



2022 Operating budget

Town of Slave Lake

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FINANCIAL PLANNING & BUDGET CYCLE

PREPARING FOR THE 2022-2025 FINANCIAL PLANNING & BUDGET CYCLE

Through the budgeting process the Town prepares an annual budget, including an operating and a capital budget, within the context of an annual budget, a three-year financial plan and a capital budget and a five-year capital plan.

The majority of the Town's annual budget goes towards funding of existing, core services — things like policing, fire and rescue services, utilities including water and sewer, facilities such as recreation centres, parks and sports fields, and other Town amenities and infrastructure.

There is always room for improvement, especially as our Town continues to face new challenges and changes. Town staff continually look for innovative ways — including the use of new technology and more efficient ways of working — to improve the quality of services that can be delivered within existing, available funding.

Key dates

Strategic Planning Sessions were held on:

November 3rd, 2021

November 4th, 2021

Administration presented first draft of Operating and Capital budgets to Council

December 13th, 2021

December 14th, 2021

Council Feedback Meetings were held on:

January 4th, 2022

January 11th, 2022

January 14th, 2022

January 18th, 2022

January 20th, 2022

January 26th, 2022

February 22nd, 2022

BUDGET 2022

WHAT IS A BUDGET

A budget is the Town's operational plan and priorities expressed in dollars. 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 is approved yearly by Council that includes revenues, recoveries and expenditures relating to ongoing, annual operations. Utilities, such as water, sewer and garbage, are supported entirely through their own rates and fees. The Town budget aligns to the calendar year, January 1 to December 31. Before expenditures can be authorized Council must pass a budget. Council may, and has in the past, passed interim operating budgets for part of the calendar year when the yearly budget has not been passed by December 31.

Revenues and recoveries may include:

- property tax (residential and non-residential)
- sales of goods and services
- licences, permits, fines
- franchise fees
- Commercial rents
- Inter-municipal cost sharing
- grants
- Internal department recovery

Expenditures may include:

- salaries, wages, benefits
- day to day programs, maintenance and services
- administration costs (e.g. insurance)
- utilities
- capital financing costs

In summary, all the necessary expenditures to ensure the Town of Slave Lake can provide the daily services expected and needed.

The Alberta Municipal Government Act (MGA), through which The Town is governed, requires Council to adopt a balanced operating budget.

Net operating budget = budgeted expenditures (including reserve and internal transfers) – revenues (including internal recoveries).

The Town's total net operating budget is zero.

BUDGET 2022

BASIS OF ACCOUNTING AND BUDGETING

The Town of Slave Lake's financial statements are prepared and presented in accordance with Canadian public sector accounting standards as recommended by the Public Sector Accounting Board (PSAB). The Town of Slave Lake follows the accrual basis of accounting, which recognizes revenues as they are earned and expenses as they are incurred and measurable through the receipt of goods or services and/or where a legal obligation to pay exists. The Town of Slave Lake, like most municipalities, budgets on a modified accrual basis and does not budget for PSAB requirements of accrual accounting and accounting for non-financial assets and liabilities. These adjustments are required to determine the Town of Slave Lake's net financial position for PSAB reporting purposes, but are mostly non-cash items and are therefore not included in the operating budget presented. Alberta municipalities are required to have balanced budgets. This means the Town does not budget a surplus (we don't make a profit) or a deficit (we don't aim to lose money). This ensures that, our citizens, have the services wanted and required within our approved budgeted spending limits.

2022 OPERATING BUDGET OUTLOOK

The operating budget is a forecast of revenues collected and expenditures required for the day to day operations of all the services and programs that the Town of Slave Lake provides. The Town seeks to balance tax increases and user fees while achieving program results and maintaining services for the general public.

Looking toward 2022, major projected revenue sources are fairly predictable and consistent with prior years; revenue generated from user fees for programming remain reliant upon the trajectory of the Covid-19 pandemic and it's ongoing interruption for the availability of services provided. Assumptions for revenue in this regard are based upon a full year of service in 2022. Favorable forecasted franchise fees help to offset increased taxation requirements. Municipalities across Canada are facing the challenge of rapidly increasing costs as a result of inflation and overall supply constraints. These costs and constraints are predicted to have a continual impact for the foreseeable future.

The proposed 2022 Operating Budget reflects the cost of maintaining Slave Lake's core services, programs and infrastructure that its citizens rely on every day, as well as new initiatives, economic development and improvements to programs that will advance Council's strategic vision.

Administration included its strategic priorities, both in terms of ongoing work, and for new projects. The primary priority is to maintain and improve core services, with a focus on customer service, staff recruitment and retention and program delivery in a post Covid-19 world, which meet the needs of residents. The Town aims to achieve these objectives using by attracting and retaining quality staff, increasing efficiency and effectiveness through innovation, skill development and a healthy work culture.

Challenges faced by the organization are rising inflationary costs, downloading of provincial costs onto the organization, and challenges faced in recruitment and retention of personnel within the organization. Key strategies to address these issue's revolve are prioritizing projects and services delivery to key initiatives, seeking out additional funding sources, and promoting and attracting talent to the organization.

BUDGET HIGHLIGHTS

Budget Highlights

Major Budget Factors

The Town of Slave Lake faces challenges due to changing responsibilities, additional expenses, and new or expanded service requirements. Below are a listing of major factors affecting the 2022 Operating Budget.

UnFav denotes and increase in costs or a reduction in revenue and Fav denotes a decrease in expenses or an increase in revenue.

Debt Reduction (\$161K) Fav;

2 existing loans have been paid in full.

Franchise Fee Revenue (\$139K) Fav;

Projections received from Atco gas and electric call for additional revenue from the current franchise fee rates for the 2022 year.

Inter-Municipal Transfers (\$94K) Fav;

Projections received from Atco gas and electric call for additional revenue from the current franchise fee rates for the 2022 year.

Service Fee Revenue (\$59K) Fav;

Revenue from service fees and Big Fish Bay are expected to increase for the year.

Inflation of expenses (270k) UnFav;

The net cost of inflation after operational savings amounts to an additional \$270,000 to fund existing service levels and ongoing operations.

RCMP (\$240k) UnFav;

RCMP contract price increases are a result of collective bargaining between the Government of Canada and the National Police Federation (RCMP) to adjust member compensation. The costs reflected in the 2022 budget reflect the ongoing annual cost increase as a result of this agreement. Not included in the budget are adjustments totaling \$360-\$380 for retro-active payments for the member adjustments. At the time of budget the Alberta municipality association have advised all municipalities to delay payment while they negotiate on our behalf to put these costs back onto the federal government. Should this process not be successful the Town could be liable for the additional amount.

Staffing Recruitment and Retention (221k) UnFav;

An additional position has been budgeted to support ongoing Town operations that will address operational effectiveness. To address staffing recruitment and retention issues additional amounts

BUDGET HIGHLIGHTS

have been budgeted to increase the recruitment budget to attract talent and provide incentives for new hires. Additionally an external wage consultant will review the current wage grid and structure to provide a comparative analysis to determine current market rates for Town positions. Targeted wage adjustments will be made to assist in making the Town's grid competitive to assist with recruitment and retention of employees that serve as a backbone of the organization in service delivery.

Power and Gas (190k) UnFav;

Power and gas costs see an additional increase due to rising carbon taxes as well as increased running costs from the new blower houses installed for the Sewage Lagoon Upgrade project completed in 2021.

Grants to other organizations (\$66k) UnFav;

Contributions include additional increases to incorporate the Fire Smart program into regular Fire Services. An increase contribution to the Wildfire Legacy Corporation and supports for loan interest payments for revitalization loans overseen by Community Futures to help aid businesses renovate their store fronts.

Branding and Marketing (50k) UnFav;

Part of the economic development program and an initiative identified through strategic planning, an investment has been allocated to rebrand the Town of Slave Lake with a modern visual identity as well as an expanded marketing and advertising campaign to promote our region and attract new business.

Insurance (\$42k) UnFav;

Insurance premiums continue their year over year increases.

Reserve Transfers (\$40k) UnFav;

In order to maintain our fleet going forward an additional \$20k to reserve was requested. To address ongoing equipment and building funding requirements the community services reserve transfer has been increased to meet some of these demands.

Town Beautification (\$30k) UnFav;

Part of the economic development strategy, additional amounts have been allocated to further enhance community beatification.

Training (24k) UnFav;

Additional training for departments with the bulk of the training centered around 2 key initiatives such as communications training and conflict resolution training for staff and council.

IT Equipment (20k) UnFav;

Continual modernization efforts to increase efficiency are underway. A focus of 2022 will be investments made to Council devices.

BUDGET HIGHLIGHTS

Other significant items

Loan Repayment (\$524k) UnFav;

Loans for the demolition of properties within Town are budgeted to be repaid in 2022 using reserves.

Sale of Fire Hall (\$900k) Fav;

The old fire hall is set to be sold in the 2022 year. Proceeds from the sale are budgeted to placed back into our Building Fund Reserve.

BUDGET 2022 PRIORITIES

Budget 2022 Priorities

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

Through the 2022 budget building process Administration has included some of its strategic priorities for Budget 2022, both in terms of ongoing work, and for new projects. The primary priority is to maintain and improve the core services, with a focus on customer service, staff recruitment and retention and program delivery in a post Covid-19 world, which meet the needs of residents.

Council Strategic Plan

Through the strategic planning session Council identified 5 key area’s for the organization to focus on in 2022 and beyond. These include the 5 following key initiatives:

Economic Health

- Support and grow the diversity of our economy.
- Purse a regional approach to tourism as both and economic and community building driver.
- Support and promote local businesses
- Explore available lands for industrial development
- Development of a vibrant downtown

Livability

- Support policies, processes and infrastructure that enhances community safety.
- Plan and advocate for housing diversity.
- Support community agencies in their services to our most vulnerable residents.
- Create connections between our residents through our community programming.
- Recognize the value of our recreation amenities.

Good Governance

- Ensure we have the technology in place to make quality decisions and improve service delivery.
- Recognize the value our human assets as core to our delivery of services to our residents.
- Plan for the financial costs of capital assets key to our community.

Relationships and Partnerships

- Continue to actively partner with our regional neighbors through established inter-governmental partnerships.
- Recognize our Municipality’s role in Truth and Reconciliation.
- Council actively advocates to other levels of government to enhance our community.
- Recognize the key roles community groups and volunteers play.

Communication

- Focus on proactive engagement and communication with residents.
- Actively communicate a positive image of Slave Lake.

BUDGET 2022 PRIORITIES

TOWN REBRANDING

A key focus of 2022 will be spent on rebranding the town and its visual identity. This includes logo redesigns as well a marketing to increase tourism and business to the area.

TECHNOLOGY IMPROVEMENTS

Investing resources into technology to provide and meet the service needs of rapidly changing user expectations.

RECRUITMENT AND RETENTION

Covid-19 among its many challenges has also been taxing on staff recruitment and retention. A key area of investment for the Town focus is on its ability to recruit and retain personnel to promote and build opportunities.

FIRE SERVICES TRAINING HUB

Fire Services is an integral part of the region by both providing life saving services as well a training opportunities. Building upon its regional collaboration, the service's goal is to expand opportunity by becoming a destination education and training center for Alberta.

PROGRAM DELIVERY IN A COVID-19 ENVIRONMENT

The Covid-19 pandemic brought with it a major disruption to both our ability to provide vital community programming services as well as access to these programs. A key focus for 2022 will be prioritizing services and planning for a post Covid-19 environment.

RCMP BUILDING AND RISING POLICING COSTS

To gather further information on the upcoming requirements from the RCMP for their building requirements. Challenges to rapidly rising policing costs.

ECONOMIC DEVELOPMENT

Furthering initiatives towards the Economic Development program. A focus on Branding.

FOURNIER PLACE

To further development and seek solutions to selling lots in Fournier Place

STREET LIGHT REPLACEMENT

To review Atco proposal for the current street lights.

BUDGETING FOR DISASTER

In 2021 the Province of Alberta made a change to its DRP (Disaster Relief Program) that will require municipalities to pay for 10% of a disasters cost. Accumulated surplus allocation of \$200,000 to a Disaster Relief Reserve will be brought to Council for approval. While this amount of funding may help to offset a smaller disaster, big disasters like the 2011 wildfire is out of the Towns financial capacity to provide relief.

FUTURE RESERVES

Unforeseen opportunities or costs can arise throughout the years. Creating a fund to provide resources to take advantage of opportunities and mitigate unforeseen costs. Funds here may also be used to offset any

BUDGET 2022 PRIORITIES

deficits the Town may incur. An allocation from the unrestricted surplus and the consolidation with the Town's tax stabilization reserve would initially fund this reserve. Future contributions to the reserve would be made annually from the Town's operating surplus.

BUDGET SUMMARY

Budget Summary

Where the Money Comes From

Revenues by Type

TOWN OF SLAVE LAKE 2022 Operating Budget				
Type	2021	2022	2022 vs 2021	
	Approved Budget	Approved Budget	Increase (Decrease)	% 2022 vs 2021
Municipal Taxes	\$8,743,749	\$9,259,825	\$516,076	6%
User Fees and Sales of Goods	\$5,726,522	\$6,591,731	\$865,209	15%
Interest Earned	\$183,000	\$190,000	\$7,000	4%
Penalties	\$144,578	\$143,554	(\$1,024)	-1%
Government Transfers for Operating	\$2,033,660	\$2,040,922	\$7,262	0%
Licenses and Permits	\$127,803	\$149,724	\$21,921	17%
Fines and Costs	\$406,000	\$380,500	(\$25,500)	-6%
Franchise Fees	\$1,262,742	\$1,401,364	\$138,622	11%
Rental Income	\$3,024,354	\$3,009,103	(\$15,251)	-1%
Other Revenue	\$214,000	\$364,000	\$150,000	70%
Total Revenues	\$21,866,408	\$23,530,723	\$1,664,315	8%
Requisitions Collected	\$2,735,020	\$2,830,050	\$95,030	3%
Requisitions Expended	\$2,735,020	\$2,830,050	\$95,030	3%
Net Requisitions	\$0	\$0	(\$0)	0%
Total Net Revenues	\$21,866,408	\$23,530,723	\$1,664,315	8%

Major Revenue Sources

Tax Revenue - \$9,259,825

This is the largest funding source for the Town of Slave Lake and funds both operating and capital expenditures. The funding requirements of the Town are determined through the budget process and the tax rate is set on these requirements. The tax rate is determined by dividing the funding requirement by the property assessment base. Tax revenue is generated mainly from residential taxes 61%, Non-residential 34%, linear and Grants in Lieu of Taxes (Federal and Provincial governments) make up the remaining 5%.

BUDGET SUMMARY

User Fees & Sales of Goods - \$6,591,731

Some examples of user fees include fees charged for recreation programs, tax certificates, training services, advertising and recoverable motor vehicle accident revenues. Also included is the sale of property. Included in User Fees and Sales of Goods, is revenue from water, sewer and garbage. Revenue from these sources make up the largest part of the revenues.

Government Transfers for Operating - \$2,040,922

This revenue comes from provincial and MD of Lesser Slave River governments. Provincial grants support programs related to RCMP, FireSmart, Family and Community Support Services. MD of Lesser Slave River payments support Fire and Community Services programs.

Provincial funding for programs remains unchanged in 2022. FireSmart funding includes prior grant amounts received that will be recognized in the 2022 year. Funding for the FireSmart program is not ongoing.

Licenses and Permits - \$149,724

Business Licenses makes up the largest portion of this revenue. Included here are also development permits and other license fees.

Business license revenue is projected to grow in 2022 as well as development permits.

Fines and Costs - \$380,500

This includes fine revenue from Community Enforcement services, RCMP, and photo radar. Fine revenue received by the Town is 60% of the total fine issued.

Year over year fine revenue is projected to decrease.

Franchise Fees - \$1,401,364

The Town has an agreement with Atco Gas and Electric in which the Town receives a portion of the delivery revenue from these companies. Gas revenue is at a rate of 25.50% and Electric is at the rate of 10.40%. Forecasted revenues are calculated by Atco and provided to the Town of Slave Lake and are based on the best available information at the date they are provided. Changes from projected revenue's provided by Atco can be influenced by AUC(Alberta Utilities Commission) final approved tariffs, Alberta Electric System Operator (AESO) flow-thru charges or changes in load growth.

The projected growth in revenue from Atco Electric distribution is an 11% increase, \$726,856(2021) to \$807,260 (2022). The projected growth in revenue for Atco Gas distribution is an 11% increase \$535,886(2021) to \$594,104(2022).

Rental Income - \$3,009,103

Largest portion of rental income is derived from rental payments from the Provincial government for the Government Center, which includes payments toward debenture costs, that is part of the Town office building complex. Other rents include recreation facility and equipment rentals.

2021 the Town rented out the old fire hall facility to AHS to use as a Covid-19 testing facility. This revenue stream will not persist into 2022.

BUDGET SUMMARY

Other Revenues - \$364,00

Other revenues include donations, insurance payments and management fees for the Wildfire Legacy Corporation.

Where the Money is Spent

The chart below shows the total expenditures for each major category type. The amounts shown in the chart below reflect the spending categories for the budget in 2022.

Type	2021	2022	2022 vs 2021	
	Approved Budget	Approved Budget	Increase (Decrease)	% 2022 vs 2021
Salaries, Wages and Benefits	\$7,033,707	\$7,261,010	\$227,303	3%
Contracted and General Services	\$5,842,760	\$6,650,106	\$807,346	14%
Materials, Supplies and Utilities	\$2,723,289	\$2,829,905	\$106,616	4%
Transfers to Individuals and Organizations	\$519,057	\$568,649	\$49,592	10%
Bank Charges	\$14,874	\$13,000	(\$1,874)	-13%
Debenture Interest	\$1,205,982	\$1,056,227	(\$149,755)	-12%
Other Expenses	\$0	\$0	\$0	0%
Total Expenses	\$17,339,669	\$18,378,897	\$1,039,228	6%
Net Operating Before Transfers and Debt Payments	\$4,526,739	\$5,151,826	\$625,087	14%
Transfers from Reserves	\$271,540	\$1,003,220	\$731,680	269%
Transfers to Reserves	\$2,446,002	\$3,404,048	\$958,046	39%
Net Transfers to Reserves	\$2,174,462	\$2,400,828	\$226,366	10%
Internal Transfers Revenue	\$1,280,622	\$1,347,752	\$67,130	5%
Internal Transfers Expenditures	\$1,280,622	\$1,347,752	\$67,130	5%
Net Internal Transfers	\$0	\$0	\$0	0%
Gain/Loss on Disposal	\$0	\$0	\$0	0%
Principal Debt Repayment	\$2,352,817	\$2,750,998	\$398,181	17%
Total Operating Before Amortization	\$4,527,279	\$5,151,826	\$624,547	14%

Major Expenditure Categories

Personnel - \$7,261,010

This is the largest expenditure for the Town and includes costs for salaries, benefits, honorariums and payments for the Fire brigade.

BUDGET SUMMARY

Contracted and General Services - \$6,650,106

The services in this category are used by the Town to assist in carrying out operating activities. Such services include legal, accounting, engineering and other consulting services. Building and equipment repair and maintenance costs. Contracted services for grass cutting, RCMP, janitorial, security and garbage disposal. Other services include software licenses, community programs, insurance, communications and staff training.

Materials, Supplies and Utilities - \$2,829,905

This expenditure category captures consumable items and utility costs that are used to carry out operating activities, and includes materials and supplies, fuel for vehicles, chemicals for water treatment, parts and tools for fleet maintenance, and equipment purchases.

Transfers to Individuals and Organizations - \$568,649

The Town supports 3 major organizations in conjunction with other levels of government that provide services to the community. The Rotary Club of Slave Lake Public Library, the Slave Lake Airport Commission and the Wildfire Legacy Corporation. In addition to these organizations the Town also contributes to smaller community run groups that provide services to the residents of Slave Lake.

The largest additional support payment included in the 2022 budget is for the Wildfire Legacy Center for \$25,000 followed by the Library with \$18,000.

Bank Charges \$13,000

Includes bank fees and payment processing fees.

Debenture Interest - \$1,056,227

This includes the interest portion of debt repayments. This is the total interest on 10 debentures used to finance capital projects.

Net Reserve Transfers – \$3,404,048

Reserve transfers are mainly used to fund capital projects. Transfers from reserves offset increases to the tax base of the operating budget. Significant projected transfers to reserve are for the projected sale of the Old Fire Hall property.

Internal Recoveries - \$1,347,752

Various support departments provide goods and/or services to other internal departments. Recoveries include corporate support overhead charges for services such as Administration, Finance and Human Resources. Grass cutting services are charged out to departments. Other recoveries include internal fleet charges for maintaining the corporate fleet of vehicles and equipment.

Principal Debt Repayment -\$2,750,998

This includes the principal portion of debt repayments. A larger increase for 2022 revolves around the repayment of the credit line for Hotel Demolitions completed in previous years.

BUDGET SUMMARY

Value For Tax Dollars

Town of Slave Lake households receive a wide variety of services for their municipal property taxes. These taxes deliver services such as police, fire protection, roads, parks, sports fields, community recreation facilities, and much more. The chart below shows the monthly tax increases to the average household in Slave Lake both prior and projected 2022.

Average Residential	Assessment	Total Town Taxes	Monthly Increase	Annual Increase
Household 2020	\$200,000	\$1,795		
Household 2021	\$200,000	\$1,800	\$0	\$5
Household 2022	\$200,000	\$1,874	\$6	\$74

Average Residential	Assessment	Total Town Taxes	Monthly Increase	Annual Increase
Household 2020	\$306,000	\$2,782		
Household 2021	\$306,000	\$2,790	\$1	\$8
Household 2022	\$306,000	\$2,904	\$10	\$114

Average Residential	Assessment	Total Town Taxes	Monthly Increase	Annual Increase
Household 2020	\$550,000	\$4,935		
Household 2021	\$550,000	\$4,950	\$1	\$15
Household 2022	\$550,000	\$5,153	\$17	\$203

Regional Partnerships

Being a small town in Northern Central Alberta regional partnerships are extremely important in addressing issues that fall outside Town boundaries that have a significant impact on our community. Provincial parks, highways, beach access, access to clean water, watershed management, homelessness are some of the key issues facing our region to which these strategic working groups aim to address. Given its location and surrounding communities Slave Lake provides a number of services to not only our residents but these communities as well. To help offset costs the Town and the MD of Lesser Slave River have acknowledged these services and have entered into cost sharing agreements. Regional collaboration is a key strategic priority for the Town of Slave Lake in improving our community and the region.

Alberta North Central Alliance

Formed on September 23, 2021 this working group includes five municipalities and five First Nations.

The first of its kind in Canada, the Alberta North Central Alliance is comprised of members from the Town of Slave Lake, Sawridge First Nation, the Municipal District of Lesser Slave River, Sucker Creek First Nation, Bigstone Cree Nation, Big Lakes County, Kapawe'no First Nation, the Town of High Prairie, Driftpile Cree Nation, and the Municipal District of Opportunity.

The objective of this agreement is to build strong, enduring, and transparent inter-governmental relationships for the betterment of all peoples of the North Central Region.

As a first-of-its-kind partnership, ANCA hopes to be a group willing to work together to achieve common goals, create dialogue between their members, and seek out common solutions to the net benefit of the region.

This group will be a key alliance to tackle broader regional issues that are faced by all of the communities. 2022 will allow the alliance to work together to identify key regional issues and programs that may require funding in future years.

Tri Council

The Tri Council is a working group consisting of the MD of Lesser Slave River, the Town of Slave Lake and Sawridge First Nation. This group was created after the 2011 wild fire and worked together to rebuild the communities and oversaw the development of major infrastructure investments. A \$20 million regional raw water line was built in the MD of Lesser Slave River as well as the \$18 million Wildfire Legacy Center in the Town of Slave Lake.

MD of Lesser Slave River

The Town and the MD of Lesser Slave River have cost sharing agreements for services provided to residents. The Fire Services agreement splits the operational costs of the Regional fire services equally between both parties. Upfront capital costs are funded by the Town and a portion of these costs are recuperated from the MD of Lesser Slave River over the lifespan of the asset. The Inter-Municipal agreement receives funding from the MD of Lesser Slave River based upon a specified population split that covers cost at approximately 80% (Town) and 20% (MD). Cost sharing here primarily revolves around Community Services programs such as programming services, MRC and Park services.

Total funding, based upon the cost sharing split, received from the MD of Lesser Slave Lake is budgeted at \$1,108,922 for 2022. This is a 14.6% increase from 2021.

OPERATING BUDGET RISKS 2022

Budget Risks

Revenue risks

Approximately 60% of the Town's operating revenue comes from property taxes and utility fees, which form a stable and predictable revenue base for the Town.

Revenue risks include:

Forecasted Atco Franchise fees. There are significant projected increases from this revenue source. All amounts here are outside of the Town's control. If projected amounts do not materialize this could cause a significant funding shortage.

Ongoing pandemic affecting services into 2022.

- Program fee revenue, Pool revenues, user group fees and facility rentals are at risk with respect to an ongoing pandemic and a change in user behaviors.

Expenditure risks

Expenditure risks include:

- Broad inflationary pressures on supplies, materials and services.
- Risk of higher fuel costs considering the rising gas prices in the province.
- Unanticipated costs passed on to the Town from other levels of government.
- Rising Insurance premiums

Future Risks

Revenue risks

Provincial grant reductions.

Inter-municipal agreements and negotiations

Expenditure risks

Inflationary cost escalations.

Supply constraints due to global supply chain issues.

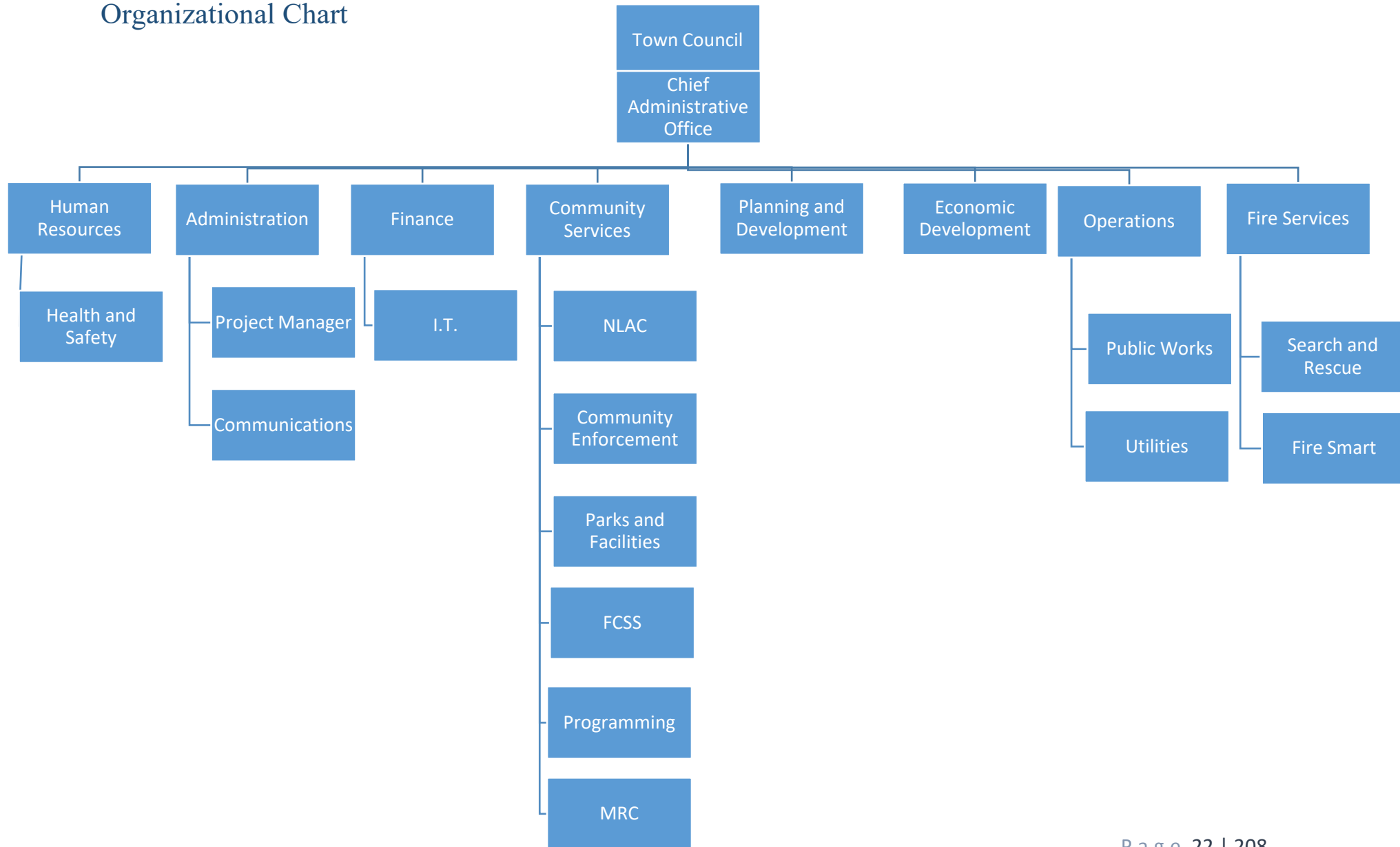
Downloading of expenses from other levels of government.

Increasing natural disasters and its impact to dramatically rising insurance premiums.

Higher power and gas costs.

Organization Chart

Organizational Chart



2022 Budget

Below is the overall 2022 budget by Type of revenue and expense.

TOWN OF SLAVE LAKE				
2022 Operating Budget				
Type	2021	2022	2022 vs 2021	
	Approved Budget	Approved Budget	Increase (Decrease)	% 2022 vs 2021
Municipal Taxes	\$8,743,749	\$9,259,825	\$516,076	6%
User Fees and Sales of Goods	\$5,726,522	\$6,591,731	\$865,209	15%
Interest Earned	\$183,000	\$190,000	\$7,000	4%
Penalties	\$144,578	\$143,554	(\$1,024)	-1%
Government Transfers for Operating	\$2,033,660	\$2,040,922	\$7,262	0%
Licenses and Permits	\$127,803	\$149,724	\$21,921	17%
Fines and Costs	\$406,000	\$380,500	(\$25,500)	-6%
Franchise Fees	\$1,262,742	\$1,401,364	\$138,622	11%
Rental Income	\$3,024,354	\$3,009,103	(\$15,251)	-1%
Other Revenue	\$214,000	\$364,000	\$150,000	70%
Total Revenues	\$21,866,408	\$23,530,723	\$1,664,315	8%
Requisitions Collected	\$2,735,020	\$2,830,050	\$95,030	3%
Requisitions Expended	\$2,735,020	\$2,830,050	\$95,030	3%
Net Requisitions	\$0	\$0	(\$0)	-100%
Total Net Revenues	\$21,866,408	\$23,530,723	\$1,664,315	8%
Salaries, Wages and Benefits	\$7,033,707	\$7,261,010	\$227,303	3%
Contracted and General Services	\$5,842,220	\$6,650,106	\$807,886	14%
Materials, Supplies and Utilities	\$2,723,289	\$2,829,905	\$106,616	4%
Transfers to Individuals and Organizations	\$519,057	\$568,649	\$49,592	10%
Bank Charges	\$14,874	\$13,000	(\$1,874)	-13%
Debenture Interest	\$1,205,982	\$1,056,227	(\$149,755)	-12%
Other Expenses	\$0	\$0	\$0	0%
Total Expenses	\$17,339,129	\$18,378,897	\$1,039,768	6%
Net Operating Before Transfers and Debt Payments	\$4,527,279	\$5,151,826	\$624,547	14%
Transfers from Reserves	\$271,540	\$1,003,220	\$731,680	269%
Transfers to Reserves	\$2,446,002	\$3,404,048	\$958,046	39%

Net Transfers to Reserves	\$2,174,462	\$2,400,828	\$226,366	10%
Internal Transfers Revenue	\$1,280,622	\$1,347,752	\$67,130	5%
Internal Transfers Expenditures	\$1,280,622	\$1,347,752	\$67,130	5%
Net Internal Transfers	\$0	\$0	\$0	0%
Gain/Loss on Disposal	\$0	\$0	\$0	0%
Principal Debt Repayment	\$2,352,817	\$2,750,998	\$398,181	17%
Total Operating Before Amortization	\$4,527,279	\$5,151,826	\$624,547	14%
Surplus (Deficit)	(\$0)	\$0	\$0	0%
Other Items Budgeted, Non-Cash				
Amortization	\$6,134,125	\$5,656,207	(\$477,918)	-8%
Net Income	(\$6,134,125)	(\$5,656,207)	\$477,918	-8%

Budget 2022 by Department. * includes internal and reserve transfers

Type	2021	2022	2022 vs 2021	
	Approved Budget	Approved Budget	Increase (Decrease)	% 2022 vs 2021
Revenue				
Administration	\$550,174	\$528,460	(\$21,714)	-3.95%
Police (RCMP)	\$330,979	\$315,979	(\$15,000)	-4.53%
Fire Services	\$1,228,203	\$1,244,179	\$15,976	1.30%
Bylaw Enforcement	\$451,687	\$442,965	(\$8,722)	-1.93%
Operation Services	\$755,771	\$867,827	\$112,056	14.83%
Water Supply and Distribution	\$2,346,099	\$2,365,873	\$19,774	0.84%
Wastewater Treatment and Disposal	\$1,782,714	\$1,798,399	\$15,685	0.88%
Waste Management	\$705,409	\$717,426	\$12,017	1.70%
Planning, Land and Economic Development	\$366,105	\$1,216,475	\$850,370	232.27%
Commercial Properties	\$3,085,769	\$3,051,308	(\$34,461)	-1.12%
Community Services	\$1,191,658	\$1,344,385	\$152,727	12.82%
Grants to Other Organizations	\$298,700	\$287,953	(\$10,747)	-3.60%
Property Taxation	\$8,853,689	\$9,369,734	\$516,045	5.83%
General Revenue	\$1,471,613	\$2,330,732	\$859,119	58.38%
Total Revenue	\$23,418,570	\$25,881,695	\$2,463,125	10.52%

Expenses				
Council	\$277,590	\$296,750	\$19,160	6.90%
Administration	\$2,511,966	\$2,820,389	\$308,423	12.28%
Police (RCMP)	\$2,046,595	\$2,283,688	\$237,093	11.58%
Fire Services	\$1,688,093	\$1,726,229	\$38,136	2.26%
Bylaw Enforcement	\$624,579	\$607,174	(\$17,405)	-2.79%
Operation Services	\$3,301,851	\$3,459,194	\$157,343	4.77%
Water Supply and Distribution	\$2,065,948	\$2,230,193	\$164,245	7.95%
Wastewater Treatment and Disposal	\$1,524,738	\$1,546,690	\$21,952	1.44%
Waste Management	\$705,529	\$717,426	\$11,897	1.69%
Planning, Land and Economic Development	\$721,431	\$1,694,632	\$973,201	134.90%
Commercial Properties	\$1,600,719	\$1,463,819	(\$136,900)	-8.55%
Community Services	\$3,123,472	\$3,316,354	\$192,882	6.18%
Grants to Other Organizations	\$719,050	\$769,659	\$50,609	7.04%
Property Taxation	\$0	\$42,500	\$42,500	0.00%
General Revenue	\$154,192	\$156,000	\$1,808	1.17%
Total Expenses	\$21,065,753	\$23,130,697	\$2,064,943	9.80%
Net Revenue	\$2,352,817	\$2,750,998	\$398,182	16.92%
Principal Debt Repayment	\$2,352,817	\$2,750,998	\$398,181	16.92%
Surplus (Deficit)	(\$0)	\$0	\$0	
Amortization	\$6,134,125	\$5,656,207	(\$477,918)	0.00%
Net Income	(\$6,134,125)	(\$5,656,207)	\$477,918	-7.79%

Spending Plans

Type	2023	2024	2025
	Spending Plan	Spending Plan	Spending Plan
Municipal Taxes	\$9,445,022	\$9,633,922	\$9,826,600
User Fees and Sales of Goods	\$5,710,647	\$5,729,113	\$5,756,136
Interest Earned	\$190,000	\$190,000	\$190,000
Penalties	\$144,578	\$144,578	\$144,578
Government Transfers for Operating	\$1,995,249	\$1,999,539	\$1,974,010
Licenses and Permits	\$138,633	\$143,354	\$148,568
Fines and Costs	\$380,500	\$380,500	\$380,500
Franchise Fees	\$1,475,978	\$1,490,738	\$1,505,645
Rental Income	\$3,019,273	\$3,072,198	\$3,082,368
Other Revenue	\$216,000	\$216,000	\$216,000
Total Revenues	\$22,715,880	\$22,999,942	\$23,224,405
Requisitions Collected	\$3,059,888	\$3,059,888	\$3,059,888
Requisitions Expended	\$3,059,888	\$3,059,888	\$3,059,888
Net Requisitions	\$0	\$0	\$0
Total Net Revenues	\$22,715,880	\$22,999,942	\$23,224,405
Salaries, Wages and Benefits	\$7,189,796	\$7,197,166	\$7,204,286
Contracted and General Services	\$6,385,469	\$6,398,171	\$6,468,259
Materials, Supplies and Utilities	\$2,809,280	\$3,190,784	\$3,210,912
Transfers to Individuals and Organizations	\$586,351	\$592,015	\$594,515
Bank Charges	\$13,000	\$13,000	\$13,000
Debenture Interest	\$956,843	\$862,938	\$836,830
Other Expenses	\$0	\$0	\$0
Total Expenses	\$17,940,739	\$18,254,074	\$18,327,802
Net Operating Before Transfers and Debt Payments	\$4,775,140	\$4,745,868	\$4,896,604
Transfers from Reserves	\$114,720	\$114,920	\$115,120
Transfers to Reserves	\$2,541,989	\$2,409,287	\$2,450,970
Net Transfers to Reserves	\$2,427,269	\$2,294,367	\$2,335,850
Internal Transfers Revenue	\$1,291,182	\$1,287,207	\$1,287,860
Internal Transfers Expenditures	\$1,269,709	\$1,266,008	\$1,266,038
Net Internal Transfers	\$21,473	\$21,199	\$21,822
Gain/Loss on Disposal	\$0	\$0	\$0
Principal Debt Repayment	\$2,326,398	\$2,430,302	\$2,538,932

Total Operating Before Amortization	\$4,775,141	\$4,745,868	\$4,896,604
Surplus (Deficit)	(\$0)	\$0	\$0
Other Items Budgeted, Non-Cash			
Amortization	\$5,946,207	\$6,196,207	\$6,196,207
Net Income	(\$5,946,207)	(\$6,196,207)	(\$6,196,207)

	2022	2023	2024	2025
Taxes Required	\$9,259,825	\$9,445,022	\$9,633,922	\$9,826,600
Increase	\$516,076	\$185,197	\$188,900	\$192,679
Percent Increase	5.90%	2.00%	2.00%	2.00%

COUNCIL

Overview

Town of Slave Lake's Council is comprised of 7 elected representatives, including one Mayor and 6 Town Councilors. Town of Slave Lake Council develops and evaluates policies and programs for the Town. Town Council is supported by administration and is responsible for helping to implement Council's vision.

