\$326,863)</b>	<b>(\$357,133)</b>	<b>(\$30,270)</b>	<b>9.26%</b>

# Visitor Information Services Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-560-Leases & Rentals	\$5,000	\$45,000	\$40,000	800.00%
<b>Total Visitor Information Services Revenue</b>	<b>\$5,000</b>	<b>\$45,000</b>	<b>\$40,000</b>	<b>800.00%</b>

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-120-Hourly Wages	\$24,696	\$22,860	(\$1,836)	(7.43%)
2-130-Benefits	\$2,661	\$2,100	(\$561)	(21.08%)
2-351-Promotions - VIC - Contribution to MD	\$0	\$45,000	\$45,000	100.00%
2-530-Materials	\$5,000	\$5,000	\$0	0.00%
<b>Total Visitor Information Services Expenditures</b>	<b>\$32,357</b>	<b>\$74,960</b>	<b>\$42,603</b>	<b>131.67%</b>
<b>Total Visitor Information Services Surplus / (Deficit)</b>	<b>(\$27,357)</b>	<b>(\$29,960)</b>	<b>(\$2,603)</b>	<b>9.51%</b>

# Library Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-596-Cost Recovery	\$4,741	\$0	(\$4,741)	(100.00%)
1-861-Library - MSI Operating Grant	\$60,369	\$57,500	(\$2,869)	(4.75%)
<b>Total Library Revenue</b>	<b>\$65,110</b>	<b>\$57,500</b>	<b>(\$7,610)</b>	<b>(11.69%)</b>

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-238-Memberships	\$37,301	\$42,500	\$5,199	13.94%
2-294-Insurance	\$4,741	\$4,741	\$0	0.00%
2-771-Grants	\$294,067	\$292,357	(\$1,710)	(0.58%)
<b>Total Library Expenditures</b>	<b>\$336,109</b>	<b>\$339,598</b>	<b>\$3,489</b>	<b>1.04%</b>
<b>Total Library Surplus / (Deficit)</b>	<b>(\$270,999)</b>	<b>(\$282,098)</b>	<b>(\$11,099)</b>	<b>4.10%</b>

# Legacy Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-592-Contract Revenue	\$0	\$212,000	\$212,000	100.00%
<b>Total Legacy Centre Revenue</b>	<b>\$0</b>	<b>\$212,000</b>	<b>\$212,000</b>	<b>100.00%</b>

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-110-Salaries	\$151,224	\$151,224	\$0	0.00%
2-112-Overtime	\$2,500	\$2,500	\$0	0.00%
2-130-Benefits	\$33,028	\$33,348	\$320	0.97%
2-216-Mobile Device Services	\$0	\$680	\$680	100.00%
2-771-Grants	\$56,000	\$50,000	(\$6,000)	(10.71%)
<b>Total Legacy Centre Expenditures</b>	<b>\$242,752</b>	<b>\$237,752</b>	<b>(\$5,000)</b>	<b>(2.06%)</b>
<b>Total Legacy Centre Surplus</b>	<b>(\$242,752)</b>	<b>(\$25,752)</b>	<b>\$217,000</b>	<b>(89.39%)</b>

# Big Fish Bay Budget

Revenue	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-566-Land & Building Leases	\$75,000	\$80,000	\$5,000	6.67%
<b>Total Big Fish Bay Revenue</b>	<b>\$75,000</b>	<b>\$80,000</b>	<b>\$5,000</b>	<b>6.67%</b>

# Airport Budget

Expenses	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-771-Grants	\$100,000	\$112,500	\$12,500	12.50%
<b>Total Airport Expenditures</b>	<b>\$100,000</b>	<b>\$112,500</b>	<b>\$12,500</b>	<b>12.50%</b>
<b>Total Airport Surplus / (Deficit)</b>	<b>(\$100,000)</b>	<b>(\$112,500)</b>	<b>(\$12,500)</b>	<b>12.50%</b>