Town of Slave Lake 2022 Operating Budget

Council	2020 Actual	2021 Budget	2022 Proposed Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Expenses					
Salaries, Wages and Benefits	224,676	\$245,290	\$244,750	(\$540)	-0.2%
Contracted and General Services	8,618	\$31,700	\$31,400	(\$300)	-0.9%
Materials, Supplies and Utilities	122	\$600	\$20,600	\$20,000	3333.3%
Total Expenses	\$233,416	\$277,590	\$296,750	\$19,160	6.9%
Total Net Operating Requirement	\$233,416	\$277,590	\$296,750	\$19,160	6.9%

Town of Slave Lake 2023-2025 Spending Plan

Council	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Salaries, Wages and Benefits	\$244,800	\$244,850	\$244,900
Contracted and General Services	\$31,400	\$31,400	\$31,400
Materials, Supplies and Utilities	\$600	\$600	\$20,600
	\$276,800	\$276,850	\$296,900
Total Net Operating Requirement	\$276,800	\$276,850	\$296,900

Expenses

Personnel – Amounts for Council compensation per the compensation policy. Covers bi-weekly allowance, meeting and hourly allowances.

Contracted and General Services - Includes amounts for employee events, meeting expenses, employee Council training, mobile devices, meal allowances, public relations, professional services and memberships.

Materials, Supplies and Utilities - Includes office supplies for council.

Explanation of Changes 2022 vs 2021 - expenditures

Minor reduction for benefit savings. Removed publications and magazine costs as these costs have been eliminated. Added amounts for Council Devices as part of Council's modernization plan.

Cost Drivers

Costs are driven by Council compensation.

ADMINISTRATION

Overview

Included within Administration are the following services

General Administration & Communications, Chief Administrative Officer, Project Manager, Human Resources, Finance, Information Technology and Occupation Health and Safety.

Town of Slave Lake 2022 Operating Budget

General Administration	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
Administration	\$543,852	\$203,071	\$170,957	(\$32,114)	-15.8%
Finance	\$214,781	\$226,563	\$237,283	\$10,720	4.7%
Information Technology	\$12,255	\$6,000	\$6,000	\$0	0.0%
Project Manager	\$0	\$114,540	\$114,220	(\$320)	-0.3%
Total Revenues	\$770,889	\$550,174	\$528,460	\$21,714	-3.9%
Expenses					
Administration	\$705,731	\$658,020	\$797,446	\$139,426	21.2%
Human Resources	\$0	\$247,535	\$382,857	\$135,322	54.7%
Health and Safety	\$88,776	\$102,330	\$112,300	\$9,970	9.7%
Finance	\$813,265	\$785,102	\$793,898	\$8,796	1.1%
Information Technology	\$311,845	\$329,272	\$364,370	\$35,098	10.7%
Chief Administrative Officer	\$372,524	\$248,192	\$245,298	(\$2,894)	-1.2%
Project Manager	\$100,730	\$114,540	\$114,220	(\$320)	-0.3%
Total Expenses	\$2,392,872	\$2,484,991	\$2,810,389	\$325,398	13.1%
Total Net Operating Requirement	\$1,621,983	\$1,934,817	\$2,281,929	\$347,112	17.9%
Amortization	\$726,087	\$714,594	\$742,107	\$27,513	3.9%
Total Net Operating with Amortization	\$2,348,070	\$2,649,411	\$3,024,036	\$374,625	14.1%

Town of Slave Lake 2023-2025 Spending Plan

General Administration	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Revenues			
Administration	\$127,409	\$127,742	\$127,742
Finance	\$241,486	\$246,498	\$251,712
Information Technology	\$6,000	\$6,000	\$6,000
Project Manager	\$114,720	\$114,920	\$115,120
Total Revenues	\$489,615	\$495,160	\$500,574
Expenses			
Administration	\$715,777	\$711,282	\$736,512
Human Resources	\$318,257	\$318,657	\$319,057
Health and Safety	\$114,630	\$114,830	\$115,030
Finance	\$796,294	\$797,759	\$798,009
Information Technology	\$365,870	\$367,120	\$369,370
Chief Administrative Officer	\$245,498	\$245,698	\$245,898
Project Manager	\$114,720	\$114,920	\$115,120
Total Expenses	\$2,671,046	\$2,670,266	\$2,698,996
Total Net Operating Requirement	\$2,671,046	\$2,670,266	\$2,698,996
Amortization	\$752,107	\$762,107	\$762,107
Total Net Operating with Amortization	\$3,423,153	\$3,432,373	\$3,461,103

General Administration, Chief Administrative Officer, Project Management

Overview

General Administration

Provides for the overall administration of the organization.

Communications

The Communications position connects citizens to the information they need. The Coordinator provides communication support services to departments using the department's technical expertise.

The position collaborates with management and Council to develop and implement communications strategies. The position is responsible for assisting with communication content, and distributing content, including publications, press releases, website content, and other outlets that communicate the organization's activities and services.

CAO

The Chief Administrative officer for the Town of Slave Lake that oversees the entire organization.

Project Manager

Works directly under the CAO and assists departments by overseeing or aiding with large capital projects.

Services Provided

Administration	Communications	Project Manager
Town		
Management	Website Management	Project Management
Agendas	Social Media Management	Grant Applications
Inquires	News Letter Management	Departmental Collaboration
Council		
Assistance	Responding to Community Questions	

Town Management, Agenda's Council Assistance

Coordinate and plan events, meetings, for Mayor and Council. Prepare and distribute agendas and record and prepare minutes for Council meetings. Coordinates Council bi-elections and elections. Responsible for maintaining and distributing Bylaws and Policy/ Procedures as required by the Municipal Government Act. Acts as the Subdivision Development Appeal Board Clerk including coordination with the participating Municipalities. Provides back up to the Communication Coordinator for providing information to the public on the website, Facebook, and Alberta Emergency Alert in the event of a disaster or emergency.

Communications

Both Internal and External Communications. Sharing information between departments and within the community to residents.

Website & Social Media Management

Update, add, and maintain pages located within the Town of Slave Lake website and the Slave Lake Region website. This includes adding bylaws and council agendas, updating facility and department information, and creating news updates. Maintains the Towns Social media channels (Facebook,

Instagram, Twitter, Youtube, TikTok) and creates content to be shared on all channels to keep residents informed of information within the Town.

Newsletter Management

Writes and sends a weekly newsletter using the Town website which notifies subscribers of all the information that has occurred and been released in the previous week.

Community Engagement

Connects with residents and businesses to ensure questions are answered and two-way communication is maintained.

Council Broadcasting

Operates the livestream of Council and MPC meetings that are broadcast and archived to the Town's YouTube Channel.

Emergency Communications

In the event of an emergency the department serves as an information officer. The role acts as the coordination point for all public information, media relations and internal information sources for the ECC.

Highlights of Accomplishments

Executive Assistant

Managing one of the largest elections for the Town of Slave Lake, including school board elections and senate referendum.

Assisted with Human resources, communications while position were vacant while still providing regular administration duties. Instrumental in overseeing the launch of the new website. Overseeing the council meeting virtual platform transition. Virtual Covid-19 minute taking.

Project Manager

Completion of Raw Waterline and Sewage Lagoon projects. Oversaw the Glory land road project to completion.

Social Media Reach and Engagement

Since April the department has increased and maintained social media reach by 100% and engagement by 200%.

Fix our Highways Letter Campaign

The department was able to bring attention to the conditions of the highways within the region through a public engagement letter campaign where residents could submit a pre-written letter to the region's MLA and the Minister of Transport. This campaign received the attention from the ministers that they were being sent to.

Technical Experience Used In-House

Used experience with the Adobe Creative Suite and others to assist with projects across various departments which saved the need to hire outside consultants for specific tasks. These include Map and image overlaying for the Downtown Revitalization Project, moderating open houses, and gathering video footage of capital roads so it is on hand during the winter,

Economic Development Website

Rebuilt the entirety of the Economic Development website with the assistance of the Economic Development Officer.

Town of Slave Lake 2022 Operating Budget

Administration / CAO Project Manager	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
User Fees and Sales of Goods	\$9,365	\$14,500	\$14,500	\$0	0.0%
Government Transfers for Operating	\$336,476	\$20,000	\$0	(\$20,000)	-100.0%
Rental Income	\$4,975	\$3,600	\$0	(\$3,600)	-100.0%
Transfers from Reserves	\$0	\$164,540	\$114,220	(\$50,320)	-30.6%
Internal Transfers Revenue	\$92,816	\$114,971	\$156,457	\$41,486	36.1%
Total Revenues	\$443,632	\$317,611	\$285,177	\$32,434	-10.2%
Expenses					
Salaries, Wages and Benefits	\$717,312	\$426,131	\$641,882	\$215,751	50.6%
Contracted and General Services	\$340,740	\$363,870	\$279,210	(\$84,660)	-23.3%
Materials, Supplies and Utilities	\$25,412	\$23,450	\$23,750	\$300	1.3%
Transfers to Reserves	\$93,101	\$0	\$0	\$0	0.0%
Internal Transfers Expenditures	\$2,421	\$234,814	\$222,122	(\$12,692)	-5.4%
Total Expenses	\$1,083,464	\$813,451	\$944,842	\$131,391	16.2%
Total Net Operating Requirement	\$639,832	\$495,840	\$659,665	\$98,957	33.0%
Amortization	\$726,087	\$714,594	\$742,107	\$27,513	3.9%
Total Net Operating with Amortization	\$1,365,920	\$1,210,434	\$1,401,772	\$126,470	15.8%

Town of Slave Lake 2023-2025 Spending Plan

Administration / CAO Project Manager	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Revenues			
User Fees and Sales of Goods	\$14,500	\$14,500	\$14,500
Government Transfers for Operating	\$0	\$0	\$0
Rental Income	\$0	\$0	\$0
Transfers from Reserves	\$114,720	\$114,920	\$115,120
Internal Transfers Revenue	\$112,909	\$113,242	\$113,242
Total Revenues	\$242,129	\$242,662	\$242,862
Expenses			
Salaries, Wages and Benefits	\$562,432	\$563,132	\$563,732
Contracted and General Services	\$279,210	\$279,210	\$304,210
Materials, Supplies and Utilities	\$24,050	\$24,050	\$24,050
Transfers to Reserves	\$0	\$0	\$0
Internal Transfers Expenditures	\$210,303	\$205,508	\$205,538
Total Expenses	\$865,692	\$866,392	\$891,992
Total Net Operating Requirement	\$623,563	\$623,730	\$649,130
Amortization	\$752,107	\$762,107	\$762,107
Total Net Operating with Amortization	\$1,375,670	\$1,385,837	\$1,411,237

New Services

An additional office assistant for the Town.

Revenues

The main revenue sources for administration are fees for service such as administration charges and digital sign advertising.

Reserve transfers include amounts recovered by capital projects to which the project manager is assigned.

Internal transfers include costs recovered by water, waste water and garbage services for services provided to these services by administration. This includes human resources and health and safety.

Explanation of Changes 2022 vs 2021 – revenues

Government transfer for operating decrease due to Covid-19 operating grant no longer in existence. Rental income reallocated to general revenues. Transfers from reserve decrease as prior year budgeted for a Tax Stabilization reserve transfer not budgeted for this year.

Expenses

General Administration

Personnel costs Includes Executive Assistant & Communications Coordinator, CAO and Project Manager and related personnel costs.

Contracted and General Services Includes amounts for freight & postage fees, phones and security lines, training, professional services (legal and other) memberships to organizations like AUMA, equipment rentals & leases (photocopiers, sorting and postage machines), insurance and insurance claims and election costs.

Materials, Supplies and Utilities Includes amounts for office supplies.

Internal Transfers Expenditures Building costs such as power, gas repairs and maintenance are recorded under the Government Center and are recognized here.

Project Manager

Project Manager and related personnel costs. These costs are capitalized to each project the Project Manager works on.

Explanation of Changes 2022 vs 2021 - expenditures

Project Manager and CAO costs remain consistent with prior years. Administrative changes include the addition of communications personnel, in 2021 this was budgeted as a contracted service. A reduction for election costs. A reduction for election expenses. No election in 2022. Decrease in Equipment rental costs that were reallocated to Operations, Water and Community Services.

Emerging Issues

Workload requirements for the Executive Assistant position. Additional minute and agenda taking for Legacy Center, Tourism, Airport commission, Inter-municipal group and ANCA. One of the key positions in the organization with out backup support.

Initiatives

Currently researching emergency alert communication technologies for possible implementation in the future. This includes meeting with representatives of these companies to understand what they can offer/pricing.

Looking into equipment and pricing for upgrading cameras and software within council chambers for livestreaming.

Researching improved camera for photography/videography of happenings within the community.

Researching other municipal government communications and social media to compare with our own and see where improvements can be made.

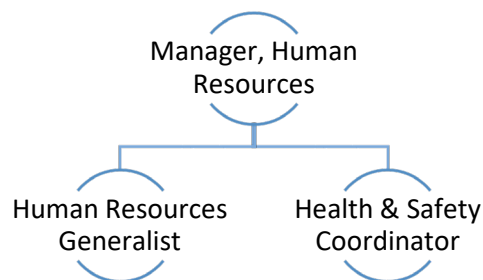
Human Resources | Health and Safety

Overview

The Human Resources and Occupational Health and Safety team contributes to the Town's vision by providing expert guidance on industry best practices and resolution strategies on workplace issues, legislation and policy compliance and the provision of a safe work environment for all employees. Prior to 2021 Human Resources was budgeted for under general administration.

The Human Resources department is committed to cultivating a positive, respectful, and inclusive work environment through innovative solutions that foster a culture of productivity, professional development engagement and inclusion to attract, develop and retain a diverse and talented workforce. Human Resources is also responsible for employee advocacy through the administration of benefit and wellness programs, professional development, skills training and ensuring a safe work environment for all employees.

Department Profile



Services Provided

The Town of Slave Lake has a workforce of approximately 72 comprising full and part-time staff from initial hire to the end of their employment life cycle. Human Resources provides a full range of services and programs and provides support and partnership to managers and employees in the following areas:

Human Resources
Administration
Employee Relations
Performance Management
Recruitment and Selection
Corporate Training
Legislation Compliance

Administration

Maintains custody of all active and inactive personnel records (Personnel files, CRC, Driver's Abstracts, Certificates). Performs recruitment related administration. Processes employment related correspondence e.g., Employee verification letters. Develops forms and checklists for process improvement.

In collaboration with Payroll, processes benefit changes and tracks and administers Short-and Long-Term disability cases. Tracks and processes probations (successful and unsuccessful). Develops and updates job descriptions and organization charts.

Employee Relations

Responds to employee questions and concerns, this includes conflict resolution, coaching managers, and supervisors on employee related issues i.e., disciplinary matters, workplace accommodations, workplace investigations, terminations and management of employee queries, requests, and complaints.

Performance Management

Leads the performance management program, initiating change management, communication of process, coaching and providing guidance, supporting supervisors with employee performance issues and collaborates with Payroll to process pay increases.

Recruitment and Selection

Supports all departments throughout the full cycle recruitment process. The process is thorough and includes the development of advertisements and interview questions, coordinating and scheduling interviews with candidates, pre-screening viable candidates and sharing results with hiring managers, leading the interviews, conducting reference checks, onboarding and orientation, concluding notifying the unsuccessful candidates.

Onboarding, Orientations and Offboarding

After the interview, the onboarding process is the first real impression of the organization for new employees. Process entails preparing onboarding paperwork i.e., tax forms, payroll and employee records information. Human Resources and Payroll provide employee orientation training sessions for all newly hired employees. When employees leave, the off-boarding process includes notifying the relevant departments (i.e., IT and Payroll) to remove the employee from all our systems, collecting Town equipment, processing the exit interview and ensuring the final pay is processed and an ROE issued.

Corporate Training

Human Resources coordinates internal and external training programs, offering a broad range of skill and career-building training each year. A key initiative this year is to coordinate leadership development program for senior management and institute a corporate wide training program to help our staff develop the core competencies needed to be successful in their current positions and to position them for lateral positions or promotions. In 2022 Human Resources will focus on strengthening our corporate training & development program.

Legislation Compliance and Policy Updates

Human Resources is responsible for developing and updating employment policies as required based on the organizational needs and changes and to keep policies and procedures current with the existing

legislation. Must adhere to legal requirement to maintain HR records and be conversant with all labour laws (Employment Standards, Human Rights legislation, Labour laws, OH&S).

HR Metrics and Reporting

On a quarterly basis, Human Resources analyzes, monitors and evaluates the effectiveness of our HR services, programs and processes through HR metrics and workforce analytics. Data is gathered, stored and analyzed for quarterly reporting. Metrics include number of hires in each quarter organization wide and broken down by department, and employee turnover.

Performance Management

Human Resources assists supervisors with the performance evaluation program and process in conducting the annual performance review process. Supports performance management and supervisors on how to monitor and manage performance and deal with employee relation matters. Similarly, Human Resources educates and supports employees in understanding the process and completing their annual reviews.

Highlights of Accomplishments

Number of Positions Filled Each Quarter In 2021

Q1	2
Q2	4
Q3	6
Q4	5 to date

Working collaboratively with the Finance Department, processed:

- COVID staff recalls
- Disability management cases
- HR T: Drive clean-up and creation of new filing tree
- Orientations for 17 new hires
- Processing employee leave returns
- Processing 28 performance reviews and pay increases for anniversaries falling between January and June of this year.
- Processing Short Term disability cases

Town of Slave Lake 2022 Operating Budget

Human Resources	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Expenses					
Salaries, Wages and Benefits	\$0	\$205,585	\$235,027	\$29,442	14.3%
Contracted and General Services	\$0	\$40,950	\$145,830	\$104,880	256.1%
Materials, Supplies and Utilities	\$0	\$1,000	\$2,000	\$1,000	100.0%
Total Expenses	\$0	\$247,535	\$382,857	\$135,322	54.7%
Total Net Operating Requirement	\$0	\$247,535	\$382,857	\$135,322	54.7%

Town of Slave Lake 2023-2025 Spending Plan

Human Resources	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Expenses			
Salaries, Wages and Benefits	\$235,427	\$235,827	\$236,227
Contracted and General Services	\$80,830	\$80,830	\$80,830
Materials, Supplies and Utilities	\$2,000	\$2,000	\$2,000
Total Expenses	\$318,257	\$318,657	\$319,057
Total Net Operating Requirement	\$318,257	\$318,657	\$319,057

Explanation of Changes 2022 vs 2021 - revenues

None. Human Resources is funded through taxation.

Expenditures

Personnel - Human resources and related personnel costs and staff health spending benefits.

Contracted and General Services - Includes amounts for employee awards, employee recruitment, departmental training, corporate wide training programs, phone and professional services such as legal.

Materials, Supplies and Utilities - Includes office supplies.

Explanation of Changes 2022 vs 2021 - expenditures

Departmental restructuring. Prior to 2022 HR was composed of an HR coordinator and an Administrative assistant. The replaced positions will see an HR manager as well as an HR generalist. Additional funding for training for new personnel requested. Increase to office supplies for additional needs.

Emerging Issues

All positions in the Human resources department were vacant for a portion of 2020. One position has been filled with a need to fill the remaining position. A top priority for the Town and the Department is to fully staff HR in order to continue to provide vital services to our employee and ensure the continuity of the hiring process.

Cost Drivers

Costs are driven by personnel, recruitment and legal services.

Initiatives

The department's goal is to assist all departments with the most effective and efficient utilization of human resources and to help maximize the potential of all employees.

Department Short Term Goals

1. Compensation Survey:

Budget Estimate: \$12,000

To be an employer of choice – recommend completing compensation surveys every two years to determine the compensation level for similar positions in municipalities (and towns) of a similar size to the Town of Slave Lake. The work will be carried out by an experienced consultant in this field who specializes in Compensation Surveys for municipalities. As part of the compensation review, an assessment of our employee benefits and how we compare with other municipalities will also be completed.

2. Corporate Training:

Budget Estimate: A combination of on-site training and e-learning - \$15,000.

Build a corporate wide training program to benefit staff advancement. Provide programs and formal learning opportunities including professional development courses relevant to all employees.

3. Employee Engagement Survey:

Budget Estimate: \$3,000.

Engage a reputable Employee Engagement Survey company such as Mercer Canada or Great Places to Work to Administer annual or bi-annual employee surveys to help the Town assess and quantify the employment experience, employee satisfaction and to gauge our organizational culture.

Department Long Term Goals

1. Applicant Tracking System:

Budget Estimate: \$10,000 - \$15,000.

Source an Applicant Tracking System (ATS) that integrates with our website. An automated recruitment system will aid our recruitment process by organizing job applications as they are received from external candidates, pre-screening in terms of sorting candidates that meet our posting criteria and issuing automated responses to candidates, including acknowledgements and regret letters. An effective ATS will cull all the applicants and recommend the most qualified candidates – saving time and shortening the resume review process and several steps in the recruitment process. An effective ATS will also assist the HR department to initiate talent pipelines that can be used to fill future positions and acts as a resume repository.

2. Employee Wellness Program:

Budget Estimate: TBD.

A wellness program will benefit our staff by improving morale and loyalty, reducing stress and absenteeism, achieving higher employee productivity. A well thought out program will be a catalyst for employees to lead a healthier lifestyle, which increases their overall health, outlook, concentration

at work and a higher level of energy. The program components will include in person and virtual lunch and learns with a guest speaker.

3. **Employee Wellness Program 2 – Ergonomic Assessments:**

Budget Estimate: TBD.

Introduce ergonomics assessments as part of the onboarding exercise and an extension of the wellness program.

4. **Employee Recognition Program:**

Budget Estimate: \$5,000 - \$6,000 annually.

Source an Employee Recognition Platform to build, implement and manage a recognition program for the Town. A recognition program will aid the Town in its efforts to recognize employees for their achievements and extra ordinary efforts for the Town. Provide leadership and coordinate the annual employee service awards.

Strategic Plan

Administration

Maintain employees' records following legislative guidelines. Commit to regular review and update of employment policies.

Equality, Diversity and Inclusion

Create an equitable, diverse and inclusive workplace. A diverse staff will improve the quality of decision-making and will have a positive impact on our attraction and retention strategy.

HR Continuous Improvement:

Strive to introduce innovative processes for continuous improvement of HR processes. In addition, use agile strategies to be more collaborative and adaptable to meet the evolving HR needs of the Town.

Recruitment, selection and retention

Proactively attract the right people into the organization, then work to keep them.

Respectful Conduct in the Workplace

Promote civility and establish policies and practices to promote an environment where staff treat each other with courtesy and respect.

Training and development

Focus on creating a culture of learning and talent development by strategically investing in our staff through professional development and training to prepare them for internal mobility and career advancements and for future opportunities.

Health and Safety

Overview

The Town of Slave Lake (TOSL) management is committed to providing safe and healthful work environments for all its employees, as well as for contractors, visitors and the public. We have used the Alberta OHS Act, Regulation and Code as a basis to create our organization's Health and Safety Management System (HSMS). The HSMS is designed to minimize incidental loss by reducing common workplace injuries, protecting at-risk workers and identifying higher-risk work situations. It also sets responsibilities for employees at every level, provides policies, and safe work practices and procedures as guidelines.

Our goal is always to go above and beyond what is required by provincial OHS legislation and other regulations through ongoing inspections, investigations and evaluations of our worksites. We aim to continuously improve our system and stay current with industry standards.

The TOSL's focus on workplace health and safety demonstrates the ongoing commitment to our organization and to workplace safety, therefore enhancing our reputation as a responsible employer.

Services Provided

Health & Safety
Management Leadership
Hazard Identification and Assessment
Reporting and Monitoring
Training
Emergency Response

Management Leadership and Organizational Commitment.

Policies and procedures outline responsibilities and accountabilities of employees at every level. Management provides access to HS resources (training, PPE, first aid equipment, etc.)

Hazard Identification and Assessment

We identify hazards and assess them for risk before we determine which controls must be implemented to prevent incidents.

Hazard Control

Engineering, administrative and personal protective equipment controls are put in place to minimize worker exposure to the identified workplace hazards.

Ongoing Inspections

All TOSL worksites are inspected twice per year by the Health and Safety Committee on a rotational basis.

Qualifications, Orientation and Training

All employees are orientated prior to commencing their job tasks. Ongoing training is assigned to employees to keep them competent in their positions.

Emergency Response

All TOSL workplaces have site-specific emergency response plans designed to protect employees and facilities from hazards related to emergencies.

Incident Investigation

All incidents and near misses are investigated to identify root cause(s) and prevent incident recurrence.

Highlights of Accomplishments

Employee Mental Health and Sickness monitoring program

Instrumental to overall employee health and wellness. This included daily and weekly check-ins for all staff, upwards of over 70+ staff, to ensure they had the resources and information needed to keep healthy. This was solely taken on by the Health and Safety Coordinator. This program served as a conduit between staff and the organization to monitor changing health levels, work from home placement, and any requirement or needs of staff. This program is still currently ongoing and has received positive feedback from staff.

We have passed all internal and external audits of our Health and Safety Management System, which has allowed our organization to retain COR certification. COR certification benefits our organization by lowering our WCB premiums through the promotion of injury prevention and the creation of effective Health and Safety programs, as well as functional return-to-work plans. AMHSA is our certifying partner.

First Aid training was provided for all employees whose certifications were expired or were expiring in 2021. We are now exceeding the legislated requirements of first aiders at all our worksites.

Our annual “Safety Stand Down Day” was held on September 9th, 2021. This year’s focus was on mental health in the workplace. Brenda Robinson from the Robcan Group gave an interactive presentation on creating positive and productive workplaces.

Town of Slave Lake 2022 Operating Budget

Health and Safety	2020 Budget	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Expenses					
Salaries, Wages and Benefits	\$79,402	\$88,680	\$88,190	(\$490)	-0.6%
Contracted and General Services	\$8,433	\$12,650	\$23,110	\$10,460	82.7%
Materials, Supplies and Utilities	\$941	\$1,000	\$1,000	\$0	0.0%
Total Expenses	\$88,776	\$102,330	\$112,300	\$9,970	9.7%
Total Net Operating Requirement	\$88,776	\$102,330	\$112,300	\$9,970	9.7%

Town of Slave Lake 2023-2025 Spending Plan

Health and Safety	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Expenses			
Salaries, Wages and Benefits	\$88,390	\$88,590	\$88,790
Contracted and General Services	\$25,240	\$25,240	\$25,240
Materials, Supplies and Utilities	\$1,000	\$1,000	\$1,000
Total Expenses	\$114,630	\$114,830	\$115,030
Total Net Operating Requirement	\$114,630	\$114,830	\$115,030

New Services

Additional software.

Explanation of Changes 2022 vs 2021 - revenues

None. Health and safety is funded through taxation.

Expenditures

Personnel – Health and Safety and related personnel costs.

Contracted and General Services – Includes amounts for departmental training as well as corporate wide safety training. Amounts also include amounts for phones, auditing services and software licensing costs

Materials, Supplies and Utilities - Includes office supplies.

Explanation of Changes 2022 vs 2021 - expenditures

The Town of Slave Lake requires and external audit of its health and safety practices and policies every 4 years with 2022 being the year of the audit. Additional funding requested for health and safety management and reporting software. Currently hazard assessment, reporting, investing and management is done through manual writing and tracking. Software tools will enable employees and management to report, track and follow up with increased efficiency, with less time needed for each incident, easier employee identification processes and more robust management tracking. 2022 will invest in new software and limited employees with 2023 expanding the platform to all Town staff.

Emerging Issues

Incident reporting, follow up and management consume a large portion of time. The process from identification to follow up and correct action is timely. To help mitigate time, tracking and management additional tools are being requested.

Cost Drivers

Costs are driven by primarily by personnel, training and IT costs.

Financial Services

Overview

The Finance Department provides oversight to ensure that the organization is financially responsible and fiscally sound, accountable and transparent in managing public funds. The Department is responsible for accounting and reporting, financial management, and investment oversight for not only the Town of Slave Lake, but also for Wildfire Legacy Corporation and the Slave Lake Airport Commission. This work supports Administration, Council and board members in making decisions that keep the Organizations financially resilient and responsible.

The Department makes key contributions towards Slave Lakes' vision by supporting effective financial management, oversight and informed decision making to maintain the financial sustainability of the Town.

The Finance Department includes a team of 7 dedicated financial personnel who provide timely, accurate and financial support to all Town departments. The Department is committed to working collaboratively, embracing new technologies and innovative ways of operating, to provide best in class service to support the achievement of the Town's objectives. We will continue to provide 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.

The Department values accountability, innovation, service excellence and employee engagement by providing a safe, healthy & sustainable environment.

Services Provided

Financial Services
Taxation
Accounting and Reporting
Accounts Payable
Accounts Receivable
Cash Processing
Payroll
Budgeting
Utility Billing Services
Customer Service

Accounting and Reporting

Provides all general accounting and reporting with respect to operating programs, as well as accounting, reporting, analysis and debt management to support capital programs. Core activities include; quarterly financial reporting to Town Council and citizens, facilitating the external audit, oversight to financial records and adherence to generally accepted accounting principals (GAAP).

Taxation Services

Taxation is responsible for billing and collecting municipal and provincial education taxes and administering the monthly Tax Installment Payment Program (TIPP). Taxation provides assessment

notices, taxation notices and works with citizens, daily, to assist with tax payment and tax sale processes. Works with an external assessment firm to ensure Town records reflect current assessment values and property ownership is up to date.

Payroll

Manages the production of bi-weekly payroll 100% on-time for all Town employees. In collaboration with Human Resources oversight is provided for pension administration and reporting for Local Authorities Pension Plan as well the benefit plan Town employees appreciate and have access to.

Budgeting

The Finance Department coordinates and delivers the Town's operating and capital budgets, contributing to the financial sustainability of the Town. Information, analysis and recommendations are provided internally to departments and is provided to Council and residents which help to make financial information more transparent.

Customer Service

The Finance Department is primarily responsible for customer service delivery at the Town office that customers, residents and vendors require.

Business Licences

Issues and approves Business Licences within the Town. After all required Planning approvals have been received and approved Finance reviews the business license application and

Utility Billing Services

Provides monthly utility invoicing, on a timely scheduled basis, for all utility customers of the Town. Works in collaboration with the Utility department to coordinate water meter readings, investigations and trouble shooting. Provides monthly analysis and account reporting to update contracted garbage service delivery.

Accounts Payable and Receivable

Works in collaboration with all departments to facilitate bill payments and invoicing. 2 part time staff, working together, oversee prompt and proper payment and the issuance of invoices for entire Town operations.

Highlights of Accomplishments

Service Excellence

The department was able to quickly mobilize and provide continuing services to residents in light of the Covid-19 pandemic. There was sufficient staff competency and collaboration to keep these services operational during periods of employee self isolation and working from home requirements.

Staff Development and Departmental collaboration

The department's internal training program really stood out this year. Not only was the Finance department able to continue to provide their normal service delivery, but had the additional capacity to provide support to other departments as they faced position vacations and absences. 2 key areas of support provided were for Human Resources and Fire Services Administration. Early 2021 the Town's human resources department was vacant. The department played a key pivotal role in ensuring the hiring process continued and that continuing services were delivered to staff. During a temporary vacancy at the Fire Hall the department assisted in an administrative function to help keep those vital services up and running.

Engaged Workforce

The Department continues to keep an engaged, dedicated workforce. Our employees have served the Town for a minimum of 5 years and up to over 10 years. The department leads in employee engagement by retaining employees and providing growth opportunities from within.

Continuous Improvement and Innovation Program (CIIP)

During the pandemic business licenses applications were successfully transitioned online to allow residents quick and easy access to a license remotely.

Town of Slave Lake 2022 Operating Budget

Finance	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
User Fees and Sales of Goods	\$10,495	\$18,500	\$18,500	\$0	0.0%
Penalties	\$178	\$1,000	\$1,000	\$0	0.0%
Licenses and Permits	\$77,950	\$77,273	\$86,824	\$9,551	12.4%
Internal Transfers Revenue	\$126,158	\$129,790	\$130,959	\$1,169	0.9%
Total Revenues	\$214,781	\$226,563	\$237,283	\$10,720	4.7%
Expenses					
Salaries, Wages and Benefits	\$592,829	\$614,817	\$625,760	\$10,943	1.8%
Contracted and General Services	\$173,962	\$117,882	\$127,589	\$9,707	8.2%
Materials, Supplies and Utilities	\$2,392	\$6,900	\$6,000	(\$900)	-13.0%
Bank Charges	\$12,461	\$13,872	\$12,000	(\$1,872)	-13.5%
Internal Transfers Expenditures	\$31,621	\$31,631	\$22,549	(\$9,082)	-28.7%
Total Expenses	\$813,265	\$785,102	\$793,898	\$8,796	1.1%
Total Net Operating Requirement	\$598,484	\$558,539	\$556,615	\$1,924	-0.3%

Town of Slave Lake 2023-2025 Spending Plan

Finance	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Revenues			
User Fees and Sales of Goods	\$18,500	\$18,500	\$18,500
Penalties	\$1,000	\$1,000	\$1,000
Licenses and Permits	\$91,353	\$96,074	\$101,288
Internal Transfers Revenue	\$130,633	\$130,924	\$130,924
Total Revenues	\$241,486	\$246,498	\$251,712
Expenses			
Salaries, Wages and Benefits	\$626,010	\$626,260	\$626,510
Contracted and General Services	\$129,779	\$130,992	\$130,992
Materials, Supplies and Utilities	\$6,000	\$6,000	\$6,000
Bank Charges	\$12,000	\$12,000	\$12,000
Internal Transfers Expenditures	\$22,505	\$22,507	\$22,507
Total Expenses	\$796,294	\$797,759	\$798,009
Total Net Operating Requirement	\$554,808	\$551,261	\$546,297

Revenues

User Fees - Fees for tax certificates and other administrative charges.

Licenses and Permits - Town of Slave Lake business licence revenue. A portion of this revenue is used to fund grants to community organizations.

Internal Transfers - Cost recovery from the administration and billing for utilities. This revenue is recovered from Water, Waste Water and Garbage and Recycling Services.

Explanation of Changes 2022 vs 2021 - revenues

Revenues consist of fees for services such as tax certificates, business license revenue and cost recovery revenue from utility operations. Fees for services are consistent with prior years. Growth from business licenses revenue is expected to increase in 2022.

Expenditures

Personnel – Finance and related personnel costs.

Contracted and General Services – Includes amounts for departmental training, corporate wide employee events, phones, professional services such as assessment, auditing and legal, memberships and hospitality as well as contracted services for IT software support.

Materials, Supplies and Utilities - Includes office supplies.

Bank Charges – Includes bank fees for payment processing and banking charges for the organization.

Internal Transfers Expenditures – includes the transfer of business license revenue to community grants as well as charges from operations for vehicle usage.

Explanation of Changes 2022 vs 2021 - expenditures

Cost increases mainly center on 3rd party contracted services such as assessment services. The addition of a mobile phone and staff development. Minor increase to part time hours and allowance for staff advancement.

Staff Development – A focus around training existing staff is a top priority for the department. Additional funding for staff has been budgeted for to further increase competency levels and provide for the growth of staff in their role.

Emerging Issues

Financial, budgeting, year end and capital asset management software functionality. Budgeting software was recently acquired a key focus will be on improving internal and external reporting capabilities. Year end software was mainly developed in house, software and updating capabilities have reached their end of life. To aid in the timely preparation of year end financial statements new statements will be required. Funding for these services would fall under a new reserve for technology improvements.

Cost Drivers

Costs are driven by technology improvement, personnel expenses and external services such as auditing and assessment services.

Initiatives

Customers Service

Service Excellence

Continue to provide quality and responsive service that our residents count on. Review standards annually and the impact on our residents.

Stewardship of Resources

Continue to monitor financial results on a continuous basis for the Town. Invest in process improvements and systems integration.

Assist CAO with the development of a Financial Sustainability Plan. Implement various projects associated with the economic development strategy around the downtown revitalization plans.

Create effective strategic, operational and governance planning to support Finance and Town initiatives. Continuously improve our processes and services in an efficient and effective manner. Invest in IT network and equipment to support organizational work flow and security. Continue work on systems integration and process improvement initiatives.

Employees

Provide a healthy, respectful workplace and supportive environment. Work toward achieving Healthy Workplace –Engaging staff to promote a healthy work-life balance.

Build an engaged workforce

Assist with developing a corporate wide training Strategy.
Develop flexible work practices and support working at home initiatives and directives.
Create a well trained adaptable staff capable of fulfilling multiple rolls within the department.

Continuous Improvement and Innovation

Streamline financial business processes and strengthen transactional oversight and accountability;
Optimize financial systems through new technology opportunities and better data sharing;
Enhance data governance to improve the efficiency, timeliness, accuracy and insightfulness of financial reporting while maintaining data integrity and enhancing data sharing;

Strategic Plan

The Department will continue modernizing the Town's financial systems by seeking continuous improvements to manage people, processes and technology. These modernization efforts will allow the Department to focus more resources on providing improved financial reporting resulting in stronger financial outcomes for the Town. An emphasis will be placed on further staff growth and development and an investment into enhanced financial software.

Future work includes moving towards a more customer-friendly website as well as enabling electronic property assessment and tax notices for residents. Updated financial statements and year end software. Expand budgeting software capabilities and reporting tools. Data migration and integration into the newly acquired capital asset management software.

Information Technology Services

Overview

The Town of Slave Lake operates in an environment faced with rapidly changing technological advancements, which requires an innovative and forward thinking organization to meet the increasing demands of citizens and staff. IT has one person to implement, coordinate, purchase and plan for the IT needs of the Town. This position is supported by professional consultants to ensure the Town is implementing best practices and has the professional oversight needed to maintain and operate its infrastructure. IT coordinates and implements software and services in collaboration with departments and outside groups. Sets up and provides the necessary hardware that staff require.

Services Provided

Information Technology Services
Technology Administration
Technology Coordination
Technology Implementation
Technology Procurement
Cyber Security
Technology Planning

Technology Coordination

Collaborates with all departments on their technology needs. Reviews current and potential software requirements and determines the compatibility with Town infrastructure. Ensures devices used on the Town network meet the standards and safety protocols needed.

Technology Implementation

Works with software companies on the implementation of software on Town Infrastructure. Installs hardware and software for Town owned equipment. Oversees the day to day needs of every employee working for the Town. Manages all email services, security services, back up services, phones and the overall network of the Town.

Technology Procurement

Sources and procures IT equipment needed by the Town. Provides requirements for departments when looking at technologies. Sources equipment through verified equipment sellers.

Cyber Security

The threat of cyber attacks is evolving at a rapid pace and is constantly changing. Ensuring the Town has the appropriate cyber security measures in place is paramount to the safe keeping of information and the continuous day to day business of the Town that staff and residents count on. Works with consultants to review the Towns security setup and practices is ongoing and ever changing. Leads in both the identification of and the mitigation strategies to implement by working with employees and developing effective measures to ensure the safekeeping of information.

Technology Planning

Plans and coordinates the upcoming technology needs of the organization. Developed the first digital replacement plan for the Town of Slave Lake in 2019. This plan continually evaluates emerging technologies and the ongoing and future needs of the organization.

Highlights of Accomplishments

Work from anywhere

The Covid-19 pandemic vastly changed how the Town carried out its business. Working from home or on the go, online conferences, video calls and streaming Council meetings are all changes made over the past 2 years. This fast paced changed was managed by the IT department that had to procure and roll out additional security measures, expand network capacity and capability.

Fire Hall Internet Upgrade

In collaboration with the Fire Services project costed, coordinated the implementation and managed the technical requirements of the project.

Town of Slave Lake 2022 Operating Budget

Information Technology	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
User Fees and Sales of Goods	\$12,255	\$6,000	\$6,000	\$0	0.0%
Total Revenues	\$12,255	\$6,000	\$6,000	\$0	0.0%
Expenses					
Salaries, Wages and Benefits	\$88,801	\$90,490	\$89,990	(\$500)	-0.6%
Contracted and General Services	\$181,852	\$188,282	\$223,880	\$35,598	18.9%
Materials, Supplies and Utilities	\$41,191	\$50,500	\$50,500	\$0	0.0%
Total Expenses	\$311,845	\$329,272	\$364,370	\$35,098	10.7%
Total Net Operating Requirement	\$299,589	\$323,272	\$358,370	\$35,098	10.9%

Town of Slave Lake 2023-2025 Spending Plan

Information Technology	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Revenues			
User Fees and Sales of Goods	\$6,000	\$6,000	\$6,000
Total Revenues	\$6,000	\$6,000	\$6,000
Expenses			
Salaries, Wages and Benefits	\$90,190	\$90,390	\$90,590
Contracted and General Services	\$225,180	\$226,230	\$228,280
Materials, Supplies and Utilities	\$50,500	\$50,500	\$50,500
Total Expenses	\$365,870	\$367,120	\$369,370
Total Net Operating Requirement	\$359,870	\$361,120	\$363,370

Revenues

Cost recovery from employees who purchase an electronic device through the Town.

Explanation of Changes 2022 vs 2021 - revenues

No change.

Expenditures

Personnel – IT and related personnel costs.

Contracted and General Services – Includes amounts for departmental training, Town office internet services cost, contracted computer support and IT organizational software. The largest expense is for Town software \$147,450.

Materials, Supplies and Utilities - Includes office supplies. IT supplies such as, monitors, keyboards, cabling, power supplies etc. Electronic devices such as computers and cell phones. Computer equipment \$30,000 is the largest expense.

Explanation of Changes 2022 vs 2021 - expenditures

Increases in subscription costs from Microsoft for email and office suite packages. Increase in subscription costs for financial software. Increase to the Access point software that manages the wifi connections throughout multiple buildings. Additional services added in 2020 were Zoom and Microsoft Teams online conferencing packages. Capital Asset management software cost are now being recorded here.

Emerging Issues

Cybersecurity

An increasingly interconnected digital environment requires organizations to prioritize cybersecurity, including continuously assessing risk and using those assessments to inform security decisions. Ongoing security awareness from all employees is required to mitigate cybersecurity risks.

Technological Innovation

The identification and utilization of new technologies in an ongoing and changing environment requires individuals to continually adapt their skills and for the Town of Slave Lake to be able to identify skill gaps and methods to address them. New software can be a great investment but those dollars may not maximize the gains they could generate without sufficient time and additional training.

Cost Drivers

Costs are driven by software, personnel expenses and external consulting services.

Initiatives

Technology Improvement Initiative to update and continually replace required hardware and software to meet the needs of the organization.

Strategic Plan

The Town is currently underway updating all of its hardware it's currently using over a 3 year period. 2022 will be year 2 of the current replacement cycle. 2021 replaced 40% of the computers in the organization. 2022 plan is to reach up to 80% with the remaining investment in 2023 to fully modernize the equipment.

Covid-19 brought to light the limited capacity the Town had to remotely conduct its business. This replacement cycle switches the investment from desktop computers to a mobile laptop environment. This will also aid should disaster hit and the Town is required to run a disaster operation center by allowing machines to swiftly and easily move locations. Hardware replacement is an ongoing investment with technology continuously changing. The current replacement cycle was intended to bring ageing systems up to date and to continue this program on a 4 year cycle to ensure that IT hardware meets current and future needs.

Server requirements

A major component of the IT infrastructure, current servers the within the Town have reached their end of life cycle. Included in the 2022 capital budget is a replacement of server infrastructure for the Town office and Fire Hall. These pieces of equipment are the backbone of Town operations. These investments are intended to meet the needs of the Town for the next 5 years. Future plans include switching from physical servers to virtual machines that operate in the cloud.

Police Services

RCMP SERVICES

Overview

Since the March West in 1874, the RCMP has built a strong foundation of trust, respect and compassion in the Alberta communities we serve. As Alberta's provincial police service, the RCMP provides assistance to more than 1.5 million Albertans at the federal, provincial and municipal level.

Our nearly 4,200 employees work out of 113 detachments throughout the province's four policing districts. From the Rocky Mountains, to the prairies, to the oilpatch, Alberta RCMP employees stand at the ready, committed to providing exemplary service through our partnerships and innovative policing techniques.

RCMP and Town municipal staff operate out of the local Slave Lake detachment providing vital services to residents on a daily basis. Town staff provide clerical and administrative support for the detachment only. Town staff are managed here directly by Human Resources.

Services Provided

RCMP	Municipal Services
Policing	Criminal Records Check
Report a Crime	General Information
Vulnerable Sector Check	Non emergency Complaints

Town of Slave Lake 2022 Operating Budget

Police Services (RCMP)	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
User Fees and Sales of Goods	\$4,000	\$13,000	\$13,000	\$0	0.0%
Government Transfers for Operating	\$303,208	\$277,979	\$277,979	\$0	0.0%
Fines and Costs	\$22,419	\$40,000	\$25,000	(\$15,000)	-37.5%
Total Revenues	\$329,627	\$330,979	\$315,979	(\$15,000)	-4.5%
Expenses					
Salaries, Wages and Benefits	\$168,035	\$193,873	\$192,733	(\$1,140)	-0.6%
Contracted and General Services	\$1,742,955	\$1,852,722	\$2,090,955	\$238,233	12.9%
Total Expenses	\$1,910,990	\$2,046,595	\$2,283,688	\$237,093	11.6%
Total Net Operating Requirement	\$1,581,363	\$1,715,616	\$1,967,709	\$252,093	14.7%

Police Services

Town of Slave Lake 2023-2025 Spending Plan

Police Services (RCMP)	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Revenues			
User Fees and Sales of Goods	\$13,000	\$13,000	\$13,000
Government Transfers for Operating	\$277,979	\$277,979	\$277,979
Fines and Costs	\$25,000	\$25,000	\$25,000
Total Revenues	\$315,979	\$315,979	\$315,979
Expenses			
Salaries, Wages and Benefits	\$192,933	\$192,933	\$192,933
Contracted and General Services	\$2,109,825	\$2,130,903	\$2,152,192
Total Expenses	\$2,302,758	\$2,323,836	\$2,345,125
Total Net Operating Requirement	\$2,109,825	\$2,130,903	\$2,152,192

Revenues

User Fees - Consist of fees for administrative services such as criminal records checks and other information requests.

Government Transfers for Operating – Include Provincial policing grants the Town receives annually. Funding has been approved by the province for the 2022 year. Previously the Town received 2 grants, the Municipal Policing Assistance Grant (MPAG) and the Police Officer Grant (POG), to help offset the costs of policing. Going forward these grants have been consolidated into a single Policing Support Grant (PSG). The amount of funds expected to be received is the same.

Fines and Costs – RCMP fine revenue. Fine revenue received by the Town is 60% of the total fines issued.

Explanation of Changes 2022 vs 2021 - revenues

Fine Revenue generated from RCMP has declined. Averaged fine revenue generated averages around \$25,000. This revenue is outside of Town control and has been adjusted.

Expenditures

Personnel – Costs associated with Town of Slave Lake municipal staff only.

Contracted and General Services – Includes amount for Town staff development and contracted policing services, which include RCMP member costs and capital requirements. The Town is only required to fund 70% of the per member cost. The RCMP charges separately for Pooled costs, that is the entire RCMP provincial costs allocated on a per capita rate for direct and indirect costs as well as addition non pooled costs that are required by each location. Non pooled costs for the Town are for building expenses.

Police Services

Explanation of Changes 2022 vs 2021 – expenditures

Historically Slave Lake Established positions allocated to the detachment were around 14 to 15 net member FTE positions. The Town has budgeted for less than the full required FTE positions as past data has shown the detachment has not realized the full amount of positions. Over the past 4 years actual FTE positions for RCMP members have averaged 11.73. Forecasted positions for the Town provided by the RCMP are for 13 Net member positions for the Town. Budget 2022 included amounts for 13 FTE position requiring an additional \$237 thousand over the term. This increase covers the new salary pay for RCMP members as a result of their collective bargaining process with the federal government. The new rates of pay and compensation have had and will continue to have a large impact on the Town's budget.

Emerging Issues

The PSG grant has been approved for one year, with the intent to consider potential modifications for future grant assistance. The continuation of the grant program is unknown past the 2022 year. A reduction or removal of this grant would have a very negative impact on the Town's ability to fund the services provided by the RCMP.

Rising cost of policing due to increased salaries for RCMP members. Collective bargaining by the RCMP members union successfully negotiated an increase to their annual salary retroactive to 2017. This substantial increase will have an impact on the costs for policing going forward.

The RCMP Detachment is nearing its end of useful life. An assessment and review is underway by the RCMP to determine the next steps around their current building. Whether it be an upgrade to the current facility or a request for a new building this will be a substantial capital cost for the Town.

Cost Drivers

RCMP services contract.

FIRE SERVICES

Overview

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. The Fire Hall also acts as the regional command center in the event of disaster.

Fire Services is committed to providing a safe and sustainable future within our communities through emergency preparedness, fire prevention programs, training and education. Through partnerships and collaboration, we endeavor to provide timely emergency response, safer communities with sustainable fire and life safety initiatives, education and emergency response.

Town of Slave Lake 2022 Operating Budget

Fire Services	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
Fire Services	\$542,894	\$796,736	\$861,679	\$64,943	8.2%
Search and Rescue	(\$4,500)	\$0	\$0	\$0	0.0%
Dangerous Goods	(\$1,444)	\$7,500	\$7,500	\$0	0.0%
Fire Smart	\$427,006	\$423,967	\$375,000	(\$48,967)	-11.5%
Total Revenue	\$963,956	\$1,228,203	\$1,244,179	\$15,976	1.3%
Expenses					
Fire Services	\$1,346,195	\$1,245,153	\$1,291,329	\$46,176	3.7%
Search and Rescue	\$5,318	\$9,400	\$9,400	\$0	0.0%
Dangerous Goods	\$16,312	\$14,500	\$21,500	\$7,000	48.3%
Disaster Services	\$589	\$4,000	\$4,000	\$0	0.0%
Fire Smart	\$413,617	\$415,040	\$400,000	(\$15,040)	-3.6%
Total Expenses	\$1,782,031	\$1,688,093	\$1,726,229	\$38,136	2.3%
Total Net Operating Requirement	\$435,836	\$442,940	\$434,900	\$8,040	-1.8%
Amortization	\$319,641	\$309,097	\$337,116	\$28,019	9.1%
Total Net Operating with Amortization	\$755,478	\$752,037	\$772,016	\$36,059	2.7%

Town of Slave Lake 2023-2025 Spending Plan

Fire Services	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Revenues			
Fire Services	\$861,317	\$869,667	\$869,667
Search and Rescue	\$0	\$0	\$0
Dangerous Goods	\$7,500	\$7,500	\$7,500
Fire Smart	\$325,000	\$300,000	\$275,000
Total Revenue	\$1,193,817	\$1,177,167	\$1,152,167
Expenses			
Fire Services	\$1,303,078	\$1,328,361	\$1,343,361
Search and Rescue	\$9,400	\$9,400	\$9,400
Dangerous Goods	\$21,500	\$21,500	\$21,500
Disaster Services	\$4,000	\$4,000	\$4,000
Fire Smart	\$400,000	\$400,000	\$400,000
Total Expenses	\$1,737,978	\$1,763,261	\$1,778,261
Total Net Operating Requirement	\$1,733,978	\$1,759,261	\$1,774,261
	\$347,116	\$367,116	\$367,116
Total Net Operating with Amortization	\$2,081,094	\$2,126,377	\$2,141,377

Programs and Services Provided

Fire Services	Search & Rescue	Special Teams	FireSmart Program
Fire Suppression	Urban SAR	Swift water rescue	Wildland Urban Interface Response
Motor Vehicle Collision Response	Evidence Search	Ice Rescue	Education
Technical Vehicle Rescue	Ground Search	Boat operations	Vegetation Management
Fire & Life Safety Inspections	Training	High And Low angle rescue	Legislation and Planning, Development Concerns
Medical Co-Response	Emergency Evacuation Responses	Confined Space	Interagency Cooperation
Training & Education		Spill response	Training
Inter-Agency Collaboration		Hazmat Operations	Emergency Planning

Fire Services

Responsible for Fire Response in the region. Coordinates and Cost shares with MD of Lesser Slave River to provide not only fiscally responsible but, timely services. Currently 80 Dedicated Professionals spend over 7,400 hours dedicated to training and over 10,000 hours on emergency callouts protecting our region.

Fire Suppression Motor Vehicle Collision Response

All aspects of fire suppression, and motor vehicle accidents.

Technical Vehicle Rescue

Specialized vehicle rescue, patient removal, electric and hybrid vehicles.

Fire & Life Safety Inspections Town of Slave Lake, MD of Lesser Slave River Quality Management program, 80 annual inspections on Town and MD owned facilities, hotels, retail stores etc.

Medical Co-Response Training & Education Medical Training for all LSRFS members, Search and Rescue, as well as Town of Slave Lake and MD of Lesser Slave River as required. Working with AHS to co-respond to medical emergencies in the Region.

Search and Rescue

25 Search and Rescue members. Dedicated to insuring fast and efficient Search and rescue operations, assisting local authorities with missing person searches, Evidence Searches and training monthly. 100% Volunteer Based Membership

Special Teams

Due to the location of the Town of Slave Lake, MD of Lesser Slave River and Sawridge First Nation., the LSRFS is called upon for numerous emergency callouts that do not fit into the “normal” scope of emergency responses. Three special team groups are highly trained in Water, Rope and Hazardous Materials Response.

FireSmart

Started in 2011 after the Slave Lake Wildfire, the FireSmart program has focused on the 7 Disciplines of FireSmart, as well as provincial deployments when requested. Recently we have also undertaken the responsibility of developing a Wildland Urban Interface Basic, Advanced and Hazard Reduction burning program, complete with textbook and hands on learning. This program is being looked at as one of a few that are being considered as the Provincial Standard for requirements when responding to Wildland Urban Interface Emergencies.

Highlights of Accomplishments

Started Safety Codes inspections and investigations province wide.
High Level Response for Mill log deck fire.
British Columbia Wild Fire Response.

Regional System with no internal boundaries for our membership. A LSRFS is a recognized member region wide, with the same standards of training and equipment across the region.

Town of Slave Lake 2022 Operating Budget

Fire Services / S&R	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
DG & Disaster Services					
Revenues					
User Fees and Sales of Goods	\$120,720	\$172,500	\$172,500	\$0	0.0%
Government Transfers for Operating	\$354,336	\$601,736	\$666,679	\$64,943	10.8%
Rental Income	\$30,000	\$30,000	\$30,000	\$0	0.0%
Other Revenue	\$394	\$0	\$0	\$0	0.0%
Total Revenues	\$505,450	\$804,236	\$869,179	\$64,943	8.1%
Expenses					
Salaries, Wages and Benefits	\$560,967	\$601,449	\$598,963	(\$2,486)	-0.4%
Contracted and General Services	\$349,394	\$302,112	\$347,960	\$45,848	15.2%
Materials, Supplies and Utilities	\$239,463	\$221,741	\$223,925	\$2,184	1.0%
Debenture Interest	\$17,159	\$6,702	\$5,381	(\$1,321)	-19.7%
Transfers to Reserves	\$172,549	\$141,049	\$150,000	\$8,951	6.3%
Total Expenses	\$1,166,982	\$1,132,004	\$1,176,229	\$44,225	3.9%
Total Net Operating Requirement	\$661,532	\$327,768	\$307,050	\$20,718	-6.3%
Amortization	\$282,554	\$300,170	\$292,527	(\$7,643)	-2.5%
Total Net Operating with Amortization	\$944,086	\$627,938	\$599,577	\$13,075	-4.5%

Town of Slave Lake 2023-2025 Spending Plan

Fire Services / S&R DG & Disaster Services	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Revenues			
User Fees and Sales of Goods	\$172,500	\$172,500	\$172,500
Government Transfers for Operating	\$666,317	\$674,667	\$674,667
Rental Income	\$30,000	\$30,000	\$30,000
Other Revenue	\$0	\$0	\$0
Total Revenues	\$868,817	\$877,167	\$877,167
Expenses			
Salaries, Wages and Benefits	\$600,138	\$600,238	\$600,238
Contracted and General Services	\$349,900	\$350,900	\$350,900
Materials, Supplies and Utilities	\$223,925	\$239,525	\$239,525
Debenture Interest	\$4,015	\$2,598	\$2,598
Transfers to Reserves	\$160,000	\$170,000	\$185,000
Total Expenses	\$1,177,978	\$1,193,261	\$1,193,261
Total Net Operating Requirement	\$309,161	\$316,094	\$316,094
	\$302,527	\$322,527	\$322,527
Total Net Operating with Amortization	\$611,688	\$638,621	\$638,621

The Government of Alberta FireSmart Contract is set to end in 2021, the TOSL and MD have reached an agreement to transition the current FireSmart group into Permanent Fulltime employees (FTE) of the Lesser Slave Regional Fire Service.

Changes to Service Levels

Going forward the Fire Smart program is planned to be incorporated into the regular Fire Services operations. This will require additional funding by the MD of Lesser Slave River and the Town on a go forward basis.

Fire Services, Search and Rescue, Dangerous Goods and Disaster Services

Revenues

Revenues for Fire Services come from a variety of sources with the largest being the Inter-Municipal Cost sharing agreement with the MD of Lesser Slave River. Operationally revenue comes recoverable services provided for motor vehicle accidents and mutual aid provided to other communities. Training and rental revenue is generated from training services provided and building revenue.

User Fees and Sales of Goods – Includes fees for services such as inspections. The largest component (\$115,000) is from motor vehicle accidents revenues received from the province. Training program revenue (\$50,000) is also included for the newer training initiative started by the department.

Government Transfers for Operating – Includes revenue received by the MD of Lesser Slave River from the Fire Services cost sharing agreement between the Town and the MD.

Rental Income – Income generated mainly through the facility usage by the training program or room rentals as required by other agencies.

Explanation of Changes 2022 vs 2021 – revenues

Covid-19 has impacted the rollout of the training program initiative. Revenues generated through this program are targeted at 2021 goals. Additional revenue from the MD of Lesser Slave River is expected due to rising costs.

Expenditures

Personnel – Includes Fire Services and related personnel costs. Also included are payments for the Fire Brigade, the volunteer group, which receives payment when a certain number of active duty hours are achieved.

Contracted and General Services – Amounts included here are for employee and volunteer appreciation, departmental training as well as costs associated with the training program. Freight and postage charges, internet, phone, security lines and radio licensing. Repairs and maintenance for equipment and buildings. Hospitality and memberships. Contracted services and dispatching services. Equipment rentals, IT software licensing and insurance premiums.

Materials, Supplies and Utilities – Includes expenditures for equipment and materials, office supplies, utilities for power, water and gas, as well as fuel and oil costs.

Debenture Interest – interest costs for the debenture issued for the old fire hall.

Transfers to Reserves – Transfers made to the Fire Services capital reserve to fund future equipment purchases.

Explanation of Changes 2022 vs 2021 – expenditures

Search and rescue, dangerous goods and disaster services require no increase. The material cost increases due to the ongoing Covid Pandemic, as well as general increases for costs associated with Firefighting PPE and Training have increased substantially since 2019. Increased insurance premiums are the result of overall increases to insurance premiums as well as more accurate equipment listings provided by the insurance company. Past years had some equipment recorded under general insurance and those costs have been reallocated here. Internet connection to the Fire Hall is expected to be upgraded and will require additional increases. Replaced photo copier will now require annual lease payments increased to costs. Reserve transfers increasing to place in reserve contributions from the MD of Lesser Slave River over the next few years.

Emerging Issues

FireSmart provincial grant funding is nearing the end of available funds. The continuation of the program will have to be reduced in scope and added to existing fire Services. Additional funding required to maintain services. Starting in 2022 Both the MD of Lesser Slave River and Town will contribute \$25,000

increasing to \$75,000, \$100,000 & \$125,000 in years 2023, 2024 and 2025 respectively. Funding levels are expected to remain at \$125,000 after 2025.

Recruitment and Retention. Business is starting to find it harder to allow employees the time to leave their regular duties to respond to emergency call outs. In the rural stations, there are not a lot of younger persons moving into the communities. The average age of the Firefighters is getting higher, and membership is becoming less. Free time is becoming more valuable. The service is heavily reliant upon its volunteer membership. A decrease in volunteering would require additional paid staff to keep services intact.

Cost Drivers

Costs are primarily driven by personnel expenses, repairs, and materials and equipment.

Initiatives

Training Program:

Goal of the LSRFS is to become a destination for fire training in Alberta. Working with Local and Provincial Education partners to become a training host in a variety of certified fire training courses.

Business Continuity Planning:

Fire Services is leading, developing and implementing a continuity plan that will help ensure uninterrupted delivery of the Town of Slave Lake's critical and vital services.

Accredited Agency in Alberta for Fire inspections and Investigations:

This allows certified members of our department to work outside of our town and MD boundaries to assist other fire departments when they may require services, for profit to our organization under contract.

Strategic Plan

The Lesser Slave Regional Fire service is committed to finding new, modern and cost-effective ways to safely respond and protect the citizens of the Sawridge First Nation, MD of Lesser Slave River and Town of Slave Lake. As well as working with our Regional Partners, provincial educators and departments across Western Canada to continue to be a destination for fire certification training.

Fire Smart

Town of Slave Lake 2022 Operating Budget

Fire Smart	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
User Fees and Sales of Goods	\$0	\$70,000	\$0	(\$70,000)	-100.0%
Government Transfers for Operating	\$404,006	\$353,967	\$375,000	\$21,033	5.9%
Total Revenues	\$404,006	\$423,967	\$375,000	(\$48,967)	-11.5%
Expenses					
Salaries, Wages and Benefits	\$338,830	\$340,475	\$381,500	\$41,025	12.0%
Contracted and General Services	\$40,265	\$37,065	\$11,704	(\$25,361)	-68.4%
Materials, Supplies and Utilities	\$34,523	\$37,500	\$6,796	(\$30,704)	-81.9%
Total Expenses	\$413,617	\$415,040	\$400,000	(\$15,040)	-3.6%
Total Net Operating Requirement	\$9,611	\$8,927	\$25,000	\$33,927	180.0%
Amortization	\$37,088	\$8,927	\$44,589	\$35,662	399.5%
Total Net Operating with Amortization	\$46,698	\$17,854	\$69,589	\$69,589	289.8%

Town of Slave Lake 2023-2025 Spending Plan

Fire Smart	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Revenues			
User Fees and Sales of Goods	\$0	\$0	\$0
Government Transfers for Operating	\$325,000	\$300,000	\$275,000
Total Revenues	\$325,000	\$300,000	\$275,000
Expenses			
Salaries, Wages and Benefits	\$381,700	\$381,800	\$382,000
Contracted and General Services	\$11,704	\$11,704	\$11,704
Materials, Supplies and Utilities	\$6,596	\$6,496	\$6,296
Total Expenses	\$400,000	\$400,000	\$400,000
Total Net Operating Requirement	\$75,000	\$100,000	\$125,000
	\$44,589	\$44,589	\$44,589
Total Net Operating with Amortization	\$119,589	\$144,589	\$169,589

Revenues

User Fees and Sales of Goods – Includes fees for services when out of Town deployments are requested.

Government Transfers for Operating – Includes prior Fire Smart grant funding received from the Province after the 2011 Wildfire. Revenue is recognized each year to cover the costs incurred during the year. This funding is not ongoing.

Expenditures

Personnel – Includes Fire Smart and related personnel costs.

Contracted and General Services – Includes training, phone and equipment repairs.

Materials, Supplies and Utilities - Includes supplies and materials along with fuel and oil.

Explanation of Changes 2022 vs 2021 – expenditures

Increased personnel costs after a review of positions and duties. Decrease in training, repairs and materials cost as the switch from Fire Smart into Fire Services begins. Contribution towards the service starts in 2022 with both the MD and the Town contributing and additional \$25,000 each.

OPERATIONS

Overview

The Operations department consists of two parts, Public Works and Utilities. A total of 17 full time employees make up our team.

Our department consists of: a Director, an Engineering Technologist, an Administrative Assistant, a Fleet Mechanic, a Public Works Lead Hand with six operators, and one Senior Utility Operator with five operators.

The Public Works department provides services such as vehicle and equipment procurement, maintenance and fleet safety, with a total of 44 units big and small. This team is committed to well maintained and appropriate paved and gravel roadways for the citizens, businesses and visitors of Slave Lake. This also includes providing signage, lighting and signals to manage and direct pedestrian and vehicle traffic within the town. Snow removal includes the safe operation of clearing, removal and disposal of snow at legally designated dumping sites.

The Utilities department is dedicated to providing clean and safe drinking water to our community in and around Slave Lake. A water treatment plant, two water intakes, two reservoirs and numerous valves and lines make up the water system. Also included in this department is the, not so glamorous, wastewater (sewer) side of things. This system consists of five sewage lift stations, four treatment lagoons with three upgraded Submerged Attached Growth Reactor (SAGR) cells and a combination of gravity and low pressure lines. The Utility department must follow strict guide lines laid out by Provincial and Federal Governments. These guidelines are always changing, challenging our fully qualified operators.

The Department is committed to building a vibrant community through best management practices with an emphasis on responsible operations and long term sustainability. Provides safe and reliable infrastructure services that our residents rely on and enjoy.

Town of Slave Lake 2022 Operating Budget

Operations	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
Administration	\$11,954	\$15,000	\$2,500	(\$12,500)	-83.3%
Fleet Services	\$707,422	\$710,475	\$752,713	\$42,238	5.9%
Shop Services	\$10,000	\$11,000	\$15,000	\$4,000	36.4%
Street Lights	\$121,766	\$0	\$80,000	\$80,000	0.0%
Engineering	\$1,800	\$300	\$300	\$0	0.0%
Cemetery	\$11,151	\$18,996	\$17,314	(\$1,682)	-8.9%
Total Revenues	\$864,092	\$755,771	\$867,827	\$112,056	14.8%
Expenses					
Administration	\$71,736	\$104,280	\$102,997	(\$1,283)	-1.2%
Fleet Services	\$730,673	\$710,475	\$752,713	\$42,238	5.9%
Shop Services	\$240,462	\$203,888	\$211,469	\$7,581	3.7%
Gravel Street Services	\$237,061	\$249,638	\$259,274	\$9,636	3.9%
Paved Road Services	\$812,475	\$891,901	\$894,078	\$2,177	0.2%
Drainage Services	\$112,405	\$124,307	\$125,165	\$858	0.7%
Snow Removal Services	\$428,442	\$441,633	\$447,404	\$5,771	1.3%
Street Lights Services	\$392,306	\$318,068	\$390,000	\$71,932	22.6%
Traffic Control Services	\$66,646	\$109,467	\$118,934	\$9,467	8.6%
Engineering Services	\$98,014	\$102,777	\$106,870	\$4,093	4.0%
Cemetery Services	\$46,945	\$45,417	\$50,290	\$4,873	10.7%
Total Expenses	\$3,237,166	\$3,301,851	\$3,459,194	\$157,343	4.8%
Total Net Operating Requirement	\$2,373,074	\$2,546,080	\$2,591,367	\$45,287	1.8%
Amortization	\$978,749	\$1,510,691	\$903,397	(\$607,294)	-40.2%
Total Net Operating with Amortization	\$3,351,823	\$4,056,771	\$3,494,764	(\$562,007)	-13.9%

Town of Slave Lake 2023-2025 Spending Plan

Operations	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Revenues			
Administration	\$2,500	\$2,500	\$2,500
Fleet Services	\$752,713	\$752,463	\$752,663
Shop Services	\$15,000	\$15,000	\$15,000
Street Lights	\$0	\$0	\$0
Engineering	\$300	\$300	\$300
Cemetery	\$17,314	\$17,314	\$17,314
Total Revenues	\$787,827	\$787,577	\$787,777
Expenses			
Administration	\$103,197	\$103,397	\$103,597
Fleet Services	\$752,463	\$752,663	\$752,863
Shop Services	\$210,536	\$223,042	\$223,242
Gravel Street Services	\$251,050	\$251,306	\$251,506
Paved Road Services	\$891,533	\$891,841	\$892,041
Drainage Services	\$124,596	\$124,826	\$125,026
Snow Removal Services	\$445,366	\$445,654	\$445,854
Street Lights Services	\$311,261	\$370,000	\$370,000
Traffic Control Services	\$116,867	\$117,276	\$117,476
Engineering Services	\$106,900	\$107,106	\$107,306
Cemetery Services	\$49,971	\$49,984	\$49,984
Total Expenses	\$3,363,740	\$3,437,095	\$3,438,895
Total Net Operating with Amortization	\$2,575,913	\$2,649,518	\$2,651,118
	\$953,397	\$953,397	\$953,397
Total Net Operating with Amortization	\$3,529,310	\$3,602,915	\$3,604,515

Services Provided

Operations		
Fleet Procurement and Management	Road Service	Utility Services
Flood Mitigation	Snow Removal	Water Services
Over and Underground Water Drainage	Traffic Control	Waste Water Services
Cemetery Services	Engineering Services	Garbage and Recycling Management

Administration

Provides solid administration for Public Works and Utilities department.

Fleet Procurement and Management

Procures and maintains the fleet of equipment and vehicles used in Town operations.

Flood Mitigation

Oversees the review of creek embankments and spillways that keep the Town of Slave Lake safe from high water levels and flooding events. Maintains 14 Storm Gates throughout the Sawridge Creek.

Over and Underground Water Drainage

Maintains surface and underground drainage in the means of ditches, gutters and underground storm piping systems.

Road Services

Maintains 43 km of paved road network within Town boundaries as well as 16 km of gravel roads and back alley ways. Provides dust control on all gravel roads.

Snow Removal

Oversee the clearing of snow on all Town roads. Removal of snow follows a plan to target key roads first followed by collector and residential roads.

Traffic Control

Oversees the traffic light system, signage and road markings to keep traffic flowing safely and efficiently throughout the Town. Maintains 41 pedestrian crossings.

Cemetery Services

Operate and maintain 2 cemeteries. The existing cemetery has reached capacity and a new cemetery was built in 2014/2015.

Engineering Services

Supports all departments with surveying and mapping, GIS (geographic information system) and drafting requirements.

Highlights of Accomplishments

Developed and redesigned main street line pavement markings to accommodate shared lanes and assist in traffic flow.

Shop Renovations to accommodate existing fleet storage requirements. Completed in house for substantial cost savings.

Staff attained Level 2 Wastewater Treatment certification required to operate our upgraded lagoon system.

Completed wastewater treatment operations program featuring maintenance and operations programs related to upgraded lagoon system. Substantial cost savings resulted by completing it in house.

Designed and constructed hydro-vac pad and road to allow safe dumping during all weather conditions.

Participated in a Chloramination presentation with Associated Engineering at Banff Water and Wastewater Operators' conference.

Maintained normal operations throughout Covid-19 pandemic, without any significant outbreaks or drop in service levels.

Provided assistance with numerous special events with regards to road closures, traffic control, and planning.