# Taxation

Taxes	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-110-Taxes - Residential	\$5,371,459	\$5,363,360	(\$8,099)	(0.15%)
1-111-Taxes - Industrial	\$1,289,582	\$1,229,288	(\$60,294)	(4.68%)
1-112-Taxes - Commercial	\$1,646,291	\$1,707,381	\$61,090	3.71%
1-113-Taxes - Designated Industrial	\$965	\$965	\$0	0.00%
1-190-Taxes - Linear	\$156,453	\$164,360	\$7,907	5.05%
1-230-Taxes - Federal Grants in Lieu	\$13,590	\$14,142	\$552	4.06%
1-240-Taxes - Provincial Grants in Lieu	\$266,374	\$265,218	(\$1,156)	(0.43%)
1-743-Collection - ASFF	\$2,565,423	\$2,284,059	(\$281,364)	(10.97%)
1-744-Collection - Seniors Foundation	\$300,500	\$275,928	(\$24,572)	(8.18%)
1-746-Collection - Living Waters CRD	\$193,000	\$174,068	(\$18,932)	(9.81%)
<b>Total 00-00 Taxation</b>	<b>\$11,803,637</b>	<b>\$11,478,769</b>	<b>(\$324,868)</b>	<b>0.00%</b>

Requisitions	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-743-Requisition - Public School	\$2,565,423	\$2,284,059	(\$281,364)	(10.97%)
2-744-Requisition	\$300,500	\$275,928	(\$24,572)	(8.18%)
2-746-Requisition - Separate School	\$193,000	\$174,068	(\$18,932)	(9.81%)
2-113-Requisition - Designated Industrial	\$965	\$965	\$0	0.00%
<b>Total 00-00 Taxation</b>	<b>\$3,059,888</b>	<b>\$2,735,020</b>	<b>(\$324,868)</b>	<b>0.00%</b>

# General Revenue

	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
1-541-Franchise Fees - Atco	\$1,205,145	\$1,262,742	\$57,597	4.78%
1-550-Interest Earned	\$187,526	\$183,000	(\$4,526)	(2.41%)
1-566-Land & Building Leases	\$25,868	\$25,868	\$0	0.00%
1-511-Penalties	\$109,940	\$109,940	0\$	0.00%
<b>Total 01-00 General</b>	<b>\$1,528,479</b>	<b>\$1,581,550</b>	<b>\$53,071</b>	<b>3.47%</b>

	2020 Budget	2021 Budget	2021 vs 2020	% Increase % Decrease
2-764-Transfer to Reserve	\$1,000	\$1,000	\$0	0.00%
2-765-Interest Transfer to Capital Reserves	\$162,000	\$153,192	(\$8,808)	(5.44%)
<b>Total 01-00 General</b>	<b>\$163,000</b>	<b>\$154,192</b>	<b>(\$8,808)</b>	<b>(5.40%)</b>

## 2022 - 2024 Spending Plans

	2022 Spending Plan	2023 Spending Plan	2024 Spending plan
Municipal Taxes	\$8,868,837	\$8,980,254	\$9,016,688
User Fees and Sales of Goods	\$5,878,563	\$5,878,742	\$5,924,041
Interest Earned	\$90,000	\$90,000	\$90,000
Penalties	\$144,578	\$144,578	\$144,578
Government Transfers for Operating	\$1,895,456	\$1,925,930	\$1,901,430
Licenses and Permits	\$129,350	\$130,925	\$130,925
Fines and Costs	\$406,000	\$406,000	\$406,000
Franchise Fees	\$1,287,998	\$1,313,758	\$1,340,033
Rental Income	\$2,981,354	\$2,981,354	\$2,981,354
Other Revenue	\$59,000	\$61,000	\$61,000
<b>Total Revenues</b>	<b>\$21,741,136</b>	<b>\$21,912,541</b>	<b>\$21,996,049</b>
Requisitions Collected	\$3,059,888	\$3,059,888	\$3,059,888
Requisitions Expended	\$3,059,888	\$3,059,888	\$3,059,888
<b>Net Requisitions</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Net Revenues</b>	<b>\$21,741,136</b>	<b>\$21,912,541</b>	<b>\$21,996,049</b>
Salaries, Wages and Benefits	\$7,044,209	\$7,131,989	\$7,126,759
Contracted and General Services	\$5,860,338	\$5,918,366	\$5,928,402
Materials, Supplies and Utilities	\$2,694,450	\$2,697,549	\$2,711,615
Transfers to Individuals and Organizations	\$561,849	\$593,051	\$621,215
Bank Charges	\$15,372	\$15,372	\$15,372
Debenture Interest	\$1,105,000	\$1,002,404	\$895,966
<b>Total Expenses</b>	<b>\$17,281,218</b>	<b>\$17,358,731</b>	<b>\$17,299,329</b>
<b>Net Operating Before Transfers and Debt Payments</b>	<b>\$4,459,918</b>	<b>\$4,553,810</b>	<b>\$4,696,720</b>
Transfers from Reserves	\$114,540	\$114,540	\$114,540
Transfers to Reserves	\$2,341,875	\$2,335,897	\$2,375,015
<b>Net Transfers to Reserves</b>	<b>\$2,227,335</b>	<b>\$2,221,357</b>	<b>\$2,260,475</b>
Internal Transfers Revenue	\$1,287,996	\$1,277,918	\$1,267,125
Internal Transfers Expenditures	\$1,287,996	\$1,277,918	\$1,267,125
<b>Net Internal Transfers</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Gain/Loss on Disposal	\$0	\$0	\$0
Principal Debt Repayment	\$2,232,583	\$2,332,453	\$2,436,245
<b>Total Operating Before Transfers and Debt Payments</b>	<b>\$4,459,918</b>	<b>\$4,553,810</b>	<b>\$4,696,720</b>