Town of Slave Lake 2022 Operating Budget

Operations	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
User Fees and Sales of Goods	\$11,141	\$32,650	\$20,150	(\$12,500)	-38.3%
Government Transfers for Operating	\$0	\$1,646	(\$36)	(\$1,682)	-102.2%
Other Revenue	\$11,964	\$0	\$0	\$0	0.0%
Transfers from Reserves	\$121,766	\$0	\$80,000	\$80,000	0.0%
Internal Transfers Revenue	\$719,222	\$721,475	\$767,713	\$46,238	6.4%
Total Revenues	\$864,092	\$755,771	\$867,827	\$112,056	14.8%
Expenses					
Salaries, Wages and Benefits	\$813,515	\$899,160	\$889,618	(\$9,542)	-1.1%
Contracted and General Services	\$495,922	\$474,334	\$566,171	\$91,837	19.4%
Materials, Supplies and Utilities	\$744,978	\$788,382	\$804,311	\$15,929	2.0%
Debenture Interest	\$6,295	\$2,787	\$0	(\$2,787)	-100.0%
Transfers to Reserves	\$743,226	\$682,500	\$702,500	\$20,000	2.9%
Internal Transfers Expenditures	\$433,334	\$454,688	\$496,594	\$41,906	9.2%
Total Expenses	\$3,237,271	\$3,301,851	\$3,459,194	\$157,343	4.8%
Total Net Operating Requirement	\$2,373,179	\$2,546,080	\$2,591,367	\$45,287	1.8%
Amortization	\$919,662	\$1,451,586	\$844,292	(\$607,294)	-41.8%
Total Net Operating with Amortization	\$3,292,841	\$3,997,666	\$3,435,659	(\$562,007)	-14.1%

Town of Slave Lake 2023-2025 Spending Plan

Operations	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Revenues			
User Fees and Sales of Goods	\$20,150	\$20,150	\$20,150
Government Transfers for Operating	(\$36)	(\$36)	(\$36)
Other Revenue	\$0	\$0	\$0
Transfers from Reserves	\$0	\$0	\$0
Internal Transfers Revenue	\$767,463	\$767,663	\$767,863
Total Revenues	\$787,577	\$787,777	\$787,977
Expenses			
Salaries, Wages and Benefits	\$891,418	\$893,218	\$895,018
Contracted and General Services	\$478,991	\$478,991	\$478,991
Materials, Supplies and Utilities	\$793,218	\$864,453	\$864,453
Debenture Interest	\$0	\$0	\$0
Transfers to Reserves	\$700,000	\$700,000	\$700,000
Internal Transfers Expenditures	\$450,142	\$450,449	\$450,449
Total Expenses	\$3,313,769	\$3,387,111	\$3,388,911
Total Net Operating Requirement	\$2,526,192	\$2,599,334	\$2,600,934
	\$894,292	\$894,292	\$894,292
Total Net Operating with Amortization	\$3,420,484	\$3,493,626	\$3,495,226

Revenues

User Fees and Sales of Goods - Fees for services by the operations department such as road closures. Cemetery plots and liner sales are also included here.

Government Transfer for Operating – Recoverable costs from the MD of Lesser Slave River for cemetery services.

Transfers from Reserves – Reserve transfer from the street light reserve to pay for Atco repairs to street lights. Atco is sending a proposal to take over the repairs and maintenance of all Town lights. The proposal includes an initial investment from Atco to the Town which is recuperated over the years through higher monthly operating costs. This proposal will be further explored during the budget process.

Internal Transfers Revenue - Fleet costs are recovered here and expensed throughout Town cost centers. Cost recovery for grass cutting is also recorded here.

Explanation of Changes 2022 vs 2021 – revenues

Fees for service have been adjusted to current chargeable levels for service. Road closures and assistance requests have, since the 2011 wildfire, been performed mainly free of charge. Cemetery revenues are projected to remain consistent. Reserve transfers are currently budgeted for the estimated repair costs provided by Atco for Streetlights repairs in 2022. As Atco is currently proposing to change the funding model around street lights and this is subject to change pending the proposal.

Expenses

Salaries, Wages and Benefits - Includes amounts allocated for operations and related personnel costs. Operations crew also provide services to water, waste water and garbage services and those costs are allocated and budgeted for under the respective cost centers.

Contracted and General Services - includes amounts for staff development, phones & radios, professional services, contracted repairs, infrastructure repairs, insurance, freight & postage, equipment rentals, dust control, repairs and maintenance and software licensing fees.

Materials, Supplies and Utilities – includes power and gas, supplies and materials such as gravel and sand, fuel and oil, clothing, road materials.

Internal Transfers Expenditures – Costs for use of Fleet and equipment vehicles are allocated through out the various cost centers.

Explanation of Changes 2022 vs 2021 – expenditures

New line painting program requires a \$7000 annual increase to operating budget for the increased scope of line painting and inflationary costs. GPS equipment and related software to cover the entire fleet. Partial equipment replacement done in prior years. Inflationary pressures for ground engaging parts are experiencing increasing costs as the price of materials goes up.

Transfers to reserve are budgeted for an additional \$20,000. For the past 3 years contributions to reserve have increased by \$20,000 to increase the funding requirements for capital asset replacement. 2022 will level off the funding requirements to \$300,000 annually.

Reductions in power and gas costs attributed to usage adjustments. Power costs surrounding street lights are subject to change upon review of proposed Atco Electric street light adjustments.

Cost Drivers

Costs are mainly driven by personnel expenses, fuel costs, materials and contracted services.

Initiatives

Tangible Capital Asset Management for Fleet, Equipment and Facilities

Purchase Asphalt Recycler to recycle millings into patch material.

Continue special event involvement.

Continue to develop standard operations procedures and preventative maintenance schedules for all tasks and equipment.

Strategic Plan

Replacing aging fleet vehicles.

In 2021 a new road line layout for the core of Slave Lake was initiated. Further refinements to the program will be undertaken to ensure the new configuration can be painted in a timely manner.

Looking ahead business plans will be drafted around the purchase of an asphalt recycler and related equipment for road repairs. The plan would include the purchase of a recycler to enable the Town to recycle road material during the rehabilitation of existing roads. The additional material gained from this process could then be used to resurface and patch other roads in need of repairs. Depending on the initial capital investment required, this process would enable the Town to patch and fix a greater number of potholes within existing budgetary limits.

The Town tested a new type of crack sealing in 2021. 2022 will evaluate the performance of plastasphalt used as opposed to traditional hot pour rubberized crack sealing.

Street light replacement project.

Water Services

Overview

Managed by the Operations Department, Water Services provides residents safe clean drinking water for Town, Sawridge and parts of the MD.

Town of Slave Lake 2022 Operating Budget

Water Services	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
Water Administration	\$2,556,837	\$2,346,099	\$2,365,873	\$19,774	0.8%
Total Revenues	\$2,556,837	\$2,346,099	\$2,365,873	\$19,774	0.8%
Expenses					
Water Administration	\$1,178,227	\$811,069	\$980,371	\$169,302	20.9%
Water Treatment	\$757,333	\$830,232	\$839,946	\$9,714	1.2%
Water Distribution	\$308,600	\$350,251	\$301,451	(\$48,800)	-13.9%
Water Pumping	\$84,350	\$74,396	\$108,425	\$34,029	45.7%
Total Expenses	\$2,328,511	\$2,065,948	\$2,230,193	\$164,245	8.0%
Total Net Operating Revenue	\$228,327	\$280,151	\$135,680	\$144,471	-51.6%
Amortization	\$1,481,718	\$1,763,650	\$1,911,226	\$147,576	8.4%
Total Net Operating with Amortization	\$1,710,044	\$2,043,801	\$2,046,906	\$292,047	0.2%

Town of Slave Lake 2023-2025 Spending Plan

Water Services	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Revenues			
Water Administration	\$2,366,866	\$2,366,866	\$2,366,866
Total Revenues	\$2,366,866	\$2,366,866	\$2,366,866
Expenses			
Water Administration	\$960,220	\$895,429	\$894,829
Water Treatment	\$838,733	\$893,233	\$893,433
Water Distribution	\$294,540	\$288,312	\$281,796
Water Pumping	\$108,626	\$118,682	\$118,882
Total Expenses	\$2,202,119	\$2,195,656	\$2,188,940
Total Net Operating Requirement	\$164,747	\$171,210	\$177,926
Amortization	\$2,011,226	\$2,111,226	\$2,111,226
Total Net Operating with Amortization	\$2,175,973	\$2,282,436	\$2,289,152

Services Provided

Water Services
Administration
Transmission & Distribution
Treatment & Purification

Administration

Water administration is a shared responsibility between the Operations Department and Town Administration. The Operations Department oversees the installations, maintenance and overall operations of water services in the Town of Slave Lake. The Finance Department is responsible for monthly invoicing and collection of fees.

Water Transmission and Distribution

Operates and maintains distribution lines including approximately 652 main line valves and 290 fire hydrants. Operates and maintains two raw water pump houses with 20 km of transmission lines.

Water Purification and Treatment

Provides treatment of approximately 1 million cubic meters, the equivalent of 400 Olympic sized swimming pools, of water annually within Alberta Environment and Parks operating guidelines. Operates and maintains one water treatment plant with two reservoirs. One reservoir is located within water plant itself and another is located on top of a hill overlooking the Town that can gravity feed water throughout the Town.

Town of Slave Lake 2022 Operating Budget

Water Services	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
User Fees and Sales of Goods	\$2,421,877	\$2,312,461	\$2,333,228	\$20,767	0.9%
Penalties	\$30,171	\$33,638	\$32,645	(\$993)	-3.0%
Other Revenue	\$104,789	\$0	\$0	\$0	0.0%
Total Revenues	\$2,556,837	\$2,346,099	\$2,365,873	\$19,774	0.8%
Expenses					
Salaries, Wages and Benefits	\$411,485	\$428,500	\$435,931	\$7,431	1.7%
Contracted and General Services	\$221,934	\$232,069	\$250,791	\$18,722	8.1%
Materials, Supplies and Utilities	\$468,349	\$528,044	\$524,500	(\$3,544)	-0.7%
Debenture Interest	\$37,941	\$82,329	\$24,600	(\$57,729)	-70.1%
Transfers to Reserves	\$955,779	\$545,312	\$699,741	\$154,429	28.3%
Internal Transfers Expenditures	\$233,023	\$249,694	\$294,630	\$44,936	18.0%
Total Expenses	\$2,328,511	\$2,065,948	\$2,230,193	\$164,245	8.0%
Total Net Operating Revenues	\$228,327	\$280,151	\$135,680	\$144,471	-51.6%
Amortization	\$1,481,718	\$1,763,650	\$1,911,226	\$147,576	8.4%
Total Net Operating with Amortization	\$1,710,044	\$2,043,801	\$2,046,906	\$292,047	0.2%

Town of Slave Lake 2023-2025 Spending Plan

Water Services	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Revenues			
User Fees and Sales of Goods	\$2,333,228	\$2,333,228	\$2,333,228
Penalties	\$33,638	\$33,638	\$33,638
Other Revenue	\$0	\$0	\$0
Total Revenues	\$2,366,866	\$2,366,866	\$2,366,866
Expenses			
Salaries, Wages and Benefits	\$436,681	\$437,481	\$438,281
Contracted and General Services	\$249,720	\$249,720	\$249,720
Materials, Supplies and Utilities	\$525,050	\$589,200	\$589,200
Debenture Interest	\$18,380	\$11,917	\$5,201
Transfers to Reserves	\$708,374	\$642,986	\$642,186
Internal Transfers Expenditures	\$263,914	\$264,352	\$264,352
Total Expenses	\$2,202,119	\$2,195,656	\$2,188,940
Total Net Operating Requirement	\$164,747	\$171,210	\$177,926
	\$2,011,226	\$2,111,226	\$2,111,226
Total Net Operating with Amortization	\$2,175,973	\$2,282,436	\$2,289,152

Revenue

User Fees and Sales of Goods

Consist mainly of monthly utility invoices for the use and consumption of water and the sale of bulk water. Water meter sales and service calls are also included. Net revenues from water services are used to pay for the principal portion of long term debt for water assets resulting in no overall profit from service.

Penalties – Penalties for the late payment of utility invoices is recorded here.

[Explanation of Changes 2022 vs 2021 - revenues](#)

There is slight increase in revenue projected as a result of projected water usage increased based on historical trends.

Expenses

Salaries, Wages and Benefits - Includes amounts allocated for water services and related personnel costs. Operations crew also provide services to water, waste water and garbage services and those costs are allocated and budgeted for under the respective cost centers.

Contracted and General Services - includes amounts for staff development, phones & radios, professional services, contracted repairs, infrastructure repairs, insurance, freight & postage, equipment rentals, repairs and maintenance and software licensing fees.

Materials, Supplies and Utilities – includes power and gas, supplies and materials such as gravel, sand and piping, clothing, chemicals and lab materials. The largest expense is for chemicals used in water treatment at \$241,000 annually

Internal Transfers Expenditures – Costs for use of Fleet and equipment from operations department, finance and administration costs for utility billing services and amounts for grass cutting from other departments.

Transfers to Reserves – Transfers made to the Water and Sewer Reserve. Reserve contributions are estimated to pay for future capital projects. Actual transfers made to the reserve are based upon operational results throughout the year. Transfers increase to the reserve if operations come in below budget and less is transferred if operations are above budgeted levels. Rates are determined each year based upon prior year operational results.

Explanation of Changes 2022 vs 2021 - expenditures

Overall costs are projected to remain inline with 2021. Insurance premiums have increased. Cost savings for the year include the full repayment of a debenture on existing water line infrastructure in 2021 with savings of \$179,000.

Technology Improvements – New billing software for bulk water added cost of \$3,750.

Personnel – Staff development and advance certification has resulted in advancements on Town grid levels and increased personnel cost requirements.

Reserve Transfers – projected increase to reserves \$154 thousand.

Emerging Issues

Water treatment plant SCADA integration of filters, required for new Alberta Environment & Parks approval in 2022. Will require open/close valve statuses to be reported with Annual compliance reporting.

Water transmission line replacement across Sawridge Creek from NE to SE part of town to loop water servicing and provide required fire protection.

Cost Drivers

Costs are driven by personnel expenses chemicals, insurance and repair and maintenance costs.

Initiatives

Valve replacement pipe program. Got new equipment to bring the cost of repairs down and make the process more cost efficient.

GIS Mapping updating – locate and catalogue underground infrastructure (detailed) includes picture taking material identification.

Strategic Plan

The Town of Slave Lake has a level 3 water treatment plant, and a level 2 water distribution system. As a result, the operations must be overseen by an operator with an equivalent certification. This means with our current set up of only having one operator certified to level 3 water treatment that operator isn't able to go 2 hours away from the facility at any point without having a written and approved plan, and an agreed upon backup certified at level 3. This obviously puts a lot of stress and strain on the current supervising operator. Currently the Town only have 1 level 3 operator. Plan to increase to 3 level 3 operators.

Continuing work on asset identification and asset entry into the Capital Asset system.

WASTE WATER SERVICES

Overview

Town of Slave Lake 2022 Operating Budget

Waste Water Services	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
Waste Water Administration	\$1,984,822	\$1,782,714	\$1,798,399	\$15,685	0.9%
Total Revenue	\$1,984,822	\$1,782,714	\$1,798,399	\$15,685	0.9%
Expenses					
Waste Water Administration	\$997,441	\$484,500	\$358,662	(\$125,838)	-26.0%
Waste Water Lines	\$174,923	\$201,922	\$207,851	\$5,929	2.9%
Waste Water Lift Stations	\$343,286	\$338,877	\$346,282	\$7,405	2.2%
Waste Water Treatment	\$460,120	\$499,439	\$633,895	\$134,456	26.9%
Total Expenses	\$1,975,771	\$1,524,738	\$1,546,690	\$21,952	1.4%
Total Net Operating Requirement	\$9,051	\$257,976	\$251,709	\$6,267	-2.4%
Amortization	\$758,252	\$876,775	\$770,071	(\$106,704)	-12.2%
Total Net Operating with Amortization	\$767,303	\$1,134,751	\$1,021,780	(\$100,437)	-10.0%

Town of Slave Lake 2023-2025 Spending Plan

Waste Water Services	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Revenues			
Waste Water Administration	\$1,815,733	\$1,833,240	\$1,850,923
Total Revenue	\$1,815,733	\$1,833,240	\$1,850,923
Expenses			
Waste Water Administration	\$365,417	\$288,282	\$315,764
Waste Water Lines	\$207,160	\$207,395	\$207,595
Waste Water Lift Stations	\$346,319	\$353,933	\$353,933
Waste Treatment	\$626,068	\$703,778	\$684,386
Total Expenses	\$1,544,964	\$1,553,388	\$1,561,678
Total Net Operating Requirement	\$270,769	\$279,852	\$289,245
Amortization	\$870,071	\$970,071	\$970,071
Total Net Operating with Amortization	\$1,140,840	\$1,249,923	\$1,259,316

Services Provided

Waste Water Services
Administration
Transmission & Distribution
Treatment & Purification

Administration

Waste Water administration is a shared responsibility between the Operations Department and Town Administration. The Operations Department oversees the installations, maintenance and over operations of water services in the Town of Slave Lake. The Finance Department is responsible for monthly invoicing and collection of fees.

Waste Water Transmission and Distribution

Provides for the operation and maintenance of the sanitary sewer system. Included with in this system is a series of five lift stations that all direct the waste into the waste treatment facility

Waste Water Treatment

Provides treatment of wastewater through natural chemical free aeration processes consisting of four wet lagoon cells and three Submerged Attached Growth Reactor (SAGR) cells. The waste water treatment facility was recently upgraded and construction completed in 2021. This project was one of the largest investments the Town has undertaken in upgrading its treatment process. The capital investment totaled \$14.1 million with the Town financing \$7 million and the remainder of the project funded through grants from the Small Community Grant funds from provincial and federal governments.

WASTE WATER SERVICES | UTILITIES

Town of Slave Lake 2022 Operating Budget

Waste Water Services	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
User Fees and Sales of Goods	\$1,814,313	\$1,782,714	\$1,798,399	\$15,685	0.9%
Other Revenue	\$170,509	\$0	\$0	\$0	0.0%
Total Revenues	\$1,984,822	\$1,782,714	\$1,798,399	\$15,685	0.9%
Expenses					
Salaries, Wages and Benefits	\$183,161	\$208,772	\$214,853	\$6,081	2.9%
Contracted and General Services	\$87,521	\$110,450	\$114,991	\$4,541	4.1%
Materials, Supplies and Utilities	\$236,953	\$207,449	\$353,260	\$145,811	70.3%
Debenture Interest	\$206,286	\$249,758	\$241,105	(\$8,653)	-3.5%
Transfers to Reserves	\$1,115,570	\$594,374	\$447,232	(\$147,142)	-24.8%
Internal Transfers Expenditures	\$146,280	\$153,935	\$175,249	\$21,314	13.8%
Total Expenses	\$1,975,771	\$1,524,738	\$1,546,690	\$21,952	1.4%
Total Net Operating Revenues	\$9,051	\$257,976	\$251,709	\$6,267	-2.4%
Amortization	\$758,252	\$876,775	\$770,071	(\$106,704)	-12.2%
Total Net Operating with Amortization	\$767,303	\$1,134,751	\$1,021,780	(\$100,437)	-10.0%

Town of Slave Lake 2023-2025 Spending Plan

Waste Water Services	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Revenues			
User Fees and Sales of Goods	\$1,815,733	\$1,833,240	\$1,850,923
Other Revenue	\$0	\$0	\$0
Total Revenues	\$1,815,733	\$1,833,240	\$1,850,923
Expenses			
Salaries, Wages and Benefits	\$215,403	\$215,753	\$215,953
Contracted and General Services	\$114,991	\$114,991	\$114,991
Materials, Supplies and Utilities	\$354,360	\$438,600	\$438,600
Debenture Interest	\$232,320	\$233,236	\$213,844
Transfers to Reserves	\$466,540	\$389,226	\$416,708
Internal Transfers Expenditures	\$161,350	\$161,582	\$161,582
Total Expenses	\$1,544,964	\$1,553,388	\$1,561,678
Total Net Operating Requirement	\$270,769	\$279,852	\$289,245
	\$870,071	\$970,071	\$970,071
Total Net Operating with Amortization	\$1,140,840	\$1,249,923	\$1,259,316

Revenue

With the increased power usage for the new sewage lagoon a series of projected increases of 1% starting in 2023 will be needed.

User Fees and Sales of Goods – Includes monthly utility billing and the sale of bulk sewer services.

Explanation of Changes 2022 vs 2021 - revenues

Waste water usage is calculated base upon the consumption of water. When water consumption rises waster water usage also rises. Increased amounts for 2022 based upon consumption history.

Expenses

Salaries, Wages and Benefits - Includes amounts allocated for waste water services and related personnel costs. FTE levels are based off of water services.

Contracted and General Services - includes amounts for staff development, phones & radios, professional services, contracted repairs, infrastructure repairs, insurance, freight & postage, equipment rentals, repairs and maintenance and software licensing fees. The largest expense is for repairs and maintenance at \$68,000.

Materials, Supplies and Utilities – includes power and gas, supplies and materials such as gravel, sand and piping, clothing, chemicals and lab materials. The larges expense is for power and gas \$334,000.

Internal Transfers Expenditures – Costs for use of Fleet and equipment from operations department, finance and administration costs for utility billing services and amounts for grass cutting from other departments.

Transfers to Reserves – Transfers made to the Water and Sewer Reserve. Reserve contributions are estimated to pay for future capital projects. Actual transfers made to the reserve are based upon operational results throughout the year. Transfers increase to the reserve if operations come in below budget and less is transferred if operations are above budgeted levels. Rates are determined each year based upon prior year operational results.

[Explanation of Changes 2022 vs 2021 - expenditures](#)

The majority of costs are projected to remain inline with 2021. A significant increase in power is attributed to the new blower houses installed during the water treatment facility upgrade. There are more blowers than in the previous system and they are larger as well. Increased power consumption is attributable to a \$140,000 increase. Overall power requirements going forward are expected to be in the \$300,000 range. Preventative maintenance requirements for upgraded wastewater treatment system and blower building will attribute to \$5,000 increase in operating budget.

Technology Improvements – Updated billing software for bulk waste water at a \$3,600 increase.

Personnel – Staff development and advance certification has resulted in advancements on Town grid levels requiring and increase.

Reserve Transfers – Projected decrease to reserves \$77,314.

[Cost Drivers](#)

Costs are driven by personnel expenses chemicals, insurance and repair and maintenance costs.

[Emerging Issues](#)

Studies required by Alberta Environment & Parks on treated Wastewater effluent quality, residuals, and effects on downstream users and environment.

Potential for main sewer trunk line blockage due to wastewater dumping station. In-line grinder required to reduce solids being introduced to sewer system.

Increased sewer flow to NW sewer lift station (C-Lift) due to new and upcoming connections. Peak flooding conditions could potentially lead to extreme flooding throughout NW and part of SW sections of town.

[Strategic Plan](#)

Replacement of existing manhole covers with newer frames and covers.

Newer environmental legislation requires additional plans and studies for environmental soundness.

Garbage and Recycling Services

Overview

Provides for the collection and disposal of garbage and recycling as well as an annual program for the collection and disposal of hazardous material for the Town. Collection services are contracted to a 3rd party. The MD of Lesser Slave River manages the regional Landfill and its commission to which the Town of Slave Lake has Council representation. Town residents have access to the regional landfill to dispose of waste. Town residents dispose of approximately 900 thousand kilograms of waste at the landfill annually. The Landfill Commission bills the Town of Slave Lake monthly for these costs. Contracted garbage pickup provided to residents disposes of approximately 1.2 million kilograms of waste annually through their weekly pickups. Combined residents are disposing of 2.1 million kilograms of waste through services provided by the Town. Additionally residents have access to a local waste transfer and recycling station that accepts a variety of recyclable material as well as grass and bush trimmings.

Town of Slave Lake 2022 Operating Budget

Garbage and Recycling Services	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
Garbage Collection	\$89,985	\$99,022	\$102,001	\$2,979	3.0%
Garbage Disposal	\$401,601	\$403,550	\$416,414	\$12,864	3.2%
Toxic Round Up	\$4,208	\$3,828	\$3,828	\$0	0.0%
Recycling	\$213,204	\$199,009	\$195,183	(\$3,826)	-1.9%
Total Revenue	\$708,998	\$705,409	\$717,426	\$12,017	1.7%
Expenses					
Garbage Collection	\$122,512	\$93,550	\$102,001	\$8,451	9.0%
Garbage Disposal	\$429,652	\$409,142	\$416,414	\$7,272	1.8%
Toxic Round Up	\$0	\$3,828	\$3,828	\$0	0.0%
Recycling	\$156,834	\$199,009	\$195,183	(\$3,826)	-1.9%
Total Expenses	\$708,998	\$705,529	\$717,426	\$11,897	1.7%
Total Net Operating Requirement	\$0	\$120	\$0	\$120	-100.0%
Amortization	\$0	\$5,472	\$7,482	\$2,010	36.7%
Total Net Operating with Amortization	\$0	\$5,592	\$7,482	\$2,130	33.8%

Town of Slave Lake 2023-2025 Spending Plan

Garbage and Recycling Services	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Revenues			
Garbage Collection	\$101,714	\$101,774	\$106,917
Garbage Disposal	\$415,255	\$415,340	\$418,990
Toxic Round Up	\$3,828	\$3,828	\$3,828
Recycling	\$198,091	\$198,785	\$199,312
Total Revenue	\$718,888	\$719,727	\$729,047
Expenses			
Garbage Collection	\$101,714	\$101,774	\$106,917
Garbage Disposal	\$415,255	\$415,340	\$418,990
Toxic Round Up	\$3,828	\$3,828	\$3,828
Recycling	\$198,091	\$198,785	\$199,312
Total Expenses	\$718,888	\$719,727	\$729,047
Total Net Operating Requirement	\$0	\$0	\$0
Amortization	\$7,482	\$7,482	\$7,482
Total Net Operating with Amortization	\$7,482	\$7,482	\$7,482

Services Provided

Garbage Services	Recycling Services
Collection	Collection
Disposal	Disposal
Toxic Round Up	Recycling Center

Garbage Collection

Includes a contracted service that provides scheduled weekly curbside pickup for each resident and quadrant of Town.

Garbage Disposal

Garbage disposal consists of the contracted curbside service and disposal charges from the Landfill.

Toxic Round Up

A program provided to residents annually that allows for the drop off of certain hazardous waste within Town limits.

Recycling

Access to the local waste transfer and recycling station as well as contracted weekly curbside pickup service.

GARBAGE AND RECYCLING SERVICES | UTILITIES

Town of Slave Lake 2022 Operating Budget

Garbage and Recycling Services	2020 Actual	2021 Budget	2022 Proposed Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
User Fees and Sales of Goods	\$708,998	\$705,409	\$717,426	\$12,017	1.7%
Total Revenues	\$708,998	\$705,409	\$717,426	\$12,017	1.7%
Expenses					
Salaries, Wages and Benefits	\$39,967	\$47,130	\$46,870	(\$260)	-0.6%
Contracted and General Services	\$614,009	\$634,692	\$643,435	\$8,743	1.4%
Materials, Supplies and Utilities	\$6,817	\$4,689	\$4,789	\$100	2.1%
Transfers to Reserves	\$31,191	\$0	\$0	\$0	0.0%
Internal Transfers Expenditures	\$17,013	\$19,018	\$22,332	\$3,314	17.4%
Total Expenses	\$708,998	\$705,529	\$717,426	\$11,897	1.7%
Total Net Operating Revenues	\$0	\$120	\$0	\$120	-100.0%

Town of Slave Lake 2023-2025 Spending Plan

Garbage and Recycling Services	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Revenues			
User Fees and Sales of Goods	\$718,888	\$719,727	\$729,047
Total Revenues	\$718,888	\$719,727	\$729,047
Expenses			
Salaries, Wages and Benefits	\$46,970	\$47,070	\$47,170
Contracted and General Services	\$648,106	\$648,796	\$658,016
Materials, Supplies and Utilities	\$4,889	\$4,889	\$4,889
Transfers to Reserves	\$0	\$0	\$0
Internal Transfers Expenditures	\$18,923	\$18,972	\$18,972
Total Expenses	\$718,888	\$719,727	\$729,047
Total Net Operating Revenues	\$0	\$0	\$0

Full-time Equivalents

FTE's attributed here are operations crew for the clean up and operations of the waste transfer and recycling station.

Revenue

User Fees and Sales of Goods – include the monthly utility invoicing.

GARBAGE AND RECYCLING SERVICES | UTILITIES

Expenses

Salaries, Wages and Benefits – allocated wages from operations.

Contracted and General Services – Contracted service delivery for curbside garbage and recycling and Landfill Commission disposal. The largest expense is for the Landfill Commission annual operating requirement for \$220,000. Costs attributed to residents directly disposing of waste at the Landfill are \$66,000. Contracted garbage disposal charges are \$75,600.

Materials, Supplies and Utilities – Power for the waste transfer and recycling station.

Transfers to Reserves – Any surpluses or deficits incurred for the year are transferred to or from the Garbage reserves.

Internal Transfers Expenditures – Fleet vehicle allocations.

Explanation of Changes 2022 vs 2021 - expenditures

Cost Drivers

Costs are driven by contracted service agreements and rates charged by the Lesser Slave Lake Regional Landfill Commission.

Emerging issues

Landfill cell replacement. The current garbage cell at the Landfill is filling up and will require a new cell in the future. The cost of the new cell and the required investment by the Town may be an issue. Current reserves for this are at \$1,100,000.

Commercial Properties

Overview

The Town owns and leases properties to other organizations. The largest is to the Province of Alberta. Big Fish Bay is leased out on which a portion of the revenue earned is remitted back to the Town. New in 2021 was the lease of the Old Fire Hall to AHS.

Town of Slave Lake 2022 Operating Budget

Commercial Properties	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
Government Center	\$2,608,120	\$2,947,269	\$2,951,308	\$4,039	0.1%
Big Fish Bay	\$91,679	\$80,000	\$100,000	\$20,000	25.0%
Old Fire Hall	\$0	\$58,500	\$0	(\$58,500)	-100.0%
Total Revenues	\$2,699,799	\$3,085,769	\$3,051,308	\$34,461	-1.1%
Expenses					
Government Center	\$1,493,301	\$1,549,219	\$1,463,819	(\$85,400)	-5.5%
Old Fire Hall	\$0	\$51,500	\$0	(\$51,500)	-100.0%
Total Expenses	\$1,493,301	\$1,600,719	\$1,463,819	\$136,900	-8.6%
Total Net Operating Requirements	\$1,206,498	\$1,485,050	\$1,587,489	\$102,439	6.9%

Town of Slave Lake 2023-2025 Spending Plan

Commercial Properties	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Revenues			
Government Center	\$2,939,703	\$2,977,831	\$2,978,031
Big Fish Bay	\$110,000	\$120,000	\$130,000
Old Fire Hall	\$0	\$0	\$0
Total Revenues	\$3,049,703	\$3,097,831	\$3,108,031
Expenses			
Government Center	\$1,385,318	\$1,353,338	\$1,353,538
Old Fire Hall	\$0	\$0	\$0
Total Expenses	\$1,385,318	\$1,353,338	\$1,353,538
Total Net Operating Revenues	\$1,664,385	\$1,744,493	\$1,754,493

Government Center

Overview

Part of the Town office, the provincial government leases space inside the building and occupies the largest portion of the facility. The Town took out a debenture for the building that is backed by the Province and does not count towards our overall debt limit.

Town of Slave Lake 2022 Operating Budget

Government Center	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
Rental Income	\$2,608,120	\$2,714,886	\$2,731,735	\$16,849	0.6%
Internal Transfers Recovery	\$0	\$232,383	\$219,573	(\$12,810)	-5.5%
Total Revenue	\$2,608,120	\$2,947,269	\$2,951,308	\$4,039	0.1%
Expenses					
Salaries, Wages and Benefits	\$100,596	\$164,901	\$163,951	(\$950)	-0.6%
Contracted and General Services	\$383,479	\$387,883	\$398,813	\$10,930	2.8%
Materials, Supplies and Utilities	\$160,232	\$217,284	\$197,000	(\$20,284)	-9.3%
Debenture Interest	\$848,994	\$779,151	\$704,055	(\$75,096)	-9.6%
Total Expenses	\$1,493,301	\$1,549,219	\$1,463,819	\$84,450	-5.5%
Total Net Operating Requirements	\$1,114,819	\$1,398,050	\$1,487,489	\$80,411	6.4%

Town of Slave Lake 2023-2025 Spending Plan

Government Center	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Revenues			
Rental Income	\$2,731,905	\$2,774,830	\$2,775,000
Internal Transfers Revenue	\$207,798	\$203,001	\$203,031
Total Revenue	\$2,939,703	\$2,977,831	\$2,978,031
Expenses			
Salaries, Wages and Benefits	\$164,151	\$164,351	\$164,551
Contracted and General Services	\$398,813	\$398,813	\$398,813
Materials, Supplies and Utilities	\$197,000	\$247,300	\$247,300
Debenture Interest	\$625,354	\$542,874	\$542,874
Total Expenses	\$1,385,318	\$1,353,338	\$1,353,538
Total Net Operating Revenues	\$1,554,385	\$1,624,493	\$1,624,493

Full-time Equivalents

FTE's attributed here are community services positions as part of the maintenance crew.

Revenue

Rental Income – The provincial government leases space from the Town of Slave Lake as well as the Slave Lake Library. Included in rental payments is an amount for the annual debenture costs taken out to finance the building.

Internal Transfers Recovery – Town office portion of building expenses. These costs are recovered here and charged under administration.

Explanation of Changes 2022 vs 2021 - revenues**Expenses**

Salaries, Wages and Benefits – Position allocations from community services.

Contracted and General Services – Includes amounts for staff development, phones, repairs, contracted services such as janitorial and insurance costs. The largest amount is for janitorial services for \$155,000.

Materials, Supplies and Utilities – Includes amounts for water, power and gas utilities, and materials. The largest expense is for utilities \$170,000.

Debenture Interest – interest portion of debenture payments

Explanation of Changes 2022 vs 2021 - expenditures

Projected decrease in utility costs. Debenture interest reduces as the debenture ages, however there is an increase to the principal portion so while this shows a decrease in costs for the year, until the debenture is fully repaid there are no overall cost savings.

Cost Drivers

Contracted services and utility costs.

Emerging Issues

Continual maintenance of building according to current lease agreements. There are a number of items including painting, carpet replacement and other upcoming items that will require investment.

Big Fish Bay

Overview

Located on the southeast shore of picturesque Lesser Slave Lake and bordering the Town of Slave Lake, Big Fish Bay R.V. Resort offers full service lakefront lots, tent sites, cabins and group camping areas, as well as excellent fishing opportunities. Big Fish Bay is close to many amenities and a wealth of activities for you and your family to enjoy.

Big Fish Bay leases the land it occupies from the Town of Slave and the Town collects a portion of the revenue it earns every year. Big Fish Bay is expanding at a rapid pace. This should generate additional revenue for the Town each year. Expansion of the area goes outside of the current leased land agreement so continued growth is not expected once the current area reaches capacity.

Town of Slave Lake 2022 Operating Budget

Big Fish Bay	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
User Fees and Sales of Goods	\$91,679	\$80,000	\$100,000	\$20,000	25.0%
Total Revenues	\$91,679	\$80,000	\$100,000	\$20,000	25.0%
Total Net Operating Revenue	\$91,679	\$80,000	\$100,000	\$20,000	25.0%

Town of Slave Lake 2023-2025 Spending Plan

Big Fish Bay	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Revenues			
User Fees and Sales of Goods	\$110,000	\$120,000	\$130,000
Total Revenues	\$110,000	\$120,000	\$130,000
Total Net Operating Revenues	\$110,000	\$120,000	\$130,000

OLD FIRE HALL | COMMERCIAL PROPERTIES

Old Fire Hall

Overview

Currently occupied by Alberta Health Services that are using the location as the Covid-19 testing facility for the Town of Slave Lake. The current agreement in place is expected to expire in 2022.

Town of Slave Lake 2022 Operating Budget

Old Fire Hall	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
User Fees and Sales of Goods	\$0	\$58,500	\$0	(\$58,500)	-100.0%
Total Revenues	\$0	\$58,500	\$0	(\$58,500)	-100.0%
Expenses					
Salaries, Wages and Benefits	\$0	\$0	\$0	\$0	0.0%
Contracted and General Services	\$0	\$13,500	\$0	(\$13,500)	-100.0%
Transfers to Individuals and Organizations	\$0	\$38,000	\$0	(\$38,000)	-100.0%
Total Expenses	\$0	\$51,500	\$0	(\$51,500)	-100.0%
Total Net Operating Requirements	\$0	\$7,000	\$0	\$7,000	-100.0%

COMMUNITY SERVICES

Community Services

Overview

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

We do this through the operations, programs and public spaces of:

- The Multi-Recreation Centre (MRC);
- Northern Lights Aquatic Centre;
- Parks;
- Family & Community Support Services (FCSS);
- Enforcement Services;
- Legacy Centre; and
- Facilities.

Community Services					
Administration					
Community Enforcement	MRC	NLAC	Parks and Sports Fields	Programming	FCSS
Animal Control	Arenas	Water Safety Instruction	Maintenance of outdoor spaces	Special Events	Seniors Programming
Provincial Statute Enforcement	Running Track	Fitness	Sports fields maintained at a standard consistent with sport practices	Adult Programming	Youth Programming
Automated Traffic Enforcement	Fieldhouse	Public Swims		Youth Programming	Family Programming
	Indoor Playground	Private Swims			Community Development
	Mini-rink				
	Rental spaces (retail & concession				

Town of Slave Lake 2022 Operating Budget

Community Services	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
Community Services					
Administration	\$0	\$60,856	\$56,948	(\$3,908)	-6.4%
Community Enforcement	\$278,562	\$451,687	\$442,965	(\$8,722)	-1.9%
FCSS	\$134,860	\$197,629	\$197,628	(\$1)	0.0%
Community Programming	\$12,112	\$78,175	\$78,161	(\$14)	0.0%
Multi Recreational Center	\$316,213	\$468,932	\$478,283	\$9,351	2.0%
Parks and Sports Fields	\$27,272	\$101,305	\$238,708	\$137,403	135.6%
Northern Lakes Aquatic Centre	\$157,500	\$239,761	\$249,657	\$9,896	4.1%
Visitor Information Center	\$45,000	\$45,000	\$45,000	\$0	0.0%
Total Revenues	\$971,518	\$1,643,345	\$1,787,350	\$144,005	8.8%
Expenses					
Community Services					
Administration	\$283,661	\$296,127	\$277,928	(\$18,199)	-6.1%
Community Enforcement	\$489,260	\$624,579	\$607,174	(\$17,405)	-2.8%
FCSS	\$180,350	\$264,232	\$263,357	(\$875)	-0.3%
Community Programming	\$99,051	\$175,597	\$175,547	(\$50)	0.0%
Multi Recreational Center	\$1,159,250	\$1,233,936	\$1,285,195	\$51,259	4.2%
Parks and Sports Fields	\$348,682	\$481,726	\$638,556	\$156,830	32.6%
Northern Lakes Aquatic Centre	\$266,240	\$596,894	\$600,395	\$3,501	0.6%
Visitor Information Center	\$64,997	\$74,960	\$75,376	\$416	0.6%
Total Expenses	\$2,891,491	\$3,748,051	\$3,923,528	\$175,477	4.7%
Total Net Operating Requirements	\$1,919,974	\$2,104,706	\$2,136,178	\$31,472	1.5%
Amortization	\$37,088	\$953,846	\$984,808	\$30,962	3.2%
Total Net Operating with Amortization	\$1,957,061	\$3,058,552	\$3,120,986	\$62,434	2.0%

Town of Slave Lake 2023-2025 Spending Plan

Community Services	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Revenues			
Community Services Administration	\$56,990	\$57,032	\$57,074
Community Enforcement	\$442,991	\$443,122	\$443,148
FCSS	\$197,628	\$197,628	\$197,628
Community Programming	\$81,348	\$81,390	\$81,411
Multi Recreational Center	\$477,704	\$497,225	\$497,283
Parks and Sports Fields	\$91,436	\$92,650	\$91,880
Northern Lakes Aquatic Centre	\$249,765	\$249,875	\$249,989
Visitor Information Center	\$45,000	\$45,000	\$45,000
Total Revenues	\$1,642,862	\$1,663,922	\$1,663,413
Expenses			
Community Services Administration	\$277,574	\$277,778	\$277,978
Community Enforcement	\$606,920	\$607,666	\$607,986
FCSS	\$263,429	\$263,633	\$263,833
Community Programming	\$175,601	\$175,805	\$175,905
Multi Recreational Center	\$1,277,619	\$1,365,360	\$1,365,560
Parks and Sports Fields	\$516,111	\$527,084	\$519,784
Northern Lakes Aquatic Centre	\$600,904	\$601,427	\$601,970
Visitor Information Center	\$75,476	\$75,576	\$75,676
Total Expenses	\$3,793,634	\$3,894,329	\$3,888,692
Total Net Operating Revenues	\$2,150,772	\$2,230,407	\$2,225,279
	\$1,004,808	\$1,024,808	\$1,024,808
Total Net Operating with Amortization	\$3,155,580	\$3,255,215	\$3,250,087

Services Provided

Community Services Administration:

Planning, directing and supervision of all aspects of the department. Includes ongoing development of operational budget, fiscal accountability, performance management of 21.8 FTE's plus casual and summer seasonal employees. This includes management, planning and leasing with numerous community organizations, for community events and programs.

Multi-Recreation Centre (MRC)

The MRC is a twin ice arena with a fieldhouse and additional amenities like a track, indoor play centre, mini-rink, leased concession and a leased retail space. The ice surfaces are in place from August to April of each year and used by many user groups including Slave Lake Minor Hockey, Ice Dogs Junior "A" Hockey, Men's' Recreation Hockey, Old Timers Hockey, and Lakeside Skating Club. Efforts are made to ensure ice times are available for public rentals and drop-in programming.

The fieldhouse is regularly used for dryland sports such as soccer, volleyball, pickleball, & badminton. Many of these operate on a drop-in basis. As well, the fieldhouse and track areas are used for fitness programming.

The facility is often used by schools through the Joint Use Agreement.

Hours of operation for customer service at the reception area are:

April 1 to Sept 30:

Mon to Fri 8:00 am to 8:00 pm

Sat & Sun 12:00 pm to 4:00 pm

Oct 01 to Mar 31:

Mon to Fri 8:00 am to 9:00 pm

Sat 8:00 am to 8:00 pm

Sun 10:00am to 8:00 pm

A program coordinator is also located at the MRC who provide a wide range of programs and special events in the community, including Summer Splash & PD Day Camps, assists with Santa Clause and River Boat Daze Parades, Frost Fest, Spring Clean Up, Canada Day, Halloween and other seasonal events.

Northern Lights Aquatic Centre (NLAC)

The NLAC is the aquatics area located at Northern Lakes College. The programs include leisure swim, public/private swim lessons, facility rentals, specialty programs & training. The facility is available for rental by user groups, the public and drop in. All staff maintain certifications for their scope of work.

Facilities and Parks

The Facilities staff maintain most Town owned facilities including the Government Centre, MRC, Legacy Centre, and animal pound. This includes capital planning and projects, handling emergent issues, and preventative maintenance.

Parks staff maintain greenspaces, parks, trails and playgrounds in the community to promote participation, pride and a healthy lifestyle. This includes the operation of 8 community playgrounds, ball facilities, 11 km of paved trails, 3 outdoor rinks, soccer fields, open spaces, flower pots/hanging baskets and trees in the urban forest.

Enforcement Services

Enforcement Services (2 Community Peace Officers) provides a broad range of duties and services to the residents and visitors of the Town. The establishment of operational priorities is based primarily on concerns that have been brought forward through municipal Council, by the general public, and local RCMP.

Peace Officers carry out preventative patrols, traffic enforcement, bylaw enforcement, animal control, and public education.

The Community Peace Officers are be dispatched through a call center.

The Town provides Automated Traffic Enforcement through a contract with Global Traffic Group, and have developed an annual Traffic safety Plan and increase safety for the Town and increase funds for the reserve for initiatives as a result.

FCSS

Family and Community Support Services provide a valuable function in our community. It is funded through an 80% (Provincial) 20% (Municipal) funding agreement. FCSS is mandated by the province to only provide social programs that are preventative in nature for youth, families, and seniors. Programs can also promote community engagement.

Highlights of Accomplishments

Customer Service Strategy

With facility closures early in 2021, plans were implemented to include customer service standards when staff were recalled. Staff received training on customer service, which has continued while on boarding new staff. The department will continue to with a priority on customer service, using the standards and ongoing training to reinforce the concepts.

Programming

Throughout the COVID-19 pandemic, the department has worked hard to try to maintain basic services and programs. Administration have done virtual and in-person programming where possible within COVID-19 restrictions.

Health and Safety

The department has maintained a focus on ensuring our facilities are safe and present a healthy environment. This has been challenging during the pandemic. The department has had to balance a desire to provide services and programs, with government imposed restrictions, and the health of our staff and patrons. Throughout the pandemic, at the time of this document, there were no outbreaks of COVID-19 in any Town operated recreation facilities, nor any significant safety related incidents.

Community Social Needs Assessment

Early in 2021, staff worked with a consultant to complete a Community Social Needs Assessment, which identifies the social needs for residents in the Town of Slave Lake. Using this information, the department developed documents outlining the focus for FCSS for 2021 and 2022.

Support for Homeless Coalition

In 2021, the Homeless Coalition was struggling as an entity. Administration spent time working through board development processes to help the coalition move to the next phase of becoming an independent society.

Develop Performance Metrics

In 2021 the Town started to report publically on Performance Metrics. Community Services worked with the Economic Development Officer to ensure that the data that the department collected was meaningful as measures that could be used by that office as well, so that there are linkages between the services provided by Community Services and the overall goal of growth in economy of the region.

Capital Projects

This year, the department completed many capital projects. This included:

- Several sections of trail replacement on Allarie Trails;
- Refurbishment of Poplar Grove Park;
- Refurbishment of Government Centre Roof; &
- Flooring replacement in arena areas of the Multi-Recreation Centre.

In addition:

- Work continues on energy efficiency projects at the MRC (including implementation of an electric Zamboni, cold water ice generation, and variable frequency drives on pumps).
- Work continues on repairs to Barton Park after a large fire damaged the playground early in the year.

Full-time Equivalents 21.8 FTE's

Explanation of Changes 2022 vs 2021 – revenue

Revenues are generated from a multitude of different sources, in each cost centre. This ranges from user fees, to grants, to fines, lease revenues, and sale of services/materials. For the most part revenues are forecasted to be similar in 2022. The COVID-19 pandemic did result in significant reductions in user fee revenues in recreation in 2021 and the goal is to re-establish this business in 2022. As well, Administration will be carrying out a review of user fees in the spring, with fee adjustment recommendations being presented for implementation in September 2022 (not reflected in the budget at this time).

Explanation of Changes 2022 vs 2021 - expenditures

Expenses remain largely the same as in 2021, with the addition of reflection for inflationary pressures for materials and contract services.

Emerging Issues

Staff retention throughout the pandemic has been challenging. Staff recruitment and retention is a priority. As well, developing programs and services to pre-pandemic levels is also going to be a focus in 2022.

Cost Drivers

Some of the cost drivers that can affect this department include:

- Utilities – to offset administration continues to review energy efficiency initiatives, especially at the Multi-Recreation Centre,
- Insurance,
- Inflation for materials, supplies, and contracted services continues to be a factor in 2021 and into 2022.

Initiatives

1. Recruit, retain and develop our staff. Working with HR on corporate strategies.
2. Customer Service remains a priority.
3. Rebuild programs and services to pre-pandemic levels.

Town of Slave Lake 2022 Operating Budget

Community Services Administration	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
Government Transfers for Operating	\$0	\$60,856	\$56,948	(\$3,908)	-6.4%
Total Revenues	\$0	\$60,856	\$56,948	\$3,908	-6.4%
Expenses					
Salaries, Wages and Benefits	\$262,531	\$257,825	\$256,025	(\$1,800)	-0.7%
Contracted and General Services	\$13,141	\$30,255	\$13,505	(\$16,750)	-55.4%
Materials, Supplies and Utilities	\$723	\$750	\$750	\$0	0.0%
Internal Transfers Expenditures	\$7,265	\$7,297	\$7,648	\$351	4.8%
Total Expenses	\$283,661	\$296,127	\$277,928	\$18,199	-6.1%
Total Net Operating Requirement	\$283,661	\$235,271	\$220,980	\$22,107	-6.1%

Town of Slave Lake 2023-2025 Spending Plan

Community Services Administration	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Revenues			
Government Transfers for Operating	\$56,990	\$57,032	\$57,074
Total Revenues	\$56,990	\$57,032	\$57,074
Expenses			
Salaries, Wages and Benefits	\$256,225	\$256,425	\$256,625
Contracted and General Services	\$13,505	\$13,505	\$13,505
Materials, Supplies and Utilities	\$750	\$750	\$750
Internal Transfers Expenditures	\$7,094	\$7,098	\$7,098
Total Expenses	\$277,574	\$277,778	\$277,978
Total Net Operating Requirement	\$220,584	\$220,746	\$220,904

Revenues

Government Transfers for Operating – Inter-municipal cost sharing agreement with MD of Lesser Slave River.

Explanation of Changes 2022 vs 2021 - revenues

Reflects the adjustment to cost sharing revenue.

Expenses

Salaries, Wages and Benefits - Includes Community Services Administration and related personnel costs.

Contracted and General Services – Includes amounts for staff development, phones, professional services such as legal, membership fees and IT licensing. The largest expense is for IT licensing for Active Net bookings and payment processing.

Materials, Supplies and Utilities – Office supplies.

Internal Transfers Expenditures – Fleet vehicle usage allocation.

Explanation of Changes 2022 vs 2021 - expenditures

Reallocated fees for Asset management program from Community Services to Information Technology.

COMMUNITY ENFORCEMENT

Town of Slave Lake 2022 Operating Budget

Community Enforcement	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
Government Transfers for Operating	\$50,000	\$84,687	\$86,465	\$1,778	2.1%
Licenses and Permits	\$545	\$1,000	\$1,000	\$0	0.0%
Fines and Costs	\$227,517	\$366,000	\$355,500	(\$10,500)	-2.9%
Other Revenue	\$500	\$0	\$0	\$0	0.0%
Total Revenues	\$278,562	\$451,687	\$442,965	\$8,722	-1.9%
Expenses					
Salaries, Wages and Benefits	\$198,495	\$199,376	\$202,370	\$2,994	1.5%
Contracted and General Services	\$139,067	\$279,546	\$256,531	(\$23,015)	-8.2%
Materials, Supplies and Utilities	\$24,597	\$13,392	\$14,453	\$1,061	7.9%
Transfers to Reserves	\$94,975	\$100,000	\$100,000	\$0	0.0%
Internal Transfers Expenditures	\$32,126	\$32,265	\$33,820	\$1,555	4.8%
Total Expenses	\$489,260	\$624,579	\$607,174	\$17,405	-2.8%
Total Net Operating Requirement	\$210,698	\$172,892	\$164,209	\$8,683	-5.0%
Amortization	\$19,523	\$11,846	\$11,846	\$0	0.0%
Total Net Operating with Amortization	\$230,221	\$184,738	\$176,055	\$8,683	-4.7%

Town of Slave Lake 2023-2025 Spending Plan

Community Enforcement	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Revenues			
Government Transfers for			
Operating	\$86,491	\$86,622	\$86,648
Licenses and Permits	\$1,000	\$1,000	\$1,000
Fines and Costs	\$355,500	\$355,500	\$85,500
Other Revenue	\$0	\$0	\$0
Total Revenues	\$442,991	\$443,122	\$173,148
Expenses			
Salaries, Wages and Benefits	\$202,691	\$202,911	\$203,231
Contracted and General Services	\$256,536	\$256,539	\$256,539
Materials, Supplies and Utilities	\$14,453	\$14,953	\$14,953
Transfers to Reserves	\$100,000	\$100,000	\$100,000
Internal Transfers Expenditures	\$33,240	\$33,263	\$33,263
Total Expenses	\$606,920	\$607,666	\$607,986
Total Net Operating Requirement	\$163,929	\$164,544	\$434,838
Amortization	\$11,846	\$11,846	\$11,846
Total Net Operating with Amortization	\$175,775	\$176,390	\$446,684

[Revenues](#)

Government Transfers for Operating – includes a portion of Policing grants.

Licenses and Permits – includes animal licensing fees.

Fines and Costs – includes fine revenue for community enforcement tickets and photo radar.

[Explanation of Changes 2022 vs 2021 - revenues](#)

Projected decrease in ticket revenue being realized.

[Expenses](#)

Salaries, Wages and Benefits - Includes amount for Peace Officers and related personnel costs.

Contracted and General Services – Includes amounts for staff development, phones, advertising professional services such as legal, membership fees, repairs and maintenance and contracted services, which includes photo radar. The largest expense is for photo radar services at \$200,000.

Materials, Supplies and Utilities – Office supplies, clothing and materials.

Transfers to Reserves – Net proceeds from photo radar tickets are transferred to reserves. These funds are used to pay for Park enhancements.

Internal Transfers Expenditures – Fleet vehicle usage allocation.

[Explanation of Changes 2022 vs 2021 - expenditures](#)

Contracted services for permitting revenue is expected to decrease partially offset by revenue reduction.

FAMILY AND COMMUNITY SUPPORT SERVICES | COMMUNITY SERVICES

FAMILY AND COMMUNITY SUPPORT SERVICES

Town of Slave Lake 2022 Operating Budget

Family and Community Support Services	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
User Fees and Sales of Goods	\$3,975	\$15,000	\$15,000	\$0	0.0%
Government Transfers for Operating	\$130,884	\$182,629	\$182,628	(\$1)	0.0%
Other Revenue	\$0	\$0	\$0	\$0	0.0%
Total Revenue	\$134,860	\$197,629	\$197,628	\$1	0.0%
Expenses					
Salaries, Wages and Benefits	\$110,421	\$180,223	\$179,123	(\$1,100)	-0.6%
Contracted and General Services	\$41,796	\$40,855	\$40,735	(\$120)	-0.3%
Materials, Supplies and Utilities	\$2,899	\$1,000	\$1,000	\$0	0.0%
Transfers to Individuals and Organizations	\$18,111	\$35,000	\$35,000	\$0	0.0%
Internal Transfers Expenditures	\$7,123	\$7,154	\$7,499	\$345	4.8%
Total Expenses	\$180,350	\$264,232	\$263,357	\$875	-0.3%
Total Net Operating Requirement	\$45,491	\$66,603	\$65,729	\$874	-1.3%

Town of Slave Lake 2023-2025 Spending Plan

Family and Community Support Services	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Revenues			
User Fees and Sales of Goods	\$15,000	\$15,000	\$15,000
Government Transfers for Operating	\$182,628	\$182,628	\$182,628
Other Revenue	\$0	\$0	\$0
Total Revenue	\$197,628	\$197,628	\$197,628
Expenses			
Salaries, Wages and Benefits	\$179,323	\$179,523	\$179,723
Contracted and General Services	\$40,735	\$40,735	\$40,735
Materials, Supplies and Utilities	\$1,000	\$1,000	\$1,000
Transfers to Individuals and Organizations	\$35,000	\$35,000	\$35,000
Internal Transfers Expenditures	\$7,371	\$7,375	\$7,375
Total Expenses	\$263,429	\$263,633	\$263,833
Total Net Operating Requirement	\$65,801	\$66,005	\$66,205

Revenues

User Fees and Sales of Goods – Fees for services FCSS runs.

Government Transfers for Operating – includes grants received by the Province of Alberta that fund FCSS.

Explanation of Changes 2022 vs 2021 - revenues

Revenues expected to remain inline with prior years.

Expenses

Salaries, Wages and Benefits - Includes amount Family and Community Services and related personnel costs.

Contracted and General Services – Includes amounts for staff development, phones, advertising professional services and programming expenses. The largest expense is for programming for \$28,000.

Materials, Supplies and Utilities – Office supplies.

Transfers to Individuals and Organizations – Grants for community groups that fit within the FCSS funding guidelines.

Internal Transfers Expenditures – Fleet vehicle usage allocation.

Explanation of Changes 2022 vs 2021 - expenditures

Personnel benefit adjustments.

COMMUNITY PROGRAMMING

Town of Slave Lake 2022 Operating Budget

Community Programming	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
User Fees and Sales of Goods	\$9,062	\$49,000	\$49,000	\$0	0.0%
Government Transfers for Operating	\$2,400	\$27,175	\$27,161	(\$14)	-0.1%
Other Revenue	\$650	\$2,000	\$2,000	\$0	0.0%
Total Revenue	\$12,112	\$78,175	\$78,161	(\$14)	0.0%
Expenses					
Salaries, Wages and Benefits	\$72,331	\$127,486	\$127,346	(\$140)	-0.1%
Contracted and General Services	\$6,802	\$30,140	\$30,000	(\$140)	-0.5%
Materials, Supplies and Utilities	\$15,168	\$13,200	\$13,200	\$0	0.0%
Internal Transfers Expenditures	\$4,750	\$4,771	\$5,001	\$230	4.8%
Total Expenses	\$99,051	\$175,597	\$175,547	(\$50)	0.0%
Total Net Operating Requirement	\$86,939	\$97,422	\$97,386	\$36	0.0%

Town of Slave Lake 2023-2025 Spending Plan

Community Programming	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Revenues			
User Fees and Sales of Goods	\$49,000	\$49,000	\$49,000
Government Transfers for Operating	\$28,348	\$28,390	\$28,411
Other Revenue	\$4,000	\$4,000	\$4,000
Total Revenue	\$81,348	\$81,390	\$81,411
Expenses			
Salaries, Wages and Benefits	\$127,486	\$127,686	\$127,786
Contracted and General Services	\$30,000	\$30,000	\$30,000
Materials, Supplies and Utilities	\$13,200	\$13,200	\$13,200
Internal Transfers Expenditures	\$4,915	\$4,919	\$4,919
Total Expenses	\$175,601	\$175,805	\$175,905
Total Net Operating Requirement	\$94,253	\$94,415	\$94,494

Revenues

User Fees and Sales of Goods – Fees for programming services.

Government Transfers for Operating – includes grants received by the Government of Canada and cost sharing revenue from the MD of Lesser Slave River.

Other Revenue – includes amounts for donations.

Explanation of Changes 2022 vs 2021 - revenues

Revenues expected to remain inline with prior years.

Expenses

Salaries, Wages and Benefits - Includes Community Programming and related personnel costs.

Contracted and General Services – Includes amounts for staff development, phones, advertising, contracted services and equipment rental. The largest expense is for contracted services \$12,000.

Materials, Supplies and Utilities – Program supplies.

Internal Transfers Expenditures – Fleet vehicle usage allocation.

Explanation of Changes 2022 vs 2021 - expenditures

Personnel benefit adjustments.

Council Motions

Multi Rec Centre

Town of Slave Lake 2022 Operating Budget

Multi Rec Centre	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
User Fees and Sales of Goods	\$118,812	\$252,713	\$251,953	(\$760)	-0.3%
Government Transfers for Operating	\$165,265	\$159,419	\$169,530	\$10,111	6.3%
Rental Income	\$32,137	\$35,000	\$35,000	\$0	0.0%
Internal Transfers Revenue	\$0	\$21,800	\$21,800	\$0	0.0%
Total Revenue	\$316,213	\$468,932	\$478,283	\$9,351	2.0%
Expenses					
Salaries, Wages and Benefits	\$384,308	\$490,747	\$486,639	(\$4,108)	-0.8%
Contracted and General Services	\$256,361	\$204,570	\$237,920	\$33,350	16.3%
Materials, Supplies and Utilities	\$366,319	\$359,987	\$366,000	\$6,013	1.7%
Bank Charges	\$0	\$1,000	\$1,000	\$0	0.0%
Debenture Interest	\$88,700	\$85,255	\$81,086	(\$4,169)	-4.9%
Transfers to Reserves	\$60,000	\$60,000	\$80,000	\$20,000	33.3%
Internal Transfers Expenditures	\$3,562	\$32,377	\$32,550	\$173	0.5%
Total Expenses	\$1,159,250	\$1,233,936	\$1,285,195	\$51,259	4.2%
Total Net Operating Requirement	\$843,037	\$765,004	\$806,912	\$41,908	5.5%
Amortization					
Total Net Operating with Amortization	\$843,037	\$765,004	\$806,912	\$41,908	5.5%

Town of Slave Lake 2023-2025 Spending Plan

Multi Rec Centre	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Revenues			
User Fees and Sales of Goods	\$252,073	\$252,193	\$252,213
Government Transfers for Operating	\$168,831	\$188,232	\$188,270
Rental Income	\$35,000	\$35,000	\$35,000
Internal Transfers Revenue	\$21,800	\$21,800	\$21,800
Total Revenue	\$477,704	\$497,225	\$497,283
Expenses			
Salaries, Wages and Benefits	\$486,839	\$487,039	\$487,239
Contracted and General Services	\$238,520	\$238,520	\$238,520
Materials, Supplies and Utilities	\$362,000	\$454,000	\$454,000
Bank Charges	\$1,000	\$1,000	\$1,000
Debenture Interest	\$76,774	\$72,313	\$72,313
Transfers to Reserves	\$80,000	\$80,000	\$80,000
Internal Transfers Expenditures	\$32,486	\$32,488	\$32,488
Total Expenses	\$1,277,619	\$1,365,360	\$1,365,560
Total Net Operating Requirement	\$799,915	\$868,135	\$868,277

Total Net Operating with Amortization	\$799,915	\$868,135	\$868,277
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Revenues

User Fees and Sales of Goods – User fee’s for facility usage, user group fees, advertising and concession sales.

Government Transfers for Operating – includes cost sharing revenue from the MD of Lesser Slave River.

Rental Income – includes amounts for facility and equipment rentals.

Internal Transfer Revenue – Includes free school usage.

Explanation of Changes 2022 vs 2021 - revenues

Revenues expected to remain inline with prior years. Cost sharing agreement revenue increase.

Expenses

Salaries, Wages and Benefits - Includes MRC staff and allocated amounts from Parks workers that work both in Parks and the MRC and related personnel costs.

Contracted and General Services – Includes amounts for staff development, phones, internet, advertising, contracted services, repairs and maintenance and insurance. The largest expense is for insurance \$83,000 and repairs and maintenance \$76,000.

Materials, Supplies and Utilities – Utility costs, clothing, materials and office supplies. Utility costs are the largest expense \$290,000.

Bank Charges – Fees for Activenet payment processing.

Debenture interest - Interest payments for the debenture on the MRC.

Transfers to Reserves – Amounts transferred to reserves.

Internal Transfers Expenditures – Fleet vehicle usage allocation. School Usage.

[Explanation of Changes 2022 vs 2021 - expenditures](#)

Personnel benefit adjustments. Insurance for building and equipment for the facility have increased \$6,150. Inflationary costs for building and equipment repair costs. Increases to power and gas utilities. Increased transfer to reserve for \$20,000 to meet future needs. Adjustment only made for 2022. Future years will likely need an adjustment upwards.

PARKS AND SPORTS FIELDS

Town of Slave Lake 2022 Operating Budget

Parks and Sports Fields	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
User Fees and Sales of Goods	\$4,002	\$12,000	\$12,000	\$0	0.0%
Government Transfers for Operating	\$0	\$65,305	\$52,458	(\$12,847)	-19.7%
Other Revenue	\$0	\$0	\$150,000	\$150,000	0.0%
Internal Transfers Revenue	\$23,270	\$24,000	\$24,250	\$250	1.0%
Total Revenue	\$27,272	\$101,305	\$238,708	\$137,403	135.6%
Expenses					
Salaries, Wages and Benefits	\$149,777	\$226,346	\$160,636	(\$65,710)	-29.0%
Contracted and General Services	\$120,532	\$135,657	\$372,140	\$236,483	174.3%
Materials, Supplies and Utilities	\$32,780	\$73,947	\$85,571	\$11,624	15.7%
Internal Transfers Expenditures	\$45,594	\$45,776	\$20,209	(\$25,567)	-55.9%
Total Expenses	\$348,682	\$481,726	\$638,556	\$156,830	32.6%
Total Net Operating Requirement	\$321,411	\$380,421	\$399,848	\$19,427	5.1%

Town of Slave Lake 2023-2025 Spending Plan

Parks and Sports Fields	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Revenues			
User Fees and Sales of Goods	\$12,000	\$12,000	\$12,000
Government Transfers for Operating	\$55,436	\$56,650	\$55,880
Other Revenue	\$0	\$0	\$0
Internal Transfers Revenue	\$24,000	\$24,000	\$24,000
Total Revenue	\$91,436	\$92,650	\$91,880
Expenses			
Salaries, Wages and Benefits	\$160,836	\$161,036	\$161,236
Contracted and General Services	\$249,640	\$257,140	\$249,640
Materials, Supplies and Utilities	\$85,880	\$89,141	\$89,141
Internal Transfers Expenditures	\$19,755	\$19,767	\$19,767
Total Expenses	\$516,111	\$527,084	\$519,784
Total Net Operating Requirement	\$424,675	\$434,434	\$427,904

Revenues

User Fees and Sales of Goods – User fee's for Sports fields.

Government Transfers for Operating – includes cost sharing revenue from the MD of Lesser Slave River.

Other Revenue – Insurance proceeds for Barton Park restoration.

Internal Transfers Revenue – Cost recovery from other departments for grass cutting.

Explanation of Changes 2022 vs 2021 - revenues

Revenues expected to remain inline with prior years. Cost sharing agreement revenue decrease. Other revenue has a one time increase for insurance proceeds for Barton Park.

Expenses

Salaries, Wages and Benefits - Includes Parks workers and MRC staff allocated amounts from that work both in Parks and the MRC and related personnel costs.

Contracted and General Services – Includes amounts for staff development, phones, contracted services for grass cutting, tree maintenance and porta potties, repairs and maintenance and insurance. Contracted services is the largest expense \$196,500.

Materials, Supplies and Utilities – Utility costs for water and power, plant, shrubs and trees and other materials. Materials are the largest expense \$41,000.

Internal Transfers Expenditures – Fleet vehicle usage allocation.

Explanation of Changes 2022 vs 2021 - expenditures

Personnel reduction. Part time workers have been replaced with a contracted grass cutting service. \$150,000 has been included which is offset by insurance proceeds for the restoration of Barton Park.

NORTHERN LAKES AQUATIC CENTRE

Town of Slave Lake 2022 Operating Budget

Northern Lakes Aquatic Centre	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
User Fees and Sales of Goods	\$29,557	\$115,500	\$115,500	\$0	0.0%
Government Transfers for Operating	\$0	\$85,761	\$90,157	\$4,396	5.1%
Rental Income	\$6,103	\$31,500	\$37,000	\$5,500	17.5%
Other Revenue	\$121,840	\$0	\$0	\$0	0.0%
Internal Transfers Revenue	\$0	\$7,000	\$7,000	\$0	0.0%
Total Revenue	\$157,500	\$239,761	\$249,657	\$9,896	4.1%
Expenses					
Salaries, Wages and Benefits	\$153,999	\$437,000	\$440,600	\$3,600	0.8%
Contracted and General Services	\$44,960	\$59,620	\$61,995	\$2,375	4.0%
Materials, Supplies and Utilities	\$47,280	\$80,274	\$77,800	(\$2,474)	-3.1%
Transfers to Reserves	\$20,000	\$20,000	\$20,000	\$0	0.0%
Total Expenses	\$266,240	\$596,894	\$600,395	\$3,501	0.6%
Total Net Operating Requirement	\$108,740	\$357,133	\$350,738	\$6,395	-1.8%

Town of Slave Lake 2023-2025 Spending Plan

Northern Lakes Aquatic Centre	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Revenues			
User Fees and Sales of Goods	\$115,500	\$115,500	\$115,500
Government Transfers for Operating	\$90,265	\$90,375	\$90,489
Rental Income	\$37,000	\$37,000	\$37,000
Other Revenue	\$0	\$0	\$0
Internal Transfers Revenue	\$7,000	\$7,000	\$7,000
Total Revenue	\$249,765	\$249,875	\$249,989
Expenses	\$0	\$0	\$0
Salaries, Wages and Benefits	\$440,800	\$441,000	\$441,200
Contracted and General Services	\$61,995	\$62,000	\$62,015
Materials, Supplies and Utilities	\$78,109	\$78,427	\$78,755
Transfers to Reserves	\$20,000	\$20,000	\$20,000
Total Expenses	\$600,904	\$601,427	\$601,970
Total Net Operating Requirement	\$351,139	\$351,552	\$351,981

Revenues

User Fees and Sales of Goods – User fee's for pool facility usage.

Government Transfers for Operating – includes cost sharing revenue from the MD of Lesser Slave River.

Rental Income – Includes amount for club and private facility rentals

Internal Transfers Revenue – Amounts for services given in kind for schools.

Explanation of Changes 2022 vs 2021 - revenues

Expenses

Salaries, Wages and Benefits - Includes Pool Staff and related personnel costs.

Contracted and General Services – Includes amounts for staff development, freight and postage, phones, advertising, memberships, repairs and maintenance and contracted services. Repairs and maintenance is the largest expense \$44,000. Repairs and maintenance is cost shared between the Northern Lakes College and the Town. Expenses here represent the Town's portion of cost.

Materials, Supplies and Utilities – Utility costs for water and gas, clothing, training supplies, chemicals, office and concession supplies. Materials are the largest expense \$41,000. Utilities for water and gas are the largest expense \$44,500.

Transfer to Reserves – Reserve transfer.

Explanation of Changes 2022 vs 2021 - expenditures

Adjustment to personnel benefit costs. Increase to staff development and a decrease to training materials.

VISITOR INFORMATION CENTER

Town of Slave Lake 2022 Operating Budget

Visitor Information Center	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
Rental Income	\$45,000	\$45,000	\$45,000	\$0	0.0%
Total Revenue	\$45,000	\$45,000	\$45,000	\$0	0.0%
Expenses					
Salaries, Wages and Benefits	\$17,017	\$24,960	\$25,376	\$416	1.7%
Contracted and General Services	\$730	\$0	\$0	\$0	0.0%
Materials, Supplies and Utilities	\$47,250	\$50,000	\$50,000	\$0	0.0%
Total Expenses	\$64,997	\$74,960	\$75,376	\$416	0.6%
Total Net Operating Requirement	\$19,997	\$29,960	\$30,376	\$416	1.4%

Town of Slave Lake 2023-2025 Spending Plan

Visitor Information Center	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Revenues			
Rental Income	\$45,000	\$45,000	\$45,000
Total Revenue	\$45,000	\$45,000	\$45,000
Expenses			
Salaries, Wages and Benefits	\$25,476	\$25,576	\$25,676
Contracted and General Services	\$0	\$0	\$0
Materials, Supplies and Utilities	\$50,000	\$50,000	\$50,000
Total Expenses	\$75,476	\$75,576	\$75,676
Total Net Operating Requirement	\$30,476	\$30,576	\$30,676

Revenues

Rental Income – includes cost sharing revenue from the MD of Lesser Slave River.

Expenses

Salaries, Wages and Benefits - Includes staff for the Visitor Information Center and related personnel costs.

Materials, Supplies and Utilities – Materials costs and payments to the MD of Lesser Slave River for facility costs.

[Explanation of Changes 2022 vs 2021 - expenditures](#)

Adjustment to personnel benefit costs.

PLANNING AND DEVELOPMENT

Overview

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

The department is committed to delivering quality, customer-focused municipal planned and development services with an emphasis of responsible planning for economic growth and long-term sustainability, live & work neighborhoods, and public safety. 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.

Services Provided

Subdivision and Development	Long Term Planning	Advisory and Customer Service
Subdivision applications	Statutory plans	Customer assistance, education and facilitation
Subdivision review, approval and issuance	Land Use bylaws	Issuance of Compliance letters and certificates
Road Closures	Development Policies	Statistical Reporting
Municipal Reserve dedications and disposals		Advisory Services to:
Development Agreements		Municipal Planning Commission
Establishment and management of off-site levies		Subdivision and Development Appeal Board
Establishment and management of developer contributions		Council
Special Event and Food Truck permits		Developers
Lot Grading		
Development Inspections and Enforcement		
Assignment and management of Civic Addressing		

Subdivision Applications

Provide for the administration of all subdivision applications. This includes screening the application and supporting information; notice of acknowledgment and completion of application to the applicant;

PLANNING AND DEVELOPMENT | PLANNING, LAND AND ECONOMIC DEVELOPMENT

circulation of application to the required referral agencies for comments; pre-application discussions; notice to abutting landowners; and preparation of report for and recommendation to the Subdivision Authority; notice of approval or non-approval to the applicant.

Subdivision Review, Approval, and Issuance

The Municipal Planning Commission renders a decision, with or without conditions, notice is given to the applicant and the agencies the application was referred to and states the appeal procedure. The legislated decision due date from receipt of completed application is sixty (60) days, however, some applications may be completed earlier, and some may require a longer processing time where comments from external agencies are required.