# 2021 Town of Slave Lake Capital Budget

**"Slave Lake is committed to building opportunities by growing business, industry and population, while promoting ourselves and our exceptional quality of life."**



## Message from the Project Manager

- ▶ The 2021 budget process aimed on improving overall accountability and transparency. The new budget process connected all the departments for collaborations and strategic discussions to develop a "***one town one budget***". The process focused on the principle of Value vs Investment which supported our decision-making regarding capital investments in our community.

*-Kush Patel*

# Introduction

\$6.5 Million

Council approved 42 projects estimated at \$6.5million. There are 28 new capital projects, 12 projects being carried forward from prior years 1 project underway and 1 annual.

Funding Sources		
TOSL Reserves		\$2,514,367
TOSL External Sources (Inc MD Contributions)		\$84,998
	Town of Slave Lake	\$2,599,365
AB Provincial Grants		\$791,000
AB Municipal Sustainability Initiative		\$2,638,500
AB Gas Tax Fund		\$490,685
	Province of Alberta	\$3,920,185
FCM Grants		\$8,751
	Federation of Canadian Municipalities	\$8,751
	Total Funding for Capital Projects in 2020	\$6,528,300

# New Projects in 2021:

- ▶ **Downtown Revitalization (\$401,000)** - Provincial Municipal Stimulus Project
- ▶ Rene Hall Plaza and Main Street revitalization. The upgrades would include leveling off areas within the Plaza that are of differing grades/elevations making it easier to setup for events. This would include the removal of concrete and grassed areas and replacing those areas with revitalized walking features. Installation of a walking trail connection from the Big Fish Bay entrance to 6th Ave NW. This would include the installation of a crosswalk across caribou trail to Big Fish Bay to enhance the safety of crossing the road and a paved trail with fencing to create a walking space connecting our local beach access into our trail system that feeds into the downtown core.

- ▶ **Fire Hall Waterline Upgrades (\$100,000) - Provincial Municipal Stimulus Project**
- ▶ The Town operates a regional fire service in coordination with the MD of Lesser Slave River. The Town has been able to attract outside groups (colleges), from the surrounding area such as Wabasca and out as far as Edmonton to our Fire Training Facility. We have also hosted international groups from Japan and other countries to demonstrate our facility and the way in which we provide Fire Services. To further utilize the facility, the upgraded waterline would enable us to scale up the program, while retaining sufficient capacity, at the facility, to ensure public safety is maintained. As part of the economic development program the Town is currently engaged in, this would play a big part in helping us promote our region and the services we provide to surrounding communities and potentially province wide. Currently the station is supplied by one 2 inch water main, which for the size of the building is the minimum. The building is being fully utilized and we are running into challenges of being able to fill trucks in a timely fashion and not being able to use the training facility while a truck is being filled

- ▶ **Drainage System Upgrades (\$180,000) - Provincial Municipal Stimulus Project**
- ▶ The upgrades would include ditch grading with revised elevations to efficiently carry storm water to mitigate flooding conditions during peak flows. This will help in resolving significant water pooling and surcharge issue in SW and NE quadrants of the Town. Some improvements along the existing berm behind the hospital will help mitigate the flood risk especially during the peak flow periods. The project would also carry out major repair works to the existing storm gates along the creek to ease its operation.
  