Municipal Reserve Dedications and Disposals

Duties include providing recommendations to Council with regard to the proposed disposal of Municipal Reserve and processing the required application. Processing time for disposals is typically forty-five (45) days.

Development Permits

Provide for the administration of all development permit applications. Responsible for the control and regulation of all development within the Town and the issuance and enforcement of development permits managing same. MGA regulations deal with complete and incomplete development permit applications.

Processing time from receipt of a completed application to a decision is twenty-one (21) days and for larger development or those requiring a decision of the MPC up to twenty-eight (28) days.

Discretionary use permits require a decision from the Municipal Planning Commission. The Commission meets once per month. Some applications require referral to external agencies. Processing depends on MPC meetings dates and how quickly we receive responses from these agencies. The Legislation requires that applications be processed within forty (40) days.

Assignment and management of Civic Addressing

The Planning Department is responsible for preparation and periodic updates to the civic or municipal address bylaw. The Department is also responsible for assigning a civic or municipal address to each property and to further notify referral agencies and affected landowners of those addresses.

Statutory plans

Main duties include management and upkeep of all planning documents for the Town of Slave Lake. These include the Municipal Development Plan, Growth Study, Municipal Sustainability Plan, various Area Structure Plans (Downtown and Main Street, South Expansion, and Southwest), Land Use Bylaw, Development Charge Study, the Development Standards and Procedures and the Fournier Place Design Guidelines.

Responsible for the administration of all applications to amend these documents and to ensure their compliance with legislative requirements (i.e. MGA); referrals; public notices; reporting and recommendations; public meetings and hearings; and related documentation. Preparation of new planning documents may take up to 1.5 years or more depending on their content and the project is typically outsourced to a Planning Consultant.

Customer assistance, education, and facilitation

Customer inquiries take precedence over all other functions carried out by the department and include phone calls, e-mails and in-person meetings/discussions. As such customer inquiries are dealt with when received. Depending on work volume or COVID 19 requirements we may need to re-introduce scheduled appointments with Planning Department staff rather than taking walk-ins. This process has worked well in the past as it allows staff an opportunity to get other work done between appointments.

Municipal Planning Commission

The Planning Department is responsible for the preparation and on-going update to the Municipal Planning Commission Bylaw and for ensuring the processes outlined in the bylaw are followed by the MPC. The Department also acts as the secretary to this board by recording minutes and performing other administrative functions.

The MPC holds monthly meetings and an additional meeting, as needed, during May, June, July, and August. Agendas are e-mailed to MPC members the Friday before a regularly scheduled meeting.

Subdivision and Development Appeal Board (ISDAB)

The Planning Department is responsible for the preparation of reports with recommendations to the ISDAB. Meetings are only held when an appeal has been applied for, either of the development requirements or subdivision. This is the last level of appeal before the Court of Queen's Bench.

Highlights of Accomplishments

- Worked with Big Fish Bay RV Resort to finish up requirements for Phase 3 & 4
- Assisted a landowner in becoming the first to have Urban Village zoning
- Kept the department going with only one staff member

PLANNING AND DEVELOPMENT | PLANNING, LAND AND ECONOMIC DEVELOPMENT

Town of Slave Lake 2022 Operating Budget

Planning and Development	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
User Fees and Sales of Goods	\$1,010	\$1,200	\$1,200	\$0	0.0%
Government Transfers for Operating	\$29,998	\$0	\$0	\$0	0.0%
Licenses and Permits	\$62,188	\$49,530	\$61,900	\$12,370	25.0%
Total Revenues	\$93,196	\$50,730	\$63,100	\$12,370	24.4%
Expenses					
Salaries, Wages and Benefits	\$226,607	\$243,645	\$242,045	(\$1,600)	-0.7%
Contracted and General Services	\$44,908	\$50,995	\$48,320	(\$2,675)	-5.2%
Materials, Supplies and Utilities	\$537	\$1,200	\$1,200	\$0	0.0%
Internal Transfers Expenditures	\$3,634	\$3,650	\$3,825	\$175	4.8%
Total Expenses	\$275,686	\$299,490	\$295,390	\$4,100	-1.4%
Total Net Operating Requirements	\$182,490	\$248,760	\$232,290	\$16,470	-6.6%

Town of Slave Lake 2023-2025 Spending Plan

Planning and Development	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan	2026 Spending Plan
Revenues				
User Fees and Sales of Goods	\$1,200	\$1,200	\$1,200	\$0
Government Transfers for Operating	\$0	\$0	\$0	\$0
Licenses and Permits	\$46,280	\$46,280	\$46,280	\$0
Total Revenues	\$47,480	\$47,480	\$47,480	\$0
Expenses				
Salaries, Wages and Benefits	\$242,245	\$242,445	\$242,645	\$0
Contracted and General Services	\$48,120	\$48,120	\$48,120	\$0
Materials, Supplies and Utilities	\$1,200	\$1,200	\$1,200	\$0
Internal Transfers Expenditures	\$3,760	\$3,762	\$3,762	\$0
Total Expenses	\$291,565	\$291,765	\$291,965	\$0
Total Net Operating Revenues	\$244,085	\$244,285	\$244,485	\$0

PLANNING AND DEVELOPMENT | PLANNING, LAND AND ECONOMIC DEVELOPMENT

Revenues

Licenses and Permits – Fees for development permits, subdivision applications, home based business permits

Explanation of Changes 2022 vs 2021 - revenues

Increase in permitting requested and planning amendments. Projected growth of \$12,000 for the 2022 year.

Expenses

Salaries, Wages and Benefits - Includes Planning and Development and related personnel costs.

Contracted and General Services – Includes amounts for staff development, professional services such as legal and engineering services, and membership fees. The largest expense is for legal services at \$24,000.

Materials, Supplies and Utilities – Office supplies.

Internal Transfers Expenditures – Fleet vehicle usage allocation.

Explanation of Changes 2022 vs 2021 - expenditures

Personnel adjustments related to benefits.

Emerging Issues

The Planning Department has been operating with only 1 FTE for 2021. The department currently lacks the sufficient personnel to process the current work load. A key focus will be recruiting additional staff to maintain services.

Changes to the Municipal Government Act with respect to Planning Regulations will affect the referral timelines and ultimately the length of time it takes to process a development permit. In addition, there has been an increase in the time provided for applicants and those affected to appeal a decision of the development authority i.e. now twenty-one (21) days.

Cost Drivers

Costs are driven by personnel and legal services required.

Initiatives

Improve Customer relations and public perception of the Planning Department.

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.

Strategic Plan

Updates to Area Structure Plans with the Land Use Bylaw being first update:

- Southwest Area Structure Plan (1988)
- South Expansion Area Structure Plan (2004)

- Downtown and Main Street Area Structure Plan (2017)
- Municipal Development Plan (2007)
- Land Use Bylaw (2007)

Update Fournier Place Design Guidelines and Zoning:

*Vision of Planning Department for changes:



Change Zoning of this area to R3 and put in 3 storey townhouses that have garage as first floor.



Change Zoning of these areas to R2 and put in duplexes with attached driveways and frontal garages.

In Sub Area “A” change rear yard setbacks to 3m as there is a pathway on east side and railway on north side. Change front yard setback to 7m with the exception that the driveway must still be 7.5m

In Sub Area “D” change rear yard setback to 6m, keep front yard at 5.5m.

Change in all areas – parcel coverage to 40%.

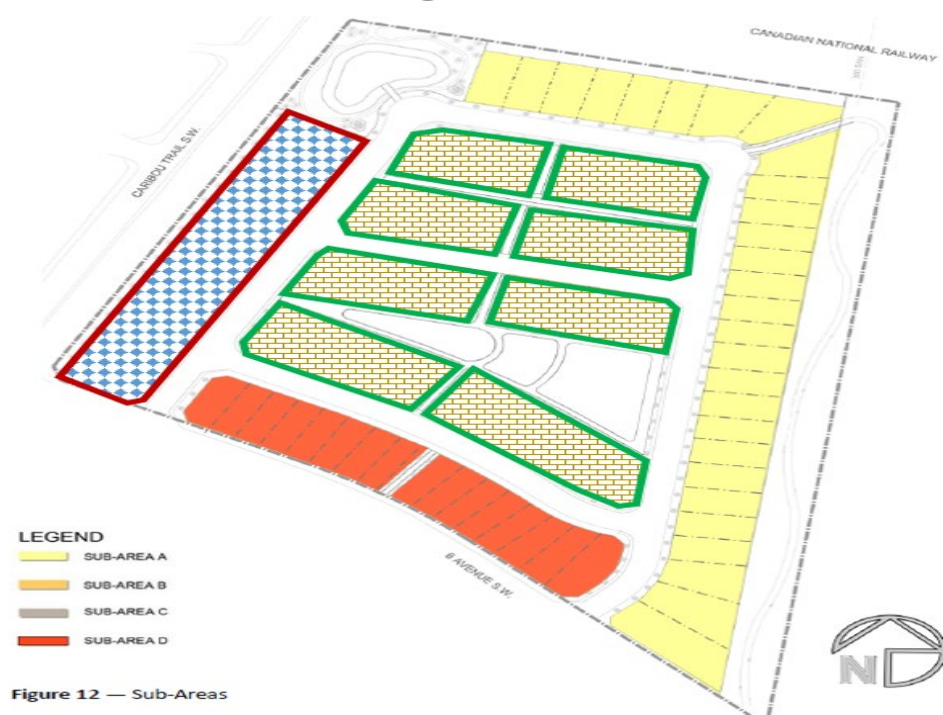


Figure 12 — Sub-Areas



Council Motions

LAND DEVELOPMENT

Overview

Primarily includes development in the Fournier subdivision.

Services

Land Management

This Service is managed by the Planning and Development Department and is responsible for overseeing the sale of surplus property. Net sales proceeds are a placed back into the reserve fund.

Town of Slave Lake 2022 Operating Budget

Land Development	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
User Fees and Sales of Goods	\$0	\$153,375	\$1,053,375	\$900,000	586.8%
Total Revenue	\$0	\$153,375	\$1,053,375	\$900,000	586.8%
Expenses					
Contracted and General Services	\$0	\$4,800	\$34,800	\$30,000	625.0%
Transfers to Reserves	\$0	\$148,575	\$1,048,575	\$900,000	605.8%
Total Expenses	\$0	\$153,375	\$1,083,375	\$930,000	606.4%
Total Net Operating Requirements	\$0	\$0	\$30,000	\$30,000	0.0%

Town of Slave Lake 2023-2025 Spending Plan

Land Development	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Revenues			
User Fees and Sales of Goods	\$153,375	\$153,375	\$153,375
Total Revenue	\$153,375	\$153,375	\$153,375
Expenses			
Contracted and General Services	\$4,800	\$4,800	\$4,800
Transfers to Reserves	\$148,575	\$148,575	\$148,575
Total Expenses	\$153,375	\$153,375	\$153,375
Total Net Operating Revenues	\$0	\$0	\$0

LAND DEVELOPMENT | PLANNING, LAND AND ECONOMIC DEVELOPMENT

Explanation of Changes 2022 vs 2021 - revenues

Includes Sale of Old Fire Hall. Budgeting for 3 lot sales per year. Last lot sale was in 2018

Explanation of Changes 2022 vs 2021 – expenditures

Annual legal fee's and expenses that are incurred for 3 lot sales. Transfer to reserve from proceeds of old Fire Hall sale. Town Beatification program new in 2022 for \$30,000.

Emerging Issues

Most current lot sale happened in 2018. There remains 81 additional lots left.

Cost Drivers

Costs are driven by legal services for the sale of lots.

Fournier Place Lot Information								
Lot	Block	Area m3	Frontage	Original Prices	2021 Sales Price	5% GST	Total Price	Offsite Levy
RPSL								
1	1	1070	14.53	\$105,930	\$93,000	\$4,650	\$97,650	\$7,175
2	1	780	14.11	\$97,500	\$85,000	\$4,250	\$89,250	\$5,230
7	1	470	15.10	\$76,140	\$63,000	\$3,150	\$66,150	\$3,152
9	1	470	15.10	\$76,140	\$63,000	\$3,150	\$66,150	\$3,152
13	1	470	15.10	\$76,140	\$63,000	\$3,150	\$66,150	\$3,152
14	1	470	15.10	\$76,140	\$63,000	\$3,150	\$66,150	\$3,152
15	1	470	15.10	\$76,140	\$63,000	\$3,150	\$66,150	\$3,152
17	1	470	15.10	\$76,140	\$63,000	\$3,150	\$66,150	\$3,152
18	1	470	15.10	\$76,140	\$63,000	\$3,150	\$66,150	\$3,152
19	1	480	15.00	\$76,800	\$63,000	\$3,150	\$66,150	\$3,219
20	1	600	12.27	\$87,000	\$75,000	\$3,750	\$78,750	\$3,956
21	1	740	12.99	\$96,200	\$83,000	\$4,150	\$87,150	\$4,962
22	1	570	13.26	\$84,930	\$84,930	\$4,247	\$89,177	\$3,822
23	1	470	15.00	\$76,140	\$63,000	\$3,150	\$66,150	\$3,152
24	1	470	15.00	\$76,140	\$63,000	\$3,150	\$66,150	\$3,152
25	1	470	15.00	\$76,140	\$63,000	\$3,150	\$66,150	\$3,152
26	1	470	15.00	\$76,140	\$63,000	\$3,150	\$66,150	\$3,152
29	1	340	10.20	\$60,333	\$50,000	\$2,500	\$52,500	\$2,213
30	1	340	10.20	\$57,460	\$45,000	\$2,250	\$47,250	\$2,213
31	1	340	10.20	\$57,460	\$45,000	\$2,250	\$47,250	\$2,213
32	1	340	10.20	\$57,460	\$45,000	\$2,250	\$47,250	\$2,213
33	1	340	10.20	\$57,460	\$45,000	\$2,250	\$47,250	\$2,213

LAND DEVELOPMENT | PLANNING, LAND AND ECONOMIC DEVELOPMENT

34	1	340	10.20	\$57,460	\$45,000	\$2,250	\$47,250	\$2,213
35	1	340	10.20	\$57,460	\$45,000	\$2,250	\$47,250	\$2,213
36	1	340	10.20	\$57,460	\$45,000	\$2,250	\$47,250	\$2,213
37	1	340	10.20	\$57,460	\$45,000	\$2,250	\$47,250	\$2,213
38	1	340	10.20	\$57,460	\$45,000	\$2,250	\$47,250	\$2,213
39	1	340	10.20	\$57,460	\$45,000	\$2,250	\$47,250	\$2,213
40	1	340	10.20	\$57,460	\$45,000	\$2,250	\$47,250	\$2,213
41	1	340	10.20	\$57,460	\$45,000	\$2,250	\$47,250	\$2,213
42	1	340	10.20	\$57,460	\$45,000	\$2,250	\$47,250	\$2,213
43	1	340	10.20	\$57,460	\$45,000	\$2,250	\$47,250	\$2,213
44	1	340	10.20	\$57,460	\$45,000	\$2,250	\$47,250	\$2,213
45	1	340	10.20	\$57,460	\$45,000	\$2,250	\$47,250	\$2,213
46	1	430	9.70	\$71,810	\$52,000	\$2,600	\$54,600	\$2,799

RPSL

1	2	430	9.52	\$71,810	\$52,000	\$2,600	\$54,600	\$2,799
2	2	360	11.02	\$63,720	\$50,000	\$2,500	\$52,500	\$2,344
3	2	360	11.02	\$63,720	\$50,000	\$2,500	\$52,500	\$2,344
4	2	360	11.02	\$63,720	\$50,000	\$2,500	\$52,500	\$2,344
5	2	360	11.02	\$63,720	\$50,000	\$2,500	\$52,500	\$2,344
6	2	370	11.88	\$64,750	\$50,000	\$2,500	\$52,500	\$2,409
7	2	370	11.88	\$64,750	\$50,000	\$2,500	\$52,500	\$2,409
8	2	370	12.34	\$64,750	\$50,000	\$2,500	\$52,500	\$2,409
9	2	360	11.74	\$63,720	\$50,000	\$2,500	\$52,500	\$2,344
10	2	360	11.74	\$63,720	\$50,000	\$2,500	\$52,500	\$2,344
11	2	360	11.74	\$63,720	\$50,000	\$2,500	\$52,500	\$2,344
12	2	360	11.68	\$63,720	\$50,000	\$2,500	\$52,500	\$2,344
13	2	350	10.91	\$62,300	\$50,000	\$2,500	\$52,500	\$2,279
15	2	470	11.62	\$76,140	\$57,000	\$2,850	\$59,850	\$3,060

Lots adjoining the central park

1	3	550	13.50	\$87,780	\$73,000	\$4,389	\$92,169	\$3,581
2	3	470	15.00	\$79,947	\$66,000	\$3,997	\$83,944	\$3,060
3	3	470	15.00	\$79,947	\$66,000	\$3,997	\$83,944	\$3,060
4	3	470	14.87	\$79,947	\$66,000	\$3,997	\$83,944	\$3,060
5	3	480	14.81	\$80,640	\$66,000	\$4,032	\$84,672	\$3,125
6	3	460	15.01	\$79,212	\$66,000	\$3,961	\$83,173	\$2,995
7	3	470	15.05	\$79,947	\$66,000	\$3,997	\$83,944	\$3,060
8	3	470	15.12	\$79,947	\$66,000	\$3,997	\$83,944	\$3,060
9	3	470	15.22	\$79,947	\$66,000	\$3,997	\$83,944	\$3,060
10	3	480	15.32	\$80,640	\$66,000	\$4,032	\$84,672	\$3,125
11	3	550	20.06	\$87,780	\$73,000	\$4,389	\$92,169	\$3,581

LAND DEVELOPMENT | PLANNING, LAND AND ECONOMIC DEVELOPMENT

12	3	620	14.19	\$93,093	\$78,000	\$4,655	\$97,748	\$4,036
13	3	500	16.14	\$82,425	\$68,000	\$4,121	\$86,546	\$3,255
14	3	500	16.14	\$82,425	\$68,000	\$4,121	\$86,546	\$3,255
15	3	500	16.14	\$82,425	\$68,000	\$4,121	\$86,546	\$3,255
16	3	520	15.89	\$84,630	\$71,000	\$4,232	\$88,862	\$3,385
17	3	520	15.89	\$84,630	\$71,000	\$4,232	\$88,862	\$3,385
18	3	520	15.89	\$84,630	\$71,000	\$4,232	\$88,862	\$3,385
19	3	590	13.28	\$90,447	\$76,000	\$4,522	\$94,969	\$3,841
Lots								
1	4	650	18.22	\$90,350	\$80,000	\$4,518	\$94,868	\$4,232
2	4	570	19.60	\$84,930	\$72,000	\$4,247	\$89,177	\$3,711
3	4	570	19.60	\$84,930	\$72,000	\$4,247	\$89,177	\$3,711
4	4	470	15.00	\$76,140	\$63,000	\$3,807	\$79,947	\$3,060
5	4	470	15.00	\$76,140	\$63,000	\$3,807	\$79,947	\$3,060
6	4	470	15.00	\$76,140	\$63,000	\$3,807	\$79,947	\$3,060
7	4	600	16.71	\$87,000	\$77,000	\$4,350	\$91,350	\$3,906
8	4	580	13.05	\$85,260	\$75,000	\$4,263	\$89,523	\$3,776
9	4	590	18.90	\$86,140	\$74,000	\$4,307	\$90,447	\$3,841
10	4	590	18.90	\$86,140	\$74,000	\$4,307	\$90,447	\$3,841
11	4	500	14.66	\$78,500	\$65,000	\$3,925	\$82,425	\$3,255
12	4	500	14.60	\$78,500	\$65,000	\$3,925	\$82,425	\$3,255
13	4	580	13.21	\$85,260	\$75,000	\$4,263	\$89,523	\$3,776
\$6,007,532					\$4,936,930	\$268,190	\$5,631,989	\$246,620

Number of Lots		
RPSL	49	49
Other Lots	32	32
Total number of Lots	81	81

Average Price Per Lot	New		
	Old Pricing	Pricing	Change
RPSL	\$68,401	\$55,264	(\$13,137)
R1D	\$82,996	\$69,656	(\$13,340)

Lot Value Change			
Total Value of Lots	\$6,007,532	\$5,177,930	(\$829,602)

ECONOMIC DEVELOPMENT

Overview

The Economic Development (Ec.Dev.) office supports and promotes the Town of Slave Lake, and surrounding region, with the intent to sustain and grow our population and economy. This office is comprised of an Economic Development Officer who works with other governments, agencies, contractors, and businesses to accomplish this work. Ec. Dev. works towards supporting local business and pursues potential investors in community growth. Ec. Dev. markets Slave Lake as a great place to work, live and play, with the intent to promote the community. Promotion of regional tourism is also a priority.

Town of Slave Lake 2022 Operating Budget

Economic Development	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
Government Transfers for Operating	\$31,890	\$55,000	\$0	(\$55,000)	-100.0%
Transfers from Reserves	\$0	\$107,000	\$100,000	(\$7,000)	-6.5%
Total Revenues	\$31,890	\$162,000	\$100,000	\$62,000	-38.3%
Expenses					
Salaries, Wages and Benefits	\$34,086	\$103,774	\$103,103	(\$671)	-0.6%
Contracted and General Services	\$60,064	\$158,240	\$207,540	\$49,300	31.2%
Materials, Supplies and Utilities	\$3,223	\$3,000	\$1,500	(\$1,500)	-50.0%
Transfers to Reserves	\$134,818	\$0	\$0	\$0	0.0%
Internal Transfers Expenditures	\$3,537	\$3,552	\$3,724	\$172	4.8%
Total Expenses	\$235,728	\$268,566	\$315,867	\$47,301	17.6%
Total Net Operating Requirements	\$203,838	\$106,566	\$215,867	\$14,699	102.6%

ECONOMIC DEVELOPMENT | PLANNING, LAND AND ECONOMIC DEVELOPMENT

Town of Slave Lake 2023-2025 Spending Plan

Economic Development	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Revenues			
Government Transfers for Operating	\$0	\$0	\$0
Transfers from Reserves	\$0	\$0	\$0
Total Revenues	\$0	\$0	\$0
Expenses			
Salaries, Wages and Benefits	\$103,303	\$103,503	\$103,703
Contracted and General Services	\$157,540	\$157,540	\$157,540
Materials, Supplies and Utilities	\$1,500	\$1,500	\$1,500
Transfers to Reserves	\$0	\$0	\$0
Internal Transfers Expenditures	\$3,660	\$3,662	\$3,662
Total Expenses	\$266,003	\$266,205	\$266,405
Total Net Operating Revenues	\$266,003	\$266,205	\$266,405

Highlights of Accomplishments

- Completed a Business Activity Survey
- Completed a Transportation Survey
- Working with AUMA contractors on a Newcomers Study
- Follow-up on Numerous investment leads in various sectors
- Continuous work on supporting advocacy on important issues
- Initial steps in marketing the community

Revenues

Government Transfers for Operating – covered an operation grant for the program.

Transfers from Reserves – Budgeted expenditures from prior years have not been fully expended. Unspent funds are transferred to reserves for future use. Funding for the program is expected to be used up in 2022. And additional \$100,000 required in years beyond 2022.

Explanation of Changes 2022 vs 2021 - revenues

One time operational grant funding in 2021 no longer available in 2022.

Expenses

Salaries, Wages and Benefits - Includes a position for an economic development officer and related personnel costs.

Contracted and General Services – Includes amounts for staff development and contracted support and studies.

Materials, Supplies and Utilities – Office supplies.

Internal Transfers Expenditures – Fleet vehicle usage allocation.

Explanation of Changes 2022 vs 2021 - expenditures

Personnel adjustments related to benefits. Branding and Marketing strategy for 2022.

Emerging Issues

Recruitment for a development officer to continue the program.

Cost Drivers

Costs are driven by personnel and contracted services.

Initiatives

- Recruit and retain an Economic Development Officer.
- Develop an Economic Development Action Plan.
- Rebrand the Slave Lake Community and develop a marketing plan to promote the community.
- Develop a strategy to promote Tourism to our region.

GRANTS TO OTHER ORGANIZATIONS

Overview

The Town of Slave Lake contributes to a variety of organizations that provide important services to the community. Support for 3 major organizations in conjunction with other levels of government enables resident's access to additional community services. The Rotary Club of Slave Lake Public Library, the Slave Lake Airport Commission and the Wildfire Legacy Corporation. In addition to these organizations the Town also contributes to smaller community run groups that provide services to the residents of Slave Lake.

Town of Slave Lake 2022 Operating Budget

Grants to Other Organizations	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
Community Grants	\$29,200	\$29,200	\$20,000	(\$9,200)	-31.5%
Rotary Club of Slave Lake Public Library	\$57,443	\$57,500	\$55,953	(\$1,547)	-2.7%
Wildfire Legacy Centre	\$207,545	\$212,000	\$212,000	\$0	0.0%
Total Revenue	\$294,188	\$298,700	\$287,953	\$10,747	-3.6%
Expenses					
Community Grants	\$15,000	\$29,200	\$36,000	\$6,800	23.3%
Slave Lake Airport Commission	\$100,000	\$112,500	\$112,500	\$0	0.0%
Rotary Club of Slave Lake Public Library	\$334,724	\$339,598	\$357,890	\$18,292	5.4%
Wildfire Legacy Centre	\$227,322	\$237,752	\$263,269	\$25,517	10.7%
Total Expenses	\$677,046	\$719,050	\$769,659	\$50,609	7.0%
Total Net Operating Requirement	\$382,858	\$420,350	\$481,706	\$39,862	14.6%

GRANTS TO OTHER ORGANIZATIONS

Town of Slave Lake 2023-2025 Spending Plan

Grants to Other Organizations	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Revenues			
Community Grants	\$20,000	\$20,000	\$20,000
Rotary Club of Slave Lake Public Library	\$57,000	\$57,000	\$57,000
Wildfire Legacy Centre	\$212,000	\$212,000	\$212,000
Total Revenue	\$289,000	\$289,000	\$289,000
Expenses			
Community Grants	\$20,000	\$20,000	\$20,000
Slave Lake Airport Commission	\$115,000	\$117,500	\$120,000
Rotary Club of Slave Lake Public Library	\$364,092	\$368,256	\$368,256
Wildfire Legacy Centre	\$288,469	\$288,669	\$288,869
Total Expenses	\$767,561	\$774,425	\$777,125
Total Net Operating Requirement	\$478,561	\$485,425	\$488,125

COMMUNITY GRANTS | GRANTS TO OTHER ORGANIZATIONS

Community Grants

Town of Slave Lake 2022 Operating Budget

Community Grants	2020 Actual	2021 Budget	2022 Proposed Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
Internal Transfers Revenue	\$29,200	\$29,200	\$20,000	(\$9,200)	-31.5%
Total Revenues	\$29,200	\$29,200	\$20,000	(\$9,200)	-31.5%
Expenses					
Transfers to Individuals and Organizations	\$15,000	\$29,200	\$36,000	\$6,800	23.3%
Total Expenses	\$15,000	\$29,200	\$36,000	\$6,800	23.3%
Total Net Operating Requirements	\$14,200	\$0	\$16,000	\$16,000	0.0%

Explanation of Changes 2022 vs 2021 - revenues

Funding from business license revenue.

Explanation of Changes 2022 vs 2021 – expenditures

Amount available for community grants. Includes amounts for interest for business renovation grant program run by Community Futures.

Slave Lake Airport Commission

The Slave Airport Commission is a joint commission between the Town of Slave Lake and the MD of Lesser Slave River. It is primarily a commercial services oriented airport as opposed to a passenger airport. The Town contributes annually to fund the ongoing operations of the Airport.

Town of Slave Lake 2022 Operating Budget

Airport Commission	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Expenses					
Transfers to Individuals and Organizations	\$100,000	\$112,500	\$112,500	\$0	0.0%
Total Expenses	\$100,000	\$112,500	\$112,500	\$0	0.0%
Total Net Operating Requirement	\$100,000	\$112,500	\$112,500	\$0	0.0%

Explanation of Changes 2022 vs 2021 – expenditures

None.

Town of Slave Lake 2023-2025 Spending Plan

Airport Commission	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Expenses			
	\$115,000	\$117,500	\$120,000
Total Expenses	\$115,000	\$117,500	\$120,000
Total Net Operating Requirement	\$115,000	\$117,500	\$120,000

Rotary Club of Slave Lake Public Library

Located within the Government Center that includes offices for the Town of Slave Lake, Library and Provincial government. It is our mission to provide access to the world of social and cultural ideas for the community by offering a wide variety of materials, emerging technologies and programs. Our libraries have a special mission to encourage a love of reading and learning for young children and their parents. The libraries are also committed to preserving and promoting the history and culture of the Town of Slave Lake and Municipal District of Lesser Slave River #124.

In 1986, 21 municipalities formed a partnership that created Peace Library System. They believed access to library services should be equal and universal and wanted to ensure the patrons in small, rural libraries had the same high-quality library service enjoyed in larger, urban centres.

Working cooperatively with municipalities and public libraries, Peace Library System stays on top of the trends and changes in the library world to assist libraries in offering the best possible services to their patrons, and provides a means for independent libraries to work together in order to maximize value and minimize costs. Your library is a member of Peace Library System and benefits from its shared resources.

The Town of Slave Lake along with other partners contributes annually to fund the ongoing operations of the Rotary Club of Slave Lake Public Library.

Town of Slave Lake 2022 Operating Budget

Rotary Club of Slave Lake Public Library	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
Rental Income	\$0	\$0	\$0	\$0	0.0%
Government Transfers for Operating	\$57,443	\$57,500	\$55,953	(\$1,547)	-2.7%
Total Revenues	\$57,443	\$57,500	\$55,953	\$1,547	-2.7%
Expenses					
Contracted and General Services	\$42,367	\$47,241	\$47,741	\$500	1.1%
Transfers to Individuals and Organizations	\$292,357	\$292,357	\$310,149	\$17,792	6.1%
Total Expenses	\$334,724	\$339,598	\$357,890	\$18,292	5.4%
Total Net Operating Requirements	\$277,281	\$282,098	\$301,937	\$16,745	7.0%

SLAVE LAKE LIBRARY | GRANTS TO OTHER ORGANIZATIONS

Town of Slave Lake 2023-2025 Spending Plan

Rotary Club of Slave Lake Public Library	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Revenues			
Rental Income	\$0	\$0	\$0
Government Transfers for Operating	\$57,000	\$57,000	\$57,000
Total Revenues	\$57,000	\$57,000	\$57,000
Expenses			
Contracted and General Services	\$47,741	\$48,741	\$48,741
Transfers to Individuals and Organizations	\$316,351	\$319,515	\$319,515
Total Expenses	\$364,092	\$368,256	\$368,256
Total Net Operating Revenues	\$307,092	\$311,256	\$311,256

Explanation of Changes 2022 vs 2021 - revenues

Town of Slave Lake Municipal Stimulus Operating (MSIO) grant funding to help offset Library funding costs. Grant funding decreased from prior year.

Explanation of Changes 2022 vs 2021 – expenditures

Payments toward the Peace Library System have a minor increase. Additional contributions requested by the Library Commission. Funding for the Library has been frozen for 2 years.

WILDFIRE LEGACY CENTRE | GRANTS TO OTHER ORGANIZATIONS

Wildfire Legacy Centre

The Legacy Centre is owned by the Wildfire Legacy Corporation a Part 9 Corporation that is owned in part by the Town of Slave Lake and other entities. It is managed and operated by the Town of Slave Lake. The Town provides management and facility maintenance for the building. This includes fiscal management, board assistance, facility bookings, event planning, tenant liaison, facility cleaning, maintenance and capital planning.

Town of Slave Lake 2022 Operating Budget

Wildfire Legacy Centre	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
Other Revenue	\$207,545	\$212,000	\$212,000	\$0	0.0%
Total Revenues	\$207,545	\$212,000	\$212,000	\$0	0.0%
Expenses					
Salaries, Wages and Benefits	\$128,814	\$187,072	\$187,729	\$657	0.4%
Contracted and General Services	\$98,508	\$680	\$540	(\$140)	-20.6%
Transfers to Individuals and Organizations	\$0	\$50,000	\$75,000	\$25,000	50.0%
Total Expenses	\$227,322	\$237,752	\$263,269	\$25,517	10.7%
Total Net Operating Requirements	\$19,777	\$25,752	\$51,269	\$25,517	99.1%

Town of Slave Lake 2023-2025 Spending Plan

Wildfire Legacy Centre	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Revenues			
User Fees and Sales of Goods	\$212,000	\$212,000	\$212,000
Total Revenues	\$212,000	\$212,000	\$212,000
Expenses			
Salaries, Wages and Benefits	\$187,929	\$188,129	\$188,329
Contracted and General Services	\$540	\$540	\$540
Transfers to Individuals and Organizations	\$100,000	\$100,000	\$100,000
Total Expenses	\$288,469	\$288,669	\$288,869
Total Net Operating Revenues	\$76,469	\$76,669	\$76,869

WILDFIRE LEGACY CENTRE | GRANTS TO OTHER ORGANIZATIONS

Explanation of Changes 2022 vs 2021 - revenues

Revenue generated from the corporation for the services provided by the Town of Slave Lake. No change.

Explanation of Changes 2022 vs 2021 – expenditures

Increased contributions to keep the Wildfire Legacy Center operational. \$25,000 increased contribution for the next 2 years.

Emerging Issues

Ongoing operations at the Wildfire Legacy Center have been severely impacted as a result of Covid-19. The operations pre Covid-19 were starting to pick up and the Center was on a path to a financial stability. Prolonged impact from Covid-19 and continual declining revenues means the Town contributions towards the organization could see a substantial increase.

INTER MUNICIPAL AND FIRE SERVICES AGREEMENTS

Inter-Municipal Cost Sharing Agreements

Overview

The Town and the MD of Lesser Slave River have cost sharing agreements for services provided to residents. The Fire Services agreement splits the operational costs of the Regional fire services equally between both parties. Upfront capital costs are funded by the Town and a portion of these costs are recuperated from the MD of Lesser Slave River over the lifespan of the asset. The Inter-Municipal agreement receives funding from the MD of Lesser Slave River based upon a specified population split that covers cost at approximately 80% (Town) and 20% (MD). Cost sharing here primarily revolves around Community Services programs such as programming services, MRC and Park services.

Fire Services MD of Lesser Slave River	2020 Actual	2021 Budget	2022 Budget	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Fire Services Annual Increase			10.79%	-0.05%	1.25%	0.00%
Fire Services Transfer Requirements	\$642,422	\$601,736	\$666,679	\$666,317	\$674,667	\$674,667
Fire Smart Annual Increase			100.00%	100.00%	50.00%	33.33%
Fire Smart Contribution			\$25,000	\$50,000	\$75,000	\$100,000
Total Transfer Requirements	\$642,422	\$601,736	\$691,679	\$716,317	\$749,667	\$774,667
Total Annual Increase			14.95%	3.56%	4.66%	3.33%

Inter-Municipal Cost Sharing	2020 Actual	2021 Budget	2022 Budget	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Annual Increase			1.01%	0.98%	5.13%	-0.12%
Net Revenue	\$300,718	\$408,291	\$412,430	\$416,452	\$437,836	\$437,296

MD of Lesser Slave River Transfer Requirements	2020 Actual	2021 Budget	2022 Budget	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Fire Services	\$642,422	\$601,736	\$666,679	\$666,317	\$674,667	\$674,667
Fire Smart	\$0	\$0	\$25,000	\$50,000	\$75,000	\$100,000
Inter-Municipal Cost Sharing	\$300,718	\$408,291	\$412,430	\$416,452	\$437,836	\$437,296
Total	\$943,140	\$1,010,027	\$1,104,109	\$1,132,769	\$1,187,502	\$1,211,963
Annual Increase		7.09%	9.31%	2.60%	4.83%	2.06%

TAXATION

Overview

Property taxes required to fund the operating and capital budgets. The tax rate is determined by dividing the funding requirement by the property assessment base. Tax revenue is generated mainly from residential taxes 61%, Non-residential 34%, linear and Grants in Lieu of Taxes (Federal and Provincial governments) make up the remaining 5%.

Town of Slave Lake 2022 Operating Budget

Taxation	2020 Actual	2021 Budget	2022 Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
Municipal Taxes	\$8,752,402	\$8,743,749	\$9,259,825	\$516,076	5.9%
Penalties on Taxes	\$89,799	\$109,940	\$109,909	(\$31)	0.0%
Total Revenues	\$8,842,202	\$8,853,689	\$9,369,734	\$516,045	5.8%
Requisitions					
Requisitions Collected	\$2,727,837	\$2,735,020	\$2,830,050	\$95,030	3.5%
Requisitions Paid	\$2,757,863	\$2,735,020	\$2,830,050	\$95,030	3.5%
Total Requisitions	(\$30,025)	\$0	\$0	(\$0)	-100.0%
Total Net Operating Revenue	\$8,872,227	\$8,853,689	\$9,369,734	\$516,045	5.8%

Requisitions are external amounts the Town collects on behalf of other government bodies. The Town of Slave Lake collects on behalf of the Alberta School Support (Public Schools), Living Waters (Catholic Schools) and the Seniors Foundation. The amounts are collected through the annual tax bill and remitted to the Province and Seniors Foundation. The total amount to be collected are set by the governing bodies and not the Town itself.

PROPERTY ASSESSMENT

Property Assessment is done by an independent 3rd party that is contracted by the Town to carry out our annual assessment. What this means is that the Town of Slave Lake is independent from the assessed values given to the properties. Assessment uses a variety of methods to ascertain a fair market value of the property. Some of these include onsite inspections, surveys and information from land titles. Their goal is to establish a reasonable and fair estimate of a property's value. It is important to note that increases or decreases in assessment do not result in more or less income for the Town. Assessments determine the portion each property owner must pay as a portion of the total budget. The Mill Rate is a function of the required tax revenue the Town needs vs the total assessment of the Town. The mill rate is set annually by Council to ensure that they have the funding to meet their budget goals.

Properties are broken down into property asset classes that are taxed at different rates.

The 2 categories of property asset classes that are taxed at different rates for the Town are Residential and Non Residential

Residential includes the following categories:

- Farmland
- Residential
- Multi-family Dwellings
- Condominiums

Non Residential include the following categories:

- Commercial & Vacant Commercial
- Industrial & Vacant Industrial
- Municipal Leased Commercial
- Machinery & Equipment (Town of Slave Lake has none)
- Linear (Wells & pipelines, Railways and distribution lines gas, power, telecomm)

Grant-In-Lieu

Crown properties are not subject to property taxes by Municipalities but often pay a grant in lieu for amounts charged to other properties.

Tax Exempt Properties

- Property for which no taxes are payable include
- Federal and Provincial Buildings
- Schools
- Hospitals
- Town owned facilities.

GENERAL REVENUES

GENERAL REVENUES

Overview

General Revenues mainly consist of Franchise fees along with interest generate from bank and investment interest and lease revenue from various land leases.

Town of Slave Lake 2022 Operating Budget

General	2020 Actual	2021 Budget	2022 Proposed Budget	2022 vs 2021 Change	2022 vs 2021 Change %
Revenues					
Interest Earned	\$92,753	\$183,000	\$190,000	\$7,000	3.8%
Government Transfers for Operating	\$376,328	\$0	\$0	\$0	0.0%
Franchise Fees	\$1,142,699	\$1,262,742	\$1,401,364	\$138,622	11.0%
Rental Income	\$19,401	\$25,868	\$30,368	\$4,500	17.4%
Transfers From Reserve	\$0	\$0	\$709,000	\$709,000	0.0%
Total Revenue	\$1,631,180	\$1,471,610	\$2,330,732	\$859,122	58.4%
Expenses					
Transfers to Reserves	\$0	\$154,192	\$156,000	\$1,808	1.2%
Total Expenses	\$0	\$154,192	\$156,000	\$1,808	1.2%
Total Net Operating Revenue	\$1,631,180	\$1,317,418	\$2,174,732	\$857,314	65.1%

Town of Slave Lake 2023-2025 Spending Plan

General	2023 Spending Plan	2024 Spending Plan	2025 Spending Plan
Revenues			
Interest Earned	\$190,000	\$190,000	\$190,000
Government Transfers for Operating	\$0	\$0	\$0
Franchise Fees	\$1,475,978	\$1,490,738	\$1,505,645
Rental Income	\$30,368	\$30,368	\$30,368
Transfers From Reserve	\$0	\$0	\$0
Total Revenue	\$1,696,346	\$1,711,106	\$1,726,013
Expenses			
Transfers to Reserves	\$156,000	\$156,000	\$156,000
Total Expenses	\$156,000	\$156,000	\$156,000
Total Net Operating Revenues	\$1,540,346	\$1,555,106	\$1,570,013

GENERAL REVENUES

Explanation of Changes 2022 vs 2021 - revenues

Increase revenue projected for Atco Franchise fees. A reallocation of the Telus Land lease from Administration to General Revenue. Reserve Transfer for Hotel debenture repayment. Reserve transfer to offset taxation requirements in 2022.

Explanation of Changes 2022 vs 2021 – expenditures

Interest reserve transfers are predicted to remain consistent with prior years.

CURRENT DEBT

The Town currently has 11 debentures issued which cover financing for 8 capital projects. Unique to the Town of Slave Lake is our largest debenture for the provincial government center which is attached to the Town's main office and the Public Library. The debenture on the government center is issued by the Town, but it's backed by the Province and while it makes up a large portion of our debt it does not count towards our total debt limit (our capacity to borrow). 2019 introduced the largest increase to the Town's debt with a debenture taken to fund the Sewage Lagoon Upgrade Project. The Town took on an operating line of credit while the project was ongoing. Debt proceeds for the Sewage lagoon are expected to be received in 2021. Current debts are supported by 3 main funding sources, tax supported debentures, utility rate supported debentures and provincially supported debentures. Tax supported debentures are funded by general taxation and utility rate supported debentures are funded through the rates charged each month on utility bills.

DEBT LIMIT

Debt servicing (the annual principal and interest payments on debt). The Town's legislated debt limit (defined in the MGA as 35% of annual revenue), is shown below as well as projected debt limit levels. The Town has sufficient room in its existing debt limit to borrow for critical infrastructure. Sufficient room should be kept available for projects such as the upcoming Police building requirement.

The debt limit is a combination of current existing debt as well as total revenues for the Town. Debt is kept below 15% of the maximum limit available to shield itself from changing revenues in order to ensure it is compliant with legislative debt requirements.

Debt Limit	Total Debt Limit	Gov't Center	TOSL Debt	Debt Limit Available
Actuals				
2015	\$31,550,508	\$20,832,529	\$8,657,416	\$22,893,092
2016	\$31,360,782	\$19,704,233	\$8,154,306	\$23,206,476
2017	\$30,649,280	\$18,521,176	\$7,631,877	\$23,017,403
2018	\$34,174,442	\$17,280,699	\$7,633,351	\$26,541,091
2019	\$35,546,250	\$15,980,016	\$14,017,390	\$21,528,860
2020	\$32,925,050	\$14,616,204	\$14,449,886	\$18,475,164
Projected				
2021	\$32,799,612	\$13,186,199	\$13,250,480	\$19,549,132
2022	\$33,618,779	\$11,686,789	\$12,522,877	\$21,095,902
2023	\$33,021,288	\$10,114,604	\$11,768,663	\$21,252,625
2024	\$33,164,031	\$8,466,115	\$10,986,851	\$22,177,180
2025	\$32,806,709	\$6,737,615	\$10,176,419	\$22,630,290

RESERVES

The Town has a total of 21 reserve accounts it uses to fund operations and capital projects.

Reserves are like savings accounts – an accumulation of funds for a future purpose. The source of funding for a reserve might be surpluses from operations, or scheduled transfers that have been planned and budgeted. Current Reserve funds consist of long term investments (GICs, Bonds) and cash in the bank. The Town invests its reserves into GIC's and bonds for the long term. Each year a GIC or bond matures and the Town either reinvests the amount or keeps the cash on hand to pay for projects. The Town uses a ladder approach to hedge against changing interest rates. When interest rates are falling only a single investment is affected by falling rates. Conversely when interest rates are rising we are able to access higher interest rate investments.

Through its operational budget The Town allocates each year an amount to transfer to various reserves. This table shows the overall budgeted transfers to reserves for the last 5 years.

2017	2018	2019	2020	2021	2022
Budget	Budget	Budget	Budget	Budget	Proposed Budget
\$2,384,870	\$2,284,714	\$2,342,699	\$2,341,458	\$2,446,002	\$3,404,048

Reserve transfers increases include: an amount for the estimated sale of the old Fire Hall should it sell \$900,000. Increase for Operations to the equipment reserve \$20,000. Arena reserve increase for \$20,000 and small increase to the Fires services Reserve.

Below is a list of current reserves:

Water and Sewer - Future Capital Expenditures Reserve

A reserve commenced in 1999. A portion of the monthly utility bill is placed in reserve along with any surpluses realized in water and sewer operations during the year for the exclusive purpose of future upgrades to water and sewer infrastructure and equipment.

Road Rehabilitation Reserve

In May 1996 Council passed a by-law for the use of Road Rehabilitation fund to fund new and rehabilitation projects. This fund was fully used up in 2005 with new funds being allocated to it in 2019.

Off-Site Levy Reserve (Water)

Funds are collected from developers when construction is undertaken on previously vacant and unused properties and 67% of the levy collected is placed into this reserve. This reserve is used exclusively to finance upgrading, expansion and replacement of water treatment facilities. This money is used in combination with the "Water - Future Capital Expenditures Reserve" for future water treatment plant capital expenditures. As a statutory requirement of the MGA this has to be maintained as a separate, restricted fund.

Off-Sites Levy Reserve (Sewer)

Funds collected from developers (also related to "Water Off-Sites" reserve). 33% of the total collected is for financing water treatment and collection projects. This is the 3rd type of "sewer" reserve. As a statutory requirement of the MGA this has to be maintained as a separate, restricted fund.

2nd Avenue NW Road Construction Reserve

Funded from levies collected from properties to fund road construction along 2nd Ave NW.

Intersection Contributions Reserve

With development, at some point in the future there will be a need to improve the highway and add signalization to the various intersections within the Town and these improvements will be very costly. These funds are restricted for the sole purpose of developing intersections and should be held in reserve for the future construction of intersections. As a statutory requirement of the MGA this has to be maintained as a separate, restricted fund. This was reserve established in 2014.

Street Light Reserve

Started in 1997 to fund the replacement and installation of Street Lights.

Cemetery Perpetual Care Reserve

This reserve was established in 1998 for the purpose of upgrading the cemetery and adding to cemetery land.

Garbage Disposal Reserve

This reserve was created prior to 1994. Funds from this reserve are to be used for operating and capital costs for the Regional Landfill and Landfill upgrades. Surpluses and deficits realized in garbage operations during the year are funded through this reserve.

Capital Building and Equipment Reserve

Funds to be set aside for the repairs and maintenance of buildings and the purchase of new buildings and equipment. This fund was last used to purchase the new Fire Hall and Live Training facility.

Caribou Collector Reserve

Established in 2004 allocations were subsequently regularly made from charges collected from developers. Allocations ceased after 2010. Developers at the time had wanted the Town to do upgrades on the south side of Highway 2. As a statutory requirement of the MGA this has to be maintained as a separate, restricted fund.

Main Street Extension Reserve

Funds to be set aside for the purpose of extending Main Street. As a statutory requirement of the MGA this has to be maintained as a separate, restricted fund.

School & Park Lands - Municipal Reserve

Per section 670(1) of the MGA, this reserve is dedicated to purchasing land for future schools. Funds are received as a percentage of the sale of Town lands with reserve dedications.

Fire - Truck & Rescue Unit Reserve

Funds are placed annually in this reserve to fund a new equipment as required. This reserve fund is being used and annually replenished as originally intended.

Vehicle and Equipment Replacement Reserve

This reserve funds vehicles and equipment that are used by Town staff and is managed by the Public Works Department. This reserve fund is being used and annually replenished as originally intended.

Recreation & Culture Facility - Capital Equipment Reserve

Funds to be set aside for the purchase of capital equipment for the Multi-Recreation Centre and Northern Lakes Aquatic Centre facilities.

Tax Stabilization

A Reserve created after the 2011 wildfire. The funds in this reserve were set aside to offset future increases in taxes. Proposal to transfer the remaining balance of this reserve into a newly created future expenditures reserve.

Economic Development Reserve

A Reserve created to fund the Economic Development Program.

Planning and Development Reserve

A Reserve created to fund statutory plans and plan amendments.

Emergency Road & Snow Removal

A Reserve created to fund snow removal costs during periods of high unexpected snowfall.

Photo Radar Reserve

Funded from the fine revenue of the photo radar program this fund aims to reinvest fine revenue into Park upgrades.

Proposed Reserves

The following are a list of proposed Reserves Council could approve to address risks and funding challenges faced by the Town. The funding sources for the reserves would be funding from future budgets as well as an allocation of the Town's current Unrestricted Surplus.

Unrestricted Surplus

The Town ended fiscal 2020 with a balance of \$2,082,309 in its unrestricted surplus.

Disaster Recovery Reserve

A proposed reserve for the Town of Slave Lake in response to the Province's funding requirement by Municipalities surrounding disasters. The Province of Alberta changed the funding model for its Disaster Recovery Program (DRP) in 2021. In prior years all expenses incurred by a Municipality for a disaster were eligible for reimbursement under the DRP program. The model has changed and municipalities are now expected to pay up to 10% of the cost of a disaster. The proposal to fund this reserve would be to allocate \$200,000 from the Town's Unrestricted Surplus.

Technology Infrastructure and Innovation Reserve

This reserve would allow departments' access to stable funding for the replacement of computer infrastructure and software needs. Funds here would initially be funding by an allocation from the Unrestricted Surplus with future years seeing annual investments through the Town's operating budget. This would replace the current model of funding which annually allocates a specified amount for computer replacement. The creation of this reserve would ensure that sufficient money is allocated yearly to enhance the program. The proposal to fund this reserve would be to allocate \$300,000 from the Town's Unrestricted Surplus.

Future Expenditure Reserve

Unforeseen opportunities or costs may arise throughout the year. Prudent financial planning would see the Town create a fund to provide resources to take advantage of opportunities and mitigate unforeseen costs. Funds here may also be used to offset any deficits the Town may incur. An allocation from the unrestricted surplus and the consolidation with the Town's tax stabilization reserve would initially fund this reserve. Future contributions to the reserve would be made annually from the Town's operating surplus.

Planning Reserve

To fund current and future plan amendments.

The following are the proposed allocations of the Town's unrestricted surplus amount to be transferred to newly created reserves in 2022.

Unrestricted Surplus	\$2,082,309
Disaster Recovery Reserve	\$200,000
Technology Infrastructure and Innovation Reserve	\$300,000
Planning Reserve	\$80,000
Future Expenditure Reserve	\$1,502,309
Unrestricted Surplus	\$0

RATES AND FEES

RATES AND FEES

Administrative Rates (Bylaw 18-2018)	
Administrative Rates	
Pins, Stickers, and pens	Cost plus 25%
Tax Certificates	\$35.00 per tax certificate
Tax Recovery Notice	\$45.00 per tax roll
Serial Number Collateral Searches	\$65.00 will be applied per tax roll
Freedom of information and Privacy FOIP (Fees are set as per FOIP Regulation)	
An initial fee at the time that a one-time request is made	\$25.00
An initial fee when continuing request is made	\$50.00
No additional fees are charged unless the amount of fees requires to process the request for general records, as estimated by the Town, exceeds \$150.00	
Assessment Complaints	
Residential properties with 3 or less dwelling units or farm properties	\$50.00 per tax roll
Residential properties with 4 or more dwelling units.	\$650.00 per tax roll
Non-residential units	\$650.00 per tax roll
Business tax	\$50.00
Tax Notices other than business	\$30.00 per tax roll
Linear property-Property Generation	\$650.00 per tax roll
Linear property assessment Unit Identification for Linear property, Other	\$50.00 per tax roll
Equalized Assessment	\$650.00
If the assessment review board makes a decision in favor of the complaint, or if all issues under the complaint are corrected by agreement between the complainant and assessor, and the complaint is withdrawn prior to the hearing, the filing fee will be refunded.	
General Administration Fee (bylaw, policies, etc.)	\$30.00 per hour

RATES AND FEES

N.S.F. Cheques	\$30.00 will be charged for each N.S.F Cheques.
Criminal Record Checks	\$20.00 (including GST) per police report. An exemption to the \$22.00 charge will be permitted upon submission of an approved Police Report Fee Exemption Form.
Account Information	\$25.00 per property will be charged to any account information provided
Tax Discounts	10% discount based on Previous years
Photocopies and Faxes	\$0.35 per page with a minimum of \$2.00 will be charged for photocopying and \$1.00 per fax will be charged.

Fire Services	
Fire Prevention Fees	
Occupancy Postings	
New Occupancy Posting	\$125.00
Temporary Posting Special Event	\$100.00
Replacement Posting	\$75.00
Fire Inspection	
Annual Code Compliance Inspection	No Charge
1 st Non-Compliant Re-Inspection	\$100.00
2 nd Non-Compliant Re-Inspection	\$225.00
Inspections Required for Licensing by Other Agency	\$100.00/ per hour
Home inspections	No Charge
Permits	
Pyrotechnics	
High Hazard/ Level Fireworks	\$100.00/event
Special Effects (indoor)	\$150.00/event
Fire Service Rates During Event	\$100.00/hour
Fire Apparatus Standby	See Schedule "E" Bylaw 23-2014
Open Burning	
Residential Fire Pits – No Permit Required	No Charge
Open Burning Special Events	\$100.00

RATES AND FEES

Construction / Demolition	\$250.00/year
Demolition	
Fire Safety Plan Review	\$100.00
Fire Prevention Administrative Functions	
File Search and Report	\$100.00/Report Up to two hours research and preparation Plus: \$25.00 Thereafter, per thirty minutes or portion thereof.
Fire Report	\$100.00/Report Up to two hours research and preparation Plus: \$25.00 Thereafter, per thirty minutes or portion thereof.
Fire investigation Report <i>(Accessible Insurance Companies Only)</i>	\$125.00/Report Up to two hours research and preparation Plus: \$35.00 Thereafter, per thirty minutes or portion thereof.
Reproduction of Photos – Digital <i>(Includes Compact Disk <u>or</u> Thumb Drive)</i>	\$5.00 First photo \$2.00 each additional photo
Public Education Training	
Evacuation Planning Training <i>(Plan Review, On Site Training, Fire Drills)</i>	\$200.00/plan
Stand Alone Fire Drills	No Charge
Fire Service Rates	
Aerial Ladder	\$800.00/hour
Engine	\$600.00/hour
Water Tender	\$600.00/hour
Rescue Truck	\$600.00/hour
Field Command Unit	\$300.00/hour
Utility Truck	\$250.00/hour
Rescue Boat	\$250.00/hour
Engine with Standby Four (4) Crew Members	\$600.00/hour
Safety Codes Officer Standby For Safety	\$100.00/hour During the hours of 0800-1700h \$150.00/hour During the hours of 1701-0759h
Fire Service Response to False Alarms	
First Response related to malfunctioning fire safety installation or other safety device during a calendar year.	No Charge

RATES AND FEES

Second Response related to malfunctioning fire safety installation or other safety device during a calendar year	\$75.00
Third Response related to malfunctioning fire safety installation or other safety device during a calendar year	\$350.00
Fourth and Subsequent Response related to malfunctioning fire safety installation or other safety device during a calendar year	\$675.00

Dog Bylaw	
Responsible Pet Owner	
One Time License Fee	
Male Dog	\$50.00
Female Dog	\$50.00
Spayed or Neutered Dog	\$25.00
Replacement of Lost Tag	\$5.00
Penalties and Cost	
Fail to obtain a dog license for licensable dog	\$50.00
Keeping more than three dogs or cats or combination of in an undesignated area	\$150.00 per pet
Fail to properly secure license to a dog	\$50.00
Allowing a dog or cat to run at large	\$100.00
Allowing dog/cat to defecate on public/private property	\$50.00
Failing to remove excessive defecation from owners property	\$50.00
Allow dog to bark or howl excessively	\$100.00
Allow dog to cause damage to public property	\$150.00
Allow dog to bite, attempt to bite, or chase people	\$500.00
Biting, barking or chasing bicycles and automobiles	\$200.00
Causing and harm or damage to any other animal	\$500.00
Keeping domesticated animals within the Town of Slave Lake District	\$150.00
No person shall release any dog from a fence or enclosure	\$50.00
Allow dog or cat to be in distress	\$500.00

RATES AND FEES

Upsetting of waste receptacle(s) or scatter the contents	\$100.00
Leaving dog or cat in a motor vehicle without proper ventilation	\$250.00
Fail to have control of dog in off leash area	\$100.00
Pound fees	\$25.00 per day
Remove or attempt to remove dog from pound unlawfully	\$250.00
Dangerous dog is on public/private property not on leash	\$500.00
Dangerous dog threatens or attacks any person	\$500.00
Dangerous dog chases any person on bicycle, moped, scooter, or while running or walking	\$500.00
Summary conviction resulting from breach of bylaw:	Min \$50.00 Max \$2,500.00
Second subsequent offence	Twice the fined amount for offence
Obstruct Peace Officer/ Animal Control capturing dog	\$300.00
Obstruct Peace Officer/Animal Control Officer issuing ticket/summons	\$300.00

Operations	
Operator and Labor Hourly Rate	
Operator/Laborer	\$37.00/ hour Regular
	\$55.00/ hour OT Rate (min 2hr callout)
	\$73.00/ Sunday & Holidays (min 2hr callout)
Foreman	\$47.00/ hour Regular
	\$73.00/ hour OT Rate (min 2hr callout)
	\$94.00/ Sundays & Holidays (min 2hr callout)
Equipment Price List (without operator) Operated by Town Employees Only	
Loader	\$105.00
Backhoe	\$93.00
Sander Unit	\$57.00 (Plus material at cost recovery)
Grader	\$125.00

RATES AND FEES

Tamper	\$21.50
Steamer	\$69.00
Sweeper	\$132.00
Compressor	\$44.00
Vacuum Combination	\$136.00/ hr. plus \$1.36/km travel
Pick-up Truck	\$27.00
One ton Truck	\$37.00
Line Painter	\$52.00
Sewer Camera	\$136.00/service
Gravel Truck	\$94.00
Line Locator	\$115.00/hr. (Includes operator)
Lawn Mower	47.00/hr. (includes operator)

Cemetery Plot Fees	
Cemetery Plot Fees	
Burial Plot (regular and green)	\$510.00
Cremation Plot	\$102.00
Veterans' Plot	50% of plot cost
Indigents' Plot	50% of cost
Full Burial Interment	\$539.00
Full Burial Interment Weekends	\$592.00
Cremations Interment	\$110.00
Cremations Interment Weekends and Holidays	\$162.00
Niche	\$1,035.00
Open & Close Niche	\$110.00
Open & Close Niche Weekends & Holidays	\$162.00
Grave Liner	Cost Recovery
Muslim Liner	Cost Recovery
Administration Fee	\$27.50
Oversized Grave Liner	Cost Recovery

Utilities	
Water Distribution Rates	
Base Rate	\$31.03/Meter

RATES AND FEES

Consumption per Month	\$1.80m3 / per m3
Medium density, High density, Manufactured homes, multifamily residential, per dwelling unit	\$31.03/dwelling unit
Residential accounts without water meters shall be charged for 25m3 plus base rate	
Bulk Water Sales	\$5.00m3
Sewage/Sanitary	
Base Rate	\$25.11/Meter
Consumption per month	1.45m3 / per m3
Medium density, high density, manufactured homes, multifamily residential, per dwelling unit	\$25.11/ per dwelling unit
Bulk Sanitary Sales	\$26.00/m3
Recycling, Collection, Removal & Disposal	
Garbage collection (Curbside Pickup)	\$3.78 / per month
Garbage Disposal (Landfill Facility)	\$11.86 / per month
Recycling (Recycle Depot)	\$4.68 / per month
Curbside Recycling	\$5.46 / per month
Toxic round up side	\$0.14 per month
Fee's & Charges	
Fees and Charges	
Deposit	
Town of Slave Lake Residential	\$190 per account
Town of Slave Lake Non-Residential	\$320 per account
Out-of-Town (suburban)	\$215 per account
Request Service Call: (Meter repair, Meter logs, Investigations in water and sewage	
Request Service call and town employee unable to enter premises; during normal business hours	\$25.25/hour
Request Service call and town employee unable to enter premises; during all times other than normal business hours	\$87.50/hour
Special Meter Reading	\$25.25
Application for "temporary water supply"	
Individual meter dwelling unit	\$21.40
Anything other than above	\$42.80
Service Kills	Actual cost plus 15%
Turn off for reinstatement of service after shut-off for nonpayment of account	
During normal business hours (plus cost incurred	\$36.70
Other than normal business hours (plus cost incurred)	\$98.90

RATES AND FEES

Turn on for reinstatement of service after shut-off for nonpayment of account	
During normal business hours (plus cost incurred)	\$36.70
Other than normal business hours (plus cost incurred)	\$98.90
Shut-off or turn-on for benefit of consumer during:	
Normal business hours (plus cost incurred)	\$25.25
Other than normal business hours (plus cost incurred)	\$87.45
Administration Fee (opening accounts)	\$21.40
Blocked Sewers	As per Bylaw #02-1998
Problems within the consumer's property; clearing of blocked sewers will be invoiced at prevailing Town rates to recover all costs associated with labor, vehicles and equipment.	
Problems outside the consumer's sewer service;	
Discharge of wastewater hauled wastewater treatment plant:	
TOSL residential consumer (per truckload)	\$25.50
Out-of-Town Suburban Consumer (per truckload)	\$51.00
Industrial consumer	As per surcharge – "Schedule C" Bylaw 12-2018
Herbicide root foaming of sewer services	Actual costs plus 15%
Private Service Locate	\$26.75
Administrative Charge for Transfer of Property Tax	\$35.00
Copy of Account History	See Administrative Rates Bylaw

Fines	
Fines	
Unlawful Use	\$500.00
Tamper, break, or remove the seal on a Water Meter	\$750.00
Failure to notify the Town of a damaged Water Meter	\$250.00
Curb Cock Interference/Tampering	\$750.00
Prohibited opening of a water meter bypass valve, or operation of a bypass system to bypass the Water Meter	\$500.00
Obstructed access to a Water Meter for inspection, maintenance, or replacement	\$575.00
Hindrance or refusing right of entry to a parcel or premises by a Town employee or agent contracted by the Town	\$250.00
Failure to comply with a requirement or condition	\$250.00

RATES AND FEES

Development Services	
Planning and development Fees	
Residential Development Permits	
Single Family Dwelling	\$150.00
Addition to Dwelling	\$75.00
Garage	\$75.00
Placement to Mobile Home	\$125.00
Minor Residential Developments (shed, Decks, Steps)	\$50.00
Semi-Detached Dwelling	\$200.00
Multi-Family 3-4 Units	\$225.00 + \$50/Unit
Multi-Family More than 4 Units	\$300.00 + \$50/Unit
Multi-Family Renovation or Addition	\$200.00
Commercial/Industrial/Institutional Permits	
Accessory Structures	\$100.00
Minor Developments such as (Aircraft Hanger, Minor renovations)	\$200.00
New Construction, Additions or Major Renovations	\$250.00 + \$1.50/m ² of gross floor area
Relocatable Industrial Camp Facility (Bunkhouse)	\$1,000 Annually
Development Permit Applications Requiring Advertising	\$100.00
Miscellaneous Development Permits	
Communication Towers	\$250.00
Change of Use/Occupying Space	\$150.00
Demolition of Residential Building	\$100.00
Demolition of all other Buildings	\$100.00
Home based business Type "A" & "B"	Exempt
Home based business Type "C" & "D"	\$100.00
Home Based Business Type "E"	\$200.00
Logging Operations	\$325.00
Secondary Suites	\$100.00
Signs	\$125.00
Stripping, Clearing, & Grading	\$250.00
Temporary Uses	\$150.00
Variance of Standards or Discretionary Use Permits	
Discretionary Uses (Requires MPC Approval)	\$300.00 + ad fee
Pre-Development Variance	
Variances granted by Development Authority	\$150.00 + ad fee
Variances granted by the MPC	\$ 300.00 + ad fee
Variances granted by the SDAB	\$ 450.00 + ad fee

RATES AND FEES

Post-Development Variance “Leave as Built”	
Variances granted by Development Authority	\$500.00 + ad fee
Variances granted by the MPC	\$1,500.00 + ad fee
Variances granted by the SDAB	\$2,500.00 + ad fee
Subdivision Application	
Subdivisions of Less than 3 Lots	\$500.00
Endorsement Fee	\$175.00/lot
Subdivisions of 3 or more Lots	\$1000.00 + \$150/Lot
Endorsement Fee	\$175.00 + 5200/Lot
Subdivision Time Extension	\$250.00
Bare Land Condominium	Same as regular
Endorsement Fee	subdivisions
Appeals to the Subdivision & Development Appeal Board	
Appeals Regarding Development	\$300.00
Appeals Regarding Subdivisions	\$400.00
Application to Amend Statutory Plans	
Land Use Bylaw	\$1,000.00
Municipal Development Plan	\$1,000.00
Area Structure Plan	\$1,000.00
Application for Road Closure	
Closure of Road in Whole or Part	\$650.00
Letters of Compliance	
Residential	\$60.00
Same Day (Rush)	\$100.00
Other including Multi-Family	\$150.00
Same Day (Rush)	\$300.00
Encroachment Agreements	
All Properties	\$300.00
Removal of Municipal Reserve	
All Applications	\$800.00
File Searches	
File History Search	\$200.00
Zoning Verification/Lot Dimensions	\$50.00
Lot Grading Inspections	
The Planning Department will conduct two (2) Lot Grading Inspections at no charge and all additional re-inspections thereafter will be charged at a rate of \$25.00/inspection	\$125.00

RATES AND FEES

Development Deposits	
Minor Developments such as (Sheds, Decks, Steps)	\$200.00
Developments such as (Garages, Additions)	\$1,000.00
Residential Developments	
Single Family Dwelling	\$2,000.00
Mobile Home Placement	\$2,000.00
Secondary Suites	\$1,000.00
Duplex/Semi-Detached	\$3,000.00
Triplex	\$4,000.00
Fourplex	\$5,000.00
Row Housing/Townhouses	\$5,000.00 + \$500/Unit
Apartments under 20 Units	\$5,000.00 + \$500/Unit
Apartments 20 to 40 Units	\$10,000.00 + \$500/Unit
Apartments over 40 Units	\$20,000.00 + \$500/Unit
Renovation to High Density Developments	\$1,000.00 + \$50/unit
Commercial/Industrial/Institutional	\$10,000.00 + \$1.50/m ² Gross floor area
Plus additional for Landscaping and Parking Areas	\$5.00/m ²
Minor Commercial/Industrial/Institutional Development or Minor Renovation	\$4,000.00
Major Renovation	\$5,000.00 + \$1.50/m ² Gross floor area
Development Agreement Preparation	
In House	\$500.00
Out Sourced (Legal Advice)	Total legal fees less \$1,500.00 which will be covered by the Town.
Review of Servicing Plans	
The Town will provide one (1) review of Plans by the Town's Engineer at no charge and all additional reviews will be charged at a rate of \$750.00/review as per Policy C.d. 024	Total engineering fees less \$750.00 which will be covered by the Town.
Inspection Costs — Infrastructure Inspection	

RATES AND FEES

<p>The Town will provide one (1) inspection</p> <p>by the Town's Engineer and Administrative</p> <p>Staff for each of the IAC or FAC processes at no charge; and all additional inspections will be charged at a rate of \$1,300.00 per inspection as per Policy Cd. C. 023</p>	<p>Total engineering and administration fees less</p> <p>\$1, 300.00 which will be covered by the Town</p>
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MRC Field House Rates (Bylaw 20-2019)	
Child rates (3-12)	
Type of Pass	Rate
Drop in	\$2.50
10 Pass	\$22.50
1 Month Pass	\$30.00
3 Month Pass	\$68.00
6 Month Pass	\$121.00
Year Pass	\$180.00
Students – With Student card / Seniors – 60+	
Type of Pass	Rate
Drop in	\$3.75
10 Pass	\$33.75
1 Month Pass	\$45.00
3 Month Pass	\$101.00
6 Month Pass	\$181.00
Year Pass	\$270.00
Family (Max 5 Family Members – 2 Adults)	
Type of Pass	Rate
Drop in	\$10.00
10 Pass	\$90.00
1 Month Pass	\$120.00
3 Month Pass	\$270.00
6 Month Pass	\$480.00
Year Pass	\$720.00
Youth (13-17)	
Type of Pass	Rate
Drop in	\$3.75

RATES AND FEES

10 Pass	\$33.75
1 Month Pass	\$45.00
3 Month Pass	\$101.00
6 Month Pass	\$181.00
Year Pass	\$270.00
Adults	
Type of Pass	Rate
Drop in	\$5.00
10 Pass	\$45.00
1 Month Pass	\$60.00
3 Month Pass	\$135.00
6 Month Pass	\$241.00
Year Pass	\$360.00
MRC Running Track Only (Bylaw 20-2019)	
Youth (13-17) Students/Seniors	
Type of Pass	Rate
Drop in	\$2.00
10 Pass	\$18.00
1 Month	\$18.00
3 Month Pass	\$41.00
6 Month Pass	\$72.00
Year Pass	\$108.00
Adults	
Type of Pass	Rate
Drop in	\$2.00
10 Pass	\$18.00
1 Month	\$24.00
3 Month Pass	\$54.00
6 Month Pass	\$96.00
Year Pass	\$144.00
Rentals (Bylaw 20-2019)	
Rentals	Full Surface /Half Surface
Fieldhouse	Youth \$47.00/ \$27.00
	Adult \$96.00/ \$54.00
Lobby per hour	\$22.00

RATES AND FEES

Playhouse – per hour	\$32.00
Upstairs Meeting room – Part day *Up to Four Hours	\$22.00
Upstairs Meeting Room – 5+ hours	\$32.00
Special Events	
Non Profit - Per Day	\$690.00
Non Profit – Per Weekend	\$1,170.00
Commercial – Per day	\$1,135.00
Commercial – Per Weekend	\$2,165.00
Multi- Facility Season Passes (Bylaw 20-2019)	
Child (3-12)	
Type of Pass	Rate
10 Pass	\$24.75
1 Month Pass	\$33.00
3 Month Pass	\$74.00
6 Month Pass	\$132.00
Year Pass	\$198.00
Youth (13-17)	
Type of Pass	Rate
10 Pass	\$37.13
1 Month Pass	\$50.00
3 Month Pass	\$111.00
6 Month Pass	\$199.00
Year Pass	\$297.00
Students – with student card / seniors – 60+	
Type of Pass	Rate
10 Pass	\$37.13
1 Month Pass	\$50.00
3 Month Pass	\$111.00
6 Month Pass	\$199.00
Year Pass	\$297.00
Adults	
Type of Pass	Rate
10 Pass	\$49.50
1 Month Pass	\$66.00
3 Month Pass	\$149.00
6 Month Pass	\$265.00
Year Pass	\$396.00

RATES AND FEES

Family (2 Adults and 2 Children/Youth)	
Type of Pass	Rate
10 Pass	\$99.00
1 Month Pass	\$132.00
3 Month Pass	\$297.00
6 Month Pass	\$490.00
Year Pass	\$730.00
Corporate rate - Yearly pass	
Adult – Min of 5	\$275.00
Family – Min of 5	\$500.00
Arena Rates (Bylaw 20-2019)	
Arena Ice – Winter – Sept 1 – Mar 31	
Youth – Per hour	\$80.00
Adult – Per Hour	\$160.00
Youth – Over 500 hrs, per hour *youth groups that book over 500 hrs per season	\$75.00
Kodiaks	\$160.00
Lakeside Figure skating club	\$75.00
Minor Hockey	\$75.00
Old Timers	\$160.00
Men's Rec	\$160.00
Arena Ice – Summer – May 1 – July 31	
Youth – Per hour	\$129.00
Adult – Per hour	\$258.00
Tournament Rate Ice – Min 16 hrs booked	
Youth – Per hour	\$52.00
Adult – Per hour	\$103.00
Arena Pad – No Ice	
Youth – Per Hour	\$21.00
Adult – Per Hour	\$41.00

Aquatic Center Rates (NLAC) (ByLaw 26-2017)	
Child rates (3-12)	
Type of Pass	Rate
Drop in	\$2.50
10 Pass	\$22.50

RATES AND FEES

1 Month Pass	\$30.00
3 Month Pass	\$68.00
6 Month Pass	\$121.00
Year Pass	\$180.00
Youth (13-17)	
Type of Pass	Rate
Drop in	\$3.75
10 Pass	\$33.75
1 Month Pass	\$45.00
3 Month Pass	\$101.00
6 Month Pass	\$181.00
Year Pass	\$270.00
Students – With Student card / Seniors – 60+	
Type of Pass	Rate
Drop in	\$3.75
10 Pass	\$33.75
1 Month Pass	\$45.00
3 Month Pass	\$101.00
6 Month Pass	\$181.00
Year Pass	\$270.00
Adults	
Type of Pass	Rate
Drop in	\$5.00
10 Pass	\$45.00
1 Month Pass	\$60.00
3 Month Pass	\$135.00
6 Month Pass	\$241.00
Year Pass	\$360.00
Family (Max 5 Family Members – 2 Adults)	
Type of Pass	Rate
Drop in	\$10.00
10 Pass	\$90.00
1 Month Pass	\$120.00
3 Month Pass	\$270.00
6 Month Pass	\$400.00
Year Pass	\$680.00
Pool Rentals (ByLaw 26-2017)	
Rental	