- ▶ **SCADA Monitoring Upgrades (\$110,000) - Provincial Municipal Stimulus Project**
- ▶ The project would include an update to the outdated SCADA program with upgrades to the PLC (Programmable Logic Controller) unit and communication devices in Water Treatment Plant (WTP) and a few of our Lift stations. Many of our systems are outdated and are nearly at capacity and not capable to accommodate new devices and network traffic. Addition of flow meters on chemical lines in the Water Treatment Plant, as well as a flow meter in lift stations . The upgrades will improve the overall communication, functioning and monitoring of our lift stations and water treatment plant with our SCADA system.

- ▶ **IT Backup Server Replacement (\$22,000)** - Replace existing backup hardware.
  - ▶ The current hardware is at the end of its life cycle. This piece of hardware oversees the backup of all of the Town's electronic information. It is a critical component to ensure the Town's operations.
- ▶ **Flood Pump (\$60,000)**
  - ▶ 2020 saw the purchase of one Flood pump. Budget 2021 is looking to add one additional pump. This will bring the total number of flood pumps to 3 for the Town. The pumps operate in a multitude of settings. Their main use has been to mitigate flooding during rain events that pose a threat to residents' homes and critical infrastructure such as the hospital. They are quick to deploy and handle large volumes of water. They will be an additional tool in part of our flood mitigation strategy.
- ▶ **Public Works Yard Security & Lighting (\$33,000)**
  - ▶ An investment in our Public Works Yard to increase the security and safety of our facility and equipment. The Town has experienced an increase in theft over the past year. This investment will help ensure that the Public Works Yard has increased measures to aid as a deterrent and increase our monitoring capability.
- ▶ **Signage for Civic Addressing (\$10,000)**
  - ▶ A number of our lift stations, and Public Works facilities do not have identifiable signs indicating their location. This investment

- ▶ **3<sup>rd</sup> St SW between 2 Ave & 6 Ave SW Engineering (\$40,000)**
- ▶ The next road slated to be rehabilitated after Glory Land is 3<sup>rd</sup> St. Sw. Engineering will be completed and prepare for the project in 2022. The roadway requires preventative maintenance as per existing condition. The Town has made repair of this roadway a priority as it is used by residents as a bypass to Main Street and generates frequent condition complaints.
- ▶
- ▶ The Water Master Plan has identified water flow deficiencies in this area. It recommended that a 300 mm water main be installed along 3rd St W between 2nd Ave NW and 6th Ave SW to Main Street. Currently, there is only a 150 mm water main between 1A Ave SW and 6th Ave SW. It may possible to eliminate the portion of water main between 2nd Ave NW and 1A SW on 3rd St W by further upsizing the water main between 1A Ave SW and 6th Ave SW to Main Street.

- ▶ **Fire Hall Internet Line Upgrades (\$100,000)**
  - ▶ The facility continues to see an increase in usage with its training program. It also serves as the Town's Emergency Operation Center and 911 dispatch system. Software systems continue to increase their online presence and as such the current infrastructure is no longer sufficient to handle the increased digital world. This line upgrade would enable the Fire Hall to increase its bandwidth to allow for continuing operations of the facility and Fire Services.
- ▶ **Sidewalk Rehabilitation (\$100,000)**
  - ▶ Part of the 10 year capital plan is to rehabilitate sidewalks every 3 years. The road and sidewalk assessment completed in 2019 had identified area's around Town.
- ▶ **John Deere Tractor (\$60,157)**
  - ▶ Part of the 10 year capital replacement schedule.
- ▶ **Utilities Service Vehicle (\$43,171)**
  - ▶ Part of the 10 year capital replacement schedule. This service vehicle will be replacing an existing 14 year old truck.
- ▶ **Chain Link Fence "F" Lift (\$5,000)**
  - ▶ This will allow for fencing around "F" lift station to increase the safety and security around the site.
- ▶ **MRC Flooring Replacement (\$100,000)**
  - ▶ Replacement of "skate tile" in remaining dressing rooms and hall way. In 2019, Phase one of this project was completed.

- ▶ **Energy Efficiency Project MRC (\$35,000)**
- ▶ An energy audit was completed in 2020. From this, the consultant provided a number of recommendations. These recommendations have also been "vetted" by the FCM (Federation of Canadian Municipalities). FCM has recommended that lighting upgrades will bring a pay back in reduced energy consumption in 6 - 10 years. To reduce this timeline, a grant of 75% is available, reducing the payback to 2.5 years. The following projects have been identified to help ensure the building is running in an energy efficient manner.
- ▶ **Lighting Upgrades (\$70,000)**
- ▶ Various lighting adjustments to reduce the energy consumption while still providing lighting quality throughout the building
- ▶ **Cold Water Ice Generation (\$40,000)**
- ▶ This would see a different method of generating Ice using innovative technology that doesn't require the use of hot water. It is expected to produce the same quality of water at a reduced operating cost for the Town.
- ▶ **Variable Speed Pumps (\$15,000)**
- ▶ A replacement of the current pumps throughout the building. These variable speed pumps avoid high energy usage when starting up.

- ▶ **Allarie Trail Repairs (\$70,000)**
- ▶ This would allow for additional sections of the trails close to the creek banks that are in danger of erosion to be realigned further back. This will ensure the vibrancy and safety of our walking trail system so our residents can continue to enjoy using the trail system.

- ▶ **Carry forward and projects under way include:**
- ▶ The Covid-19 pandemic affected a variety of projects slated to be completed in the year. The following is a list of projects that were unable to be started.
- ▶ **Glory Land Roads (\$2,190,000)**
- ▶ Originally set to be completed in 2020. This project was delayed due to Covid-19. One of the only unpaved portions of residential neighborhoods in Slave Lake will see the remaining gravel surfaces paved in 2021. The existing gravel road structure is deteriorating at a rapid pace. The rebuilding of the gravel surface and paving will bring the road in-line with current Town standards.
- ▶ **Lift station D - (\$2,575,000)**
- ▶ This project will extend over multiple years. \$400,000 is allocated to be spent in 2021. This involves design, engineering and possible land acquisition. The project will be to replace the existing Lift Station D with a new structure and may also be in a new location.
- ▶ **Old Shop Building Conversion Renovation (\$10,000)**
- ▶ Gutting the inside of the old shop to remove old office space and allow additional equipment to be stored inside. This will utilize the building to keep our equipment better protected from the elements.

- ▶ **Pool (\$55,000)**
- ▶ Renovation designs. The completion of the change room redesigns and upgrades.
- ▶ **Water Treatment Plant Office (\$50,000)**
- ▶ This a carryover project from 2020. This project was put on hold during the 2020 pandemic. At this time plans have been pushed back to replace the office and to investigate and explore additional options with the retrofit of the building. The funding here will allow further investigation and building assessments.
- ▶ **Government Center Roof Repairs - (\$238,500)**
- ▶ In 2019 an assessment was done on the roof of the Town office and Government center building. The roof requires substantial resurfacing.

- ▶ **Poplar Grove Park (\$100,000)**
- ▶ Keep the kids moving! Poplar Grove park will see the installation of new playground equipment. In addition to new equipment, the park will undergo landscaping to remove old stumppage, level the surface and install a border around the playground. This continues the investment in our parks and in our children.
- ▶ **Highway 88 Pedestrian Crossing (\$40,000)**
- ▶ A connection between the trail and crosswalk over Hwy 88 (Caribou Trail), on both sides of the highway. Located adjacent to the Sawridge Truck Stop. This project will see the Town and Alberta Transportation coordinate to install a crosswalk on either side of the highway. Initial design looks at revised trails on the west side to connect to existing trail that runs north and south, and a connecting trail on the east side. The funding here is allocated in the event that the project receives a green light from the Province to install the crossing.

- ▶ **Ammonia Ventilation (\$51,500)**
- ▶ Improved ammonia ventilation will help reduce risk of any leakage impacting the public and staff.
  
- ▶ **C-Lift Force Pipeline to Main (\$1,454,460)**
- ▶ Replace current C-Lift force main with higher diameter pipeline than existing to accommodate more volume of flow. The existing line has reached its capacity and is not keeping up with the load requirements under abnormal conditions. The existing line runs from the C-Lift station along 6 Ave NW to Main Street and this would be the same route that is required for the new larger line. This line would have to be installed using excavation and trenching methods due to encountered risks during design and engineering stage.
  
- ▶ **Pool Lockers and Toilet Renovations (\$25,000)**
- ▶ This project is set to be completed in early spring of 2021. It was started late in the Fall of 2020.
  
- ▶ **Pool Renovation Design (\$30,000)**
- ▶ This project would be a joint venture between the Town and Northern Lakes Collage. It would explore options to maintain the life cycle of the pool facility as well as any potential enhancements.



- ▶ Town of Slave Lake  
Capital Budget

## 2021 TOWN OF SLAVE LAKE CAPITAL BUDGET

Function / Class / Description	Status	Estimated Total Project Cost	Funding Sources								Total 2021 Funding Required
			Carry Forward Costs	Reserves	User Fees & Rates (Rate Supporting Debentures)	External Sources (Inc MD)	Government Grants			Grants	
Estimated		\$12,900,606					MSP	MSI & BMTG	GTF	Other	
<b>Administration</b>											
Engineering Structures											
Downtown Revitalization	New	\$401,000					\$ 401,000				\$ 401,000
		<u>\$401,000</u>					<u>\$ 401,000</u>				<u>\$ 401,000</u>
<b>Information Technology</b>											
Machinery and Equipment											
IT equipment	New	\$22,000					\$ 22,000				\$ 22,000
		<u>\$22,000</u>					<u>\$ 22,000</u>				<u>\$ 22,000</u>
<b>Fire Services</b>											
Engineering Structures											
Firehall Waterline Upgrades	New	\$100,000					\$ 100,000				\$ 100,000
Machinery and Equipment											
SCBA Annual	UW	\$100,000	\$ -	\$ 100,000							\$ 100,000
Pole Shed	New	\$20,000	\$ -	\$ 20,000							\$ 20,000
High Speed Internet Connection	New	\$100,000	\$ -	\$ 100,000							\$ 100,000
		<u>\$320,000</u>	\$ -	<u>\$ 220,000</u>							<u>\$ 320,000</u>
<b>Community Enforcement</b>											
Vehicles											
Patrol Vehicle		\$0	\$ -	\$ -							\$ -
		<u>\$0</u>	\$ -	<u>\$ -</u>							<u>\$ -</u>
<b>Operations</b>											
Buildings											
Lighting and Security Upgrades	New	\$33,000	\$ -	\$ 16,000							\$ 16,000
Old shop conversion renovations	CF	\$10,000	\$ -	\$ 10,000							\$ 10,000
Engineering Structures											
Update signs and civic addresses	New	\$10,000	\$ -	\$ 10,000							\$ 10,000
Fencing around Town owned lot #605 Caribou Trail.	New	\$10,000	\$ -	\$ 10,000							\$ 10,000
CN Caribou Crossing Lights & Gate	CF	\$33,562	\$ -	\$ 33,562							\$ 33,562
Glory Land Road	CF	\$2,190,000					\$ 2,190,000				\$ 2,190,000
3rd St Engineering	New	\$40,000					\$ 40,000				\$ 40,000
Sidewalk Rehabilitation	New	\$100,000	\$ -				\$ 100,000				\$ 100,000

2021 TOWN OF SLAVE LAKE CAPITAL BUDGET

2021 TOWN OF SLAVE LAKE CAPITAL BUDGET

- ▶ **Capital Budget Summary**
- ▶ Improvements to the downtown core, with support from the Province, will be front and center in revitalizing the area and creating connection corridors to the downtown. Other MSP projects include water, sewer and drainage projects to further enhance the safety of the Town as well as promote local job growth. Glory Land road project will oversee the remaining gravel road in town paved. The major water project will upgrade one of our force main pipelines. We are also investing in energy efficiency projects, parks and more.