RATES AND FEES

1-40 People	\$75.00
41-75 People	\$105.00
76+ People	\$140.00
Pool Toy	\$55.00
School Rentals	\$75.00
Club Rentals	\$75.00
Swimming Lessons (ByLaw 26-2017)	
Swimming Lessons	
30 minute lessons – Under Age 14	\$40.00
30 minute lessons – Over Age 14	\$42.00
45 minute lessons – Under Age 14	\$45.00
45 minute lessons – Over Age 14	\$50.00
Advanced Lessons- Youth & Adult	

Community Services Advertising (ByLaw 04-2016)	
Commercial Advertising *annual Charge not including GST	
Rink Boards (any location) – Large 5'9" – 8' x 33 ½ "	\$400.00
Rink Boards (any location) – Medium 3'6" – 4'3" x 33 ½ "	\$250.00
Arena wall advertisements	\$1,000.00
Arena Board Glass (maximum 2 per arena) 6" x 200" Panel is 6" x 45"	\$2,500.00
Kiosk (w/ power) 8' x 4' x 3'	\$2,000.00
Zamboni Advertising	
Front Top – 8" x 48"	\$1,000.00
Front Bottom – 16" x 36"	\$1,000.00
Side Bottom – 18" x 30"	\$1,000.00
Side Top – 16" x 48"	\$1,000.00
Side Top Hood – 6" x 48"	\$1,000.00
Ice Logo – Arena 1 Only	
Blue Line to center (3 spots maximum)	\$1,250.00 Per season
Blue Line to goal line – (4 spots maximum)	\$1,000.00 Per season
Facility and Community Sign Rates	
Static Advertisement *Prices do not include GST	
Community and Electronic Signs	
Third Party Advertising (1 Week)	\$50.00

RATES AND FEES

Third Party Advertising (2 Week)	\$75.00
Third Party Advertising (3 Week)	\$100.00
Third Party Advertising (1 Month)	\$125.00
Third Party Advertising (3 Months)	\$375.00
Third Party Advertising (6 Months)	\$750.00
Third Party Advertising (1 Year)	\$1,500.00
Political Advertising (1 Week)	\$50.00
Political Advertising (2 Weeks)	\$75.00
Political Advertising (3 Week)	\$100.00
Political Advertising (1 Month)	\$125.00
Political Advertising (3 Months)	\$375.00
Political Advertising (6 Months)	\$750.00
Political Advertising (1 Year)	\$1,500.00
Not-for-Profit Advertising (1 Week)	\$10.00
Not-for-Profit Advertising (2 Weeks)	\$20.00
Not-for-Profit Advertising (3 Weeks)	\$30.00
Not-for-Profit Advertising (1 Month)	\$40.00
Not-for-Profit Advertising (3 Months)	\$120.00
Not-for-Profit Advertising (6 Months)	\$240.00
Not-for-Profit Advertising (1 Year)	\$480.00
Facility Signs	
Third Party Advertising (1 Week)	\$25.00
Third Party Advertising (2 Week)	\$50.00
Third Party Advertising (3 Week)	\$75.00
Third Party Advertising (1 Month)	\$100.00
Third Party Advertising (3 Months)	\$300.00
Third Party Advertising (6 Months)	\$600.00
Third Party Advertising (1 Year)	\$1,200.00
Political Advertising (1 Week)	\$25.00
Political Advertising (2 Weeks)	\$50.00
Political Advertising (3 Week)	\$75.00
Political Advertising (1 Month)	\$100.00
Political Advertising (3 Months)	\$300.00
Political Advertising (6 Months)	\$600.00

RATES AND FEES

Political Advertising (1 Year)	\$1,200.00
Not-for-Profit Advertising (1 Week)	\$10.00
Not-for-Profit Advertising (2 Weeks)	\$15.00
Not-for-Profit Advertising (3 Weeks)	\$25.00
Not-for-Profit Advertising (1 Month)	\$50.00
Not-for-Profit Advertising (3 Months)	\$100.00
Not-for-Profit Advertising (6 Months)	\$200.00
Not-for-Profit Advertising (1 Year)	\$400.00
Facility and Community Signs	
Third Party Advertising (1 Week)	\$150.00
Third Party Advertising (2 Week)	\$300.00
Third Party Advertising (3 Week)	\$320.00
Third Party Advertising (1 Month)	\$390.00
Third Party Advertising (3 Months)	\$925.00
Third Party Advertising (6 Months)	\$1,875.00
Third Party Advertising (1 Year)	\$3,000.00
Political Advertising (1 Week)	\$150.00
Political Advertising (2 Weeks)	\$300.00
Political Advertising (3 Week)	\$320.00
Political Advertising (1 Month)	\$390.00
Political Advertising (3 Months)	\$925.00
Political Advertising (6 Months)	\$1,875.00
Political Advertising (1 Year)	\$3,000.00
Not-for-Profit Advertising (1 Week)	\$40.00
Not-for-Profit Advertising (2 Weeks)	\$80.00
Not-for-Profit Advertising (3 Weeks)	\$120.00
Not-for-Profit Advertising (1 Month)	\$160.00
Not-for-Profit Advertising (3 Months)	\$320.00
Not-for-Profit Advertising (6 Months)	\$640.00
Not-for-Profit Advertising (1 Year)	\$1,200.00
Video Advertisement *Prices do not include GST	
Facility Signs	
Third Party Advertising (1 Week)	\$100.00

RATES AND FEES

Third Party Advertising (2 Week)	\$150.00
Third Party Advertising (3 Week)	\$200.00
Third Party Advertising (1 Month)	\$250.00
Third Party Advertising (3 Months)	\$400.00
Third Party Advertising (6 Months)	\$800.00
Third Party Advertising (1 Year)	\$1,600.00
Political Advertising (1 Week)	\$100.00
Political Advertising (2 Weeks)	\$150.00
Political Advertising (3 Week)	\$200.00
Political Advertising (1 Month)	\$250.00
Political Advertising (3 Months)	\$400.00
Political Advertising (6 Months)	\$800.00
Political Advertising (1 Year)	\$1,600.00
Not-for-Profit Advertising (1 Week)	\$25.00
Not-for-Profit Advertising (2 Weeks)	\$50.00
Not-for-Profit Advertising (3 Weeks)	\$75.00
Not-for-Profit Advertising (1 Month)	\$100.00
Not-for-Profit Advertising (3 Months)	\$200.00
Not-for-Profit Advertising (6 Months)	\$400.00
Not-for-Profit Advertising (1 Year)	\$600.00
All Facility Signs	
Third Party Advertising (1 Week)	\$250.00
Third Party Advertising (2 Week)	\$500.00
Third Party Advertising (3 Week)	\$750.00
Third Party Advertising (1 Month)	\$1,000.00
Third Party Advertising (3 Months)	\$2,000.00
Third Party Advertising (6 Months)	\$3,000.00
Third Party Advertising (1 Year)	\$4,000.00
Political Advertising (1 Week)	\$250.00
Political Advertising (2 Weeks)	\$500.00
Political Advertising (3 Week)	\$750.00
Political Advertising (1 Month)	\$1,000.00
Political Advertising (3 Months)	\$2,000.00
Political Advertising (6 Months)	\$3,000.00

RATES AND FEES

Political Advertising (1 Year)	\$4,000.00
Not-for-Profit Advertising (1 Week)	\$50.00
Not-for-Profit Advertising (2 Weeks)	\$100.00
Not-for-Profit Advertising (3 Weeks)	\$150.00
Not-for-Profit Advertising (1 Month)	\$200.00
Not-for-Profit Advertising (3 Months)	\$400.00
Not-for-Profit Advertising (6 Months)	\$800.00
Not-for-Profit Advertising (1 Year)	\$1,600.00

DETAILED BUDGETS BY COST CENTER

DETAILED BUDGETS BY COST CENTER

Council Detail

Council			
GL Account			
Type		2021	2022
Expenses	Salaries	\$100,050	\$100,050
Expenses	Hourly Wages	\$56,250	\$56,250
Expenses	Benefits	\$14,500	\$15,050
Expenses	Standby or Meeting Wages	\$73,490	\$72,400
Expenses	Mayor & Council - Public Member Honorarium	\$1,000	\$1,000
Expenses	Employee Events	\$1,000	\$1,000
Expenses	Meeting Fees	\$3,300	\$3,300
Expenses	Travel & Training	\$9,000	\$11,600
Expenses	Training	\$2,600	\$0
Expenses	Mobile Device Services	\$500	\$500
Expenses	Hospitality	\$4,500	\$4,500
Expenses	Publications, Magazines	\$300	\$0
Expenses	Public Relations	\$5,000	\$5,000
Expenses	Professional Services	\$5,000	\$5,000
Expenses	Memberships	\$500	\$500
Expenses	Computer devices	\$0	\$20,000
Expenses	Office Supplies	\$600	\$600
Total Expenses		\$277,590	\$296,750
Net Operating		(\$277,590)	(\$296,750)

DETAILED BUDGETS BY COST CENTER

Administration Detail

Administration Detail

ADMINISTRATION			
GL Account Type		2021	2022
Revenues	Fees For Service	\$8,500	\$8,500
Revenues	Advertising Revenue	\$6,000	\$6,000
Revenues	Land & Building Leases	\$3,600	\$0
Revenues	Transfer from Reserve	\$50,000	\$0
Revenues	Provincial Grants	\$20,000	\$0
Revenues	Administration - Internal Cost Recovery	\$114,971	\$156,457
Total Revenue		\$203,071	\$170,957
Expenses	Salaries	\$69,341	\$273,224
Expenses	Overtime	\$6,000	\$6,000
Expenses	Benefits	\$14,948	\$29,950
Expenses	Travel & Training	\$750	\$2,500
Expenses	Training	\$1,500	\$0
Expenses	Freight & Postage	\$37,000	\$36,000
Expenses	Mobile Device Services	\$1,430	\$1,800
Expenses	Telephone & Security Line Services	\$32,500	\$32,500
Expenses	Hospitality	\$300	\$300
Expenses	Advertising	\$1,500	\$1,500
Expenses	Publications, Magazines	\$200	\$200
Expenses	Public Relations	\$2,000	\$2,000
Expenses	Professional Services	\$5,000	\$5,000
Expenses	Legal Services	\$1,500	\$1,500
Expenses	Memberships	\$9,000	\$9,000
Expenses	Contracted Services	\$68,000	\$2,500
Expenses	Equipment Rental	\$45,200	\$39,800
Expenses	Administration - Insurance Claims	\$5,000	\$5,000
Expenses	Insurance	\$112,000	\$113,000
Expenses	Elections	\$14,500	\$0
Expenses	Coffee Supplies	\$7,100	\$7,100
Expenses	Office Supplies	\$15,950	\$16,450
Expenses	Depreciation	\$714,594	\$742,107
Expenses	Own Equipment	\$2,431	\$2,549
Expenses	Administration - Internal Recovery Govt	\$232,383	\$219,573
Total Expenses		\$1,400,127	\$1,549,553
Net Operating		(\$1,197,056)	(\$1,378,596)

DETAILED BUDGETS BY COST CENTER

Human Resources Detail

HUMAN RESOURCES			
GL Account Type		2021	2022
Expenses	Salaries	\$155,805	\$179,127
Expenses	Overtime	\$5,000	\$5,000
Expenses	Benefits	\$33,980	\$35,900
Expenses	Administration - Health Spending	\$10,800	\$15,000
Expenses	Employee Awards	\$2,100	\$2,500
Expenses	Employee Recruitment	\$15,000	\$81,000
Expenses	Travel & Training	\$1,000	\$4,500
Expenses	Training	\$14,000	\$34,000
Expenses	Mobile Device Services	\$1,100	\$1,080
Expenses	Administration - Communications/Public R	\$750	\$750
Expenses	Professional Services	\$7,000	\$7,000
Expenses	Contracted Services	\$0	\$15,000
Expenses	Office Supplies	\$1,000	\$2,000
Total Expenses		\$247,535	\$382,857
Net Operating		(\$247,535)	(\$382,857)

Health and Safety Detail

HEALTH AND SAFETY			
GL Account Type		2021	2022
Expenses	Salaries	\$71,390	\$71,390
Expenses	Overtime	\$1,200	\$1,200
Expenses	Benefits	\$16,090	\$15,600
Expenses	Travel & Training	\$1,200	\$1,200
Expenses	Training	\$11,000	\$11,000
Expenses	Mobile Device Services	\$450	\$540
Expenses	Auditing Services	\$0	\$4,500
Expenses	IT Licencing	\$0	\$5,870
Expenses	Materials	\$1,000	\$1,000
Total Expenses		\$102,330	\$112,300
Net Operating		(\$102,330)	(\$112,300)

DETAILED BUDGETS BY COST CENTER

Finance Detail

FINANCE			
GL Account			
Type		2021	2022
Revenues	Fees For Service	\$18,500	\$18,500
Revenues	Business Licenses	\$77,273	\$86,824
Revenues	Interest Earned	\$1,000	\$1,000
Revenues	Administration - Internal Cost Recovery	\$129,790	\$130,959
Total Revenue		\$226,563	\$237,283
Expenses	Salaries	\$430,207	\$440,232
Expenses	Overtime	\$14,100	\$9,000
Expenses	Hourly Wages	\$65,610	\$73,428
Expenses	Benefits	\$104,900	\$103,100
Expenses	Employee Events	\$5,000	\$5,000
Expenses	Travel	\$3,000	\$8,000
Expenses	Training	\$3,000	\$0
Expenses	Mobile Device Services	\$0	\$540
Expenses	Hospitality	\$800	\$800
Expenses	Professional Services	\$500	\$500
Expenses	Legal Services	\$1,500	\$5,000
Expenses	Auditing Services	\$35,000	\$36,000
Expenses	Taxation Services	\$58,332	\$59,499
Expenses	Memberships	\$750	\$750
Expenses	Professional Fees	\$1,500	\$1,500
Expenses	Contracted Services	\$7,500	\$9,000
Expenses	Office Supplies	\$6,900	\$6,000
Expenses	Bank Charges	\$12,872	\$10,000
Expenses	Credit Card Fees & Late Charge	\$1,000	\$2,000
Expenses	Own Equipment	\$2,431	\$2,549
Expenses	Finance - Transfer to Others	\$29,200	\$20,000
Expenses	Bad Debt Expense	\$1,000	\$1,000
Total Expenses		\$785,102	\$793,898
Net Operating		(\$558,539)	(\$556,615)

DETAILED BUDGETS BY COST CENTER

Information Technology Detail

IT			
GL Account Type		2021	2022
Revenues	Cost Recovery	\$6,000	\$6,000
Total Revenue		\$6,000	\$6,000
Expenses	Salaries	\$71,390	\$71,390
Expenses	Overtime	\$3,000	\$3,000
Expenses	Benefits	\$16,100	\$15,600
Expenses	Travel & Training	\$600	\$2,600
Expenses	Training	\$2,000	\$0
Expenses	Freight & Postage	\$250	\$250
Expenses	Internet Services	\$22,200	\$23,040
Expenses	Mobile Device Services	\$740	\$540
Expenses	Contracted Services	\$50,000	\$50,000
Expenses	Information Technology - Licencing	\$112,492	\$147,450
Expenses	Supplies	\$11,000	\$11,000
Expenses	Computer Equipment	\$30,000	\$30,000
Expenses	Office Supplies	\$3,500	\$3,500
Expenses	Information Technology - Computer Purcha	\$6,000	\$6,000
Total Expenses		\$329,272	\$364,370
Net Operating		(\$323,272)	(\$358,370)

CAO Detail

CAO			
GL Account Type		2021	2022
Expenses	Salaries	\$187,317	\$187,317
Expenses	Benefits	\$32,134	\$29,600
Expenses	CAO Office - Vehicle Allowance	\$6,091	\$6,091
Expenses	Employee Awards	\$10,000	\$10,000
Expenses	CAO Office - Gifts	\$1,000	\$1,000
Expenses	Travel	\$2,000	\$4,000
Expenses	Training	\$2,000	\$0
Expenses	Mobile Device Services	\$700	\$540
Expenses	Telephone & Security Line Services	\$450	\$450
Expenses	Hospitality	\$2,000	\$2,000
Expenses	Public Relations	\$300	\$300
Expenses	Professional Services	\$3,000	\$3,000
Expenses	Memberships	\$1,000	\$1,000
Expenses	Office Equipment	\$200	\$0

DETAILED BUDGETS BY COST CENTER

Total Expenses	\$248,192	\$245,298
Net Operating	(\$248,192)	(\$245,298)

Project Manger Detail

Project Manager		
GL Account Type	2021	2022
Revenues Transfer from Reserve	\$114,540	\$114,220
Total Revenue	\$114,540	\$114,220
Expenses Salaries	\$88,000	\$88,000
Expenses Overtime	\$4,000	\$4,000
Expenses Benefits	\$18,300	\$17,700
Expenses Travel	\$780	\$3,280
Expenses Training	\$2,500	\$0
Expenses Mobile Device Services	\$510	\$540
Expenses Hospitality	\$0	\$250
Expenses Memberships	\$250	\$250
Expenses Materials	\$200	\$200
Total Expenses	\$114,540	\$114,220
Net Operating	(\$0)	\$0

RCMP Services Detail

POLICE		
GL Account Type	2021	2022
Revenues Fees For Service	\$13,000	\$13,000
Revenues Fines and Fees	\$40,000	\$25,000
Revenues Provincial Grants	\$100,000	\$100,000
Revenues Provincial Grants	\$177,979	\$177,979
Total Revenue	\$330,979	\$315,979
Expenses Salaries	\$154,733	\$154,733
Expenses Benefits	\$39,140	\$38,000
Expenses Travel and Training	\$0	\$4,000
Expenses Training	\$4,800	\$0
Expenses Police - Contract	\$1,847,922	\$2,086,955
Total Expenses	\$2,046,595	\$2,283,688

DETAILED BUDGETS BY COST CENTER

Net Operating	(\$1,715,616)	(\$1,967,709)
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Fire Services Detail

Fire Services			
GL Account			
Type		2021	2022
Revenues	MVA & Mutual Aid	\$115,000	\$115,000
Revenues	Training Program Revenue	\$50,000	\$50,000
Revenues	Rent Revenue	\$30,000	\$30,000
Revenues	MD Cost Sharing Agreement	\$601,736	\$666,679
Total Revenue		\$796,736	\$861,679
Expenses	Salaries	\$344,354	\$339,434
Expenses	Overtime	\$60,000	\$60,000
Expenses	Hourly Wages	\$28,000	\$30,104
Expenses	Benefits	\$75,095	\$72,425
Expenses	Standby or Meeting Wages	\$22,000	\$25,000
Expenses	Fire Brigade	\$72,000	\$72,000
Expenses	Employee Awards	\$5,000	\$5,000
Expenses	Volunteer Appreciation	\$10,000	\$10,000
Expenses	Travel & Training	\$5,000	\$38,000
Expenses	Training	\$29,000	\$0
Expenses	Freight & Postage	\$3,500	\$3,500
Expenses	Internet Services	\$0	\$7,800
Expenses	Mobile Device Services	\$5,800	\$5,640
Expenses	Telephone & Security Line Services	\$5,400	\$5,400
Expenses	Radios	\$31,212	\$35,000
Expenses	Hospitality	\$10,000	\$10,000
Expenses	Medical Services	\$4,250	\$4,250
Expenses	Memberships	\$4,000	\$4,000
Expenses	Equipment Repairs & Maintenance	\$70,000	\$70,000
Expenses	Building Repairs & Maintenance	\$20,000	\$20,000
Expenses	Contracted Services	\$10,000	\$10,000
Expenses	Dispatch Services	\$21,500	\$22,500
Expenses	Equipment Rental	\$3,000	\$5,060
Expenses	Training Programs	\$40,000	\$40,000
Expenses	IT - Licensing	\$0	\$9,150
Expenses	Insurance	\$11,500	\$29,710
Expenses	Town Own Utilities	\$7,175	\$7,175
Expenses	Clothing, Uniforms, Footwear	\$25,000	\$25,000
Expenses	Janitorial Supplies	\$2,800	\$2,800

DETAILED BUDGETS BY COST CENTER

Expenses	Training Supplies	\$4,000	\$4,000
Expenses	Office Equipment	\$4,000	\$4,000
Expenses	Materials	\$50,600	\$52,500
Expenses	Fuel, Oil Other	\$35,000	\$35,000
Expenses	Power	\$39,146	\$39,000
Expenses	Gas	\$24,570	\$18,000
Expenses	Equipment	\$10,000	\$10,000
Expenses	Office Supplies	\$4,500	\$4,500
Expenses	Transfer to Reserve	\$141,049	\$150,000
Expenses	Debenture Interest	\$6,702	\$5,381
Expenses	Depreciation	\$300,170	\$292,527
Total Expenses		\$1,545,323	\$1,583,856
Net Operating		(\$748,587)	(\$722,177)

Search and Rescue Detail

SEARCH AND RESCUE			
GL Account Type		2021	2022
Expenses	Travel & Training	\$1,500	\$4,250
Expenses	Training	\$2,750	\$0
Expenses	Memberships	\$200	\$200
Expenses	Equipment Repairs & Maintenance	\$2,000	\$2,000
Expenses	Materials	\$500	\$500
Expenses	Fuel, Oil Other	\$2,200	\$2,200
Expenses	Office Supplies	\$250	\$250
Total Expenses		\$9,400	\$9,400
Net Operating		(\$9,400)	(\$9,400)

Dangerous Goods Detail

DANGEROUS GOODS			
GL Account Type		2021	2022
Revenues	MVA & Mutual Aid	\$7,500	\$7,500
Total Revenue		\$7,500	\$7,500
Expenses	Travel & Training	\$0	\$4,000
Expenses	Training	\$4,000	\$0
Expenses	Equipment Repairs & Maintenance	\$2,500	\$2,500
Expenses	Clothing, Uniforms, Footwear	\$3,000	\$5,000
Expenses	Materials	\$5,000	\$10,000

DETAILED BUDGETS BY COST CENTER

Total Expenses	\$14,500	\$21,500
Net Operating	(\$7,000)	(\$14,000)

Disaster Services Detail

DISASTER SERVICES			
GL Account Type		2021	2022
Expenses	Materials	\$4,000	\$4,000
Total Expenses		\$4,000	\$4,000
Net Operating		(\$4,000)	(\$4,000)

Fire Smart Detail

GL Account Type		2021	2022
Revenues	Other Revenue	\$70,000	
Revenues	Provincial Grants	\$353,967	\$350,000
Revenues	MD Cost Sharing Agreement	\$0	\$25,000
Total Revenue		\$423,967	\$375,000
Expenses	Salaries	\$239,075	\$288,800
Expenses	Overtime	\$43,400	\$30,000
Expenses	Benefits	\$58,000	\$62,700
Expenses	Travel & Training	\$3,000	\$5,000
Expenses	Training	\$10,000	\$0
Expenses	Freight & Postage	\$500	\$0
Expenses	Mobile Device Services	\$2,000	\$1,704
Expenses	Hospitality	\$1,000	\$0
Expenses	Equipment Repairs & Maintenance	\$20,000	\$5,000
Expenses	Insurance	\$565	\$0
Expenses	Clothing, Uniforms, Footwear	\$10,000	\$2,500
Expenses	Materials	\$3,500	\$1,500
Expenses	Fuel, Oil Other	\$24,000	\$2,796
Expenses	Depreciation	\$8,927	\$44,589
Total Expenses		\$423,967	\$444,589
Net Operating		\$0	(\$69,589)

DETAILED BUDGETS BY COST CENTER

Operations Detail

Operations Administration Detail

OPERATIONS ADMINISRTATION			
GL Account Type		2021	2022
Revenues	Fees For Service	\$15,000	\$2,500
Total Revenue		\$15,000	\$2,500
Expenses	Salaries	\$67,933	\$63,560
Expenses	Overtime	\$2,675	\$2,675
Expenses	Hourly Wages	\$0	\$0
Expenses	Benefits	\$14,600	\$13,450
Expenses	General Services	\$0	\$0
Expenses	General Services	\$3,250	\$3,250
Expenses	Travel & Training	\$1,000	\$2,000
Expenses	Training	\$1,000	\$0
Expenses	Mobile Device Services	\$490	\$540
Expenses	Telephone & Security Line Services	\$6,732	\$6,732
Expenses	Radios	\$4,500	\$4,500
Expenses	Hospitality	\$200	\$200
Expenses	Professional Services	\$0	\$0
Expenses	Legal Services	\$1,000	\$1,000
Expenses	Memberships	\$200	\$200
Expenses	Equipment Rental	\$0	\$3,200
Expenses	Materials	\$0	\$0
Expenses	Office Supplies	\$700	\$1,690
Expenses	Depreciation	\$1,451,586	\$844,292
Total Expenses		\$1,555,866	\$947,289
Net Operating		(\$1,540,866)	(\$944,789)

Equipment Detail

EQUIPMENT			
GL Account Type		2021	2022
Revenues	Charges to Other Departments	\$710,475	\$752,713
Total Revenue		\$710,475	\$752,713
Expenses	Salaries	\$96,875	\$98,800
Expenses	Overtime	\$5,250	\$5,355

DETAILED BUDGETS BY COST CENTER

Expenses	Benefits	\$20,300	\$19,750
Expenses	Freight & Postage	\$2,400	\$2,400
Expenses	Contracted Repairs & Maintenance	\$50,000	\$50,000
Expenses	Equipment Repairs & Maintenance	\$0	\$0
Expenses	Contracting Services	\$0	\$0
Expenses	Contracted Services	\$6,200	\$16,000
Expenses	Insurance	\$39,000	\$31,958
Expenses	Clothing, Uniforms, Footwear	\$0	\$0
Expenses	Materials	\$3,000	\$4,000
Expenses	Fuel, Oil Other	\$114,450	\$114,450
Expenses	Cold Mix	\$0	\$0
Expenses	Parts	\$60,000	\$60,000
Expenses	Ground Engaging Part	\$20,000	\$30,000
Expenses	Tires	\$13,000	\$20,000
Expenses	Transfer to Reserve	\$280,000	\$300,000
Total Expenses		\$710,475	\$752,713
Net Operating		\$0	\$0

Shop Detail

SHOP			
GL Account Type		2021	2022
Revenues	Charges to Other Departments	\$11,000	\$15,000
Total Revenue		\$11,000	\$15,000
Expenses	Salaries	\$58,870	\$58,175
Expenses	Overtime	\$3,530	\$3,540
Expenses	Benefits	\$13,150	\$12,650
Expenses	Travel & Training	\$0	\$2,500
Expenses	Training	\$2,500	\$0
Expenses	Freight & Postage	\$8,100	\$8,100
Expenses	Mobile Device Services	\$3,220	\$3,060
Expenses	Hospitality	\$750	\$750
Expenses	Memberships	\$500	\$500
Expenses	Equipment Repairs & Maintenance	\$9,540	\$9,540
Expenses	Contracted Services	\$17,050	\$17,050
Expenses	Equipment Rental	\$1,500	\$8,900
Expenses	Insurance	\$9,500	\$11,876
Expenses	Town Own Utilities	\$5,806	\$5,806
Expenses	Clothing, Uniforms, Footwear	\$4,914	\$5,000
Expenses	Janitorial Supplies	\$1,250	\$1,250

DETAILED BUDGETS BY COST CENTER

Expenses	Small Tools & Equipment	\$4,370	\$4,370
Expenses	Materials	\$9,000	\$9,000
Expenses	Fuel, Oil Other	\$2,064	\$2,064
Expenses	Power	\$22,625	\$20,000
Expenses	Gas	\$15,715	\$16,000
Expenses	Office Supplies	\$1,420	\$1,420
Expenses	Own Equipment	\$8,514	\$9,918
Total Expenses		\$203,888	\$211,469
Net Operating		(\$192,888)	(\$196,469)

Gravel Streets Detail

GRAVEL STREETS			
GL Account Type		2021	2022
Expenses	Salaries	\$58,870	\$58,175
Expenses	Overtime	\$3,530	\$3,540
Expenses	Benefits	\$13,150	\$12,650
Expenses	Equipment Repairs & Maintenance	\$0	\$0
Expenses	Dust Control & Water Truck	\$34,000	\$34,000
Expenses	Equipment Rental	\$800	\$800
Expenses	Gravel & Fill	\$0	\$0
Expenses	Gravel, Sand & Aggregate	\$60,000	\$60,000
Expenses	Own Equipment	\$79,288	\$90,109
Total Expenses		\$249,638	\$259,274
Net Operating		(\$249,638)	(\$259,274)

Paved Roads Detail

PAVED ROADS			
GL Account Type		2021	2022
Expenses	Salaries	\$140,191	\$138,915
Expenses	Overtime	\$8,410	\$8,435
Expenses	Benefits	\$31,550	\$30,400
Expenses	Freight & Postage	\$2,100	\$2,100
Expenses	Contracted Repairs & Maintenance	\$104,040	\$104,040
Expenses	Infrastructure Repairs & Maintenance	\$6,000	\$6,000
Expenses	Tar Crack Sealant	\$30,000	\$30,000
Expenses	Cold Mix	\$14,000	\$14,000
Expenses	Transfer to Reserve	\$400,000	\$400,000
Expenses	Debenture Interest	\$2,787	\$0

DETAILED BUDGETS BY COST CENTER

Expenses	Own Equipment	\$152,823	\$160,188
Total Expenses		\$891,901	\$894,078
Net Operating		(\$891,901)	(\$894,078)

Drainage Detail

DRAINAGE			
GL Account			
Type		2021	2022
Expenses	Salaries	\$36,420	\$35,610
Expenses	Overtime	\$2,180	\$2,185
Expenses	Benefits	\$7,900	\$7,500
Expenses	Equipment Repairs & Maintenance	\$0	\$20,000
Expenses	Culvert Steaming	\$20,000	\$0
Expenses	Equipment Rental	\$10,000	\$10,000
Expenses	Materials	\$5,000	\$5,000
Expenses	Own Equipment	\$42,807	\$44,870
Total Expenses		\$124,307	\$125,165
Net Operating		(\$124,307)	(\$125,165)

Snow Removal Detail

SNOW REMOVAL			
GL Account			
Type		2021	2022
Revenues	Transfer from Reserve	\$0	\$0
		\$0	\$0
Expenses	Salaries	\$152,772	\$153,460
Expenses	Overtime	\$9,215	\$9,245
Expenses	Benefits	\$36,100	\$35,150
Expenses	Contracted Services	\$11,000	\$11,000
Expenses	Equipment Rental	\$55,000	\$55,000
Expenses	Materials	\$5,000	\$5,000
Expenses	Gravel, Sand & Aggregate	\$48,000	\$48,000
Expenses	Transfer to Reserve	\$0	\$0
Expenses	Own Equipment	\$124,546	\$130,549
Total Expenses		\$441,633	\$447,404
Net Operating		(\$441,633)	(\$447,404)

DETAILED BUDGETS BY COST CENTER

Street Lights Detail

STREET LIGHTS			
GL Account			
Type		2021	2022
Revenues	Transfer from Reserve	\$0	\$80,000
Total Revenue		\$0	\$80,000
Expenses	Equipment Repairs & Maintenance	\$15,000	\$95,000
Expenses	Power	\$303,068	\$295,000
Total Expenses		\$318,068	\$390,000
Net Operating		(\$318,068)	(\$310,000)

Traffic Control Detail

TRAFFIC CONTROL			
GL Account			
Type		2021	2022
Expenses	Salaries	\$29,435	\$29,088
Expenses	Overtime	\$1,765	\$1,770
Expenses	Benefits	\$6,600	\$6,310
Expenses	Mobile Device Services	\$2,100	\$2,100
Expenses	Equipment Repairs & Maintenance	\$9,000	\$11,000
Expenses	Rail Crossing Maintenance	\$10,000	\$10,000
Expenses	Materials	\$15,000	\$22,000
Expenses	Power	\$16,100	\$16,261
Expenses	Own Equipment	\$19,467	\$20,405
Total Expenses		\$109,467	\$118,934
Net Operating		(\$109,467)	(\$118,934)

Engineering Detail

ENGINEERING			
GL Account			
Type		2021	2022
Revenues	Sale of General Services	\$300	\$300
Total Revenue		\$300	\$300
Expenses	Salaries	\$63,289	\$64,930
Expenses	Overtime	\$800	\$800
Expenses	Benefits	\$13,800	\$13,500
Expenses	General Services	\$10,000	\$10,000
Expenses	Travel & Training	\$800	\$3,300

DETAILED BUDGETS BY COST CENTER

Expenses	Training	\$2,500	\$0
Expenses	Freight & Postage	\$200	\$200
Expenses	IT - Licensing	\$0	\$2,195
Expenses	Supplies	\$1,200	\$2,000
Expenses	Materials	\$700	\$0
Expenses	Own Equipment	\$9,488	\$9,945
Total Expenses		\$102,777	\$106,870
Net Operating		(\$102,477)	(\$106,570)

Cemetery Detail

CEMETERY			
GL Account			
Type		2021	2022
Revenues	Fees For Service	\$4,800	\$4,800
Revenues	Administration Fees	\$500	\$500
Revenues	Sales of Goods	\$12,050	\$12,050
Revenues	MD Cost Sharing Agreement	\$1,646	(\$36)
Total Revenue		\$18,996	\$17,314
Expenses	Equipment Repairs & Maintenance	\$13,000	\$5,000
Expenses	Insurance	\$162	\$180
Expenses	Materials	\$12,000	\$12,000
Expenses	Transfer to Reserve	\$2,500	\$2,500
Expenses	Depreciation	\$59,105	\$59,105
Expenses	Own Equipment	\$17,755	\$18,610
Expenses	Charge From Others - Grass Cutting	\$0	\$12,000
Total Expenses		\$104,522	\$109,395
Net Operating		(\$85,526)	(\$92,081)

DETAILED BUDGETS BY COST CENTER

Water Services Detail

Water Administration Detail

WATER ADMINISTRATION			
GL Account Type		2021	2022
Revenues	Fees For Service	\$8,000	\$8,000
Revenues	Sales of Goods	\$1,450	\$1,450
Revenues	Sale of Water	\$2,242,511	\$2,263,278
Revenues	Sale of Bulk Water	\$60,000	\$60,000
Revenues	Connection Fees	\$500	\$500
Revenues	Penalties	\$33,638	\$32,645
Total Revenue		\$2,346,099	\$2,365,873
Expenses	Salaries	\$42,960	\$40,200
Expenses	Overtime	\$1,645	\$1,645
Expenses	Benefits	\$9,300	\$8,600
Expenses	Telephone & Security Line Services	\$3,225	\$4,000
Expenses	Equipment Rental	\$0	\$1,400
Expenses	Information Technology - Licencing	\$0	\$1,200
Expenses	Transfer to Reserve	\$545,312	\$699,741
Expenses	Depreciation	\$1,763,650	\$1,911,226
Expenses	Charge From Others - Administration	\$155,717	\$182,854
Expenses	Charge From Others - Grass Cutting	\$26,000	\$12,750
Expenses	Bad Debt Expense	\$26,910	\$27,981
Total Expenses		\$2,574,719	\$2,891,597
Net Operating		(\$228,620)	(\$525,724)

Water Treatment Detail

WATER TREATMENT			
GL Account Type		2021	2022
Expenses	Salaries	\$171,084	\$178,023
Expenses	Overtime	\$11,480	\$11,480
Expenses	Hourly Wages	\$0	\$0
Expenses	Benefits	\$38,550	\$38,200
Expenses	Travel & Training	\$0	\$7,000
Expenses	Training	\$7,000	\$0
Expenses	Internet Services	\$2,050	\$2,050
Expenses	Mobile Device Services	\$4,010	\$4,540

DETAILED BUDGETS BY COST CENTER

Expenses	Equipment Repairs & Maintenance	\$54,850	\$50,410
Expenses	IT - Licencing	\$0	\$3,740
Expenses	Insurance	\$55,524	\$63,150
Expenses	Clothing, Uniforms, Footwear	\$2,500	\$2,500
Expenses	Materials	\$8,500	\$8,500
Expenses	Chemicals	\$241,000	\$241,000
Expenses	Lab Materials	\$14,000	\$14,000
Expenses	Power	\$109,967	\$87,000
Expenses	Gas	\$62,623	\$53,000
Expenses	Machinery Parts	\$35,000	\$35,000
Expenses	Office Supplies	\$2,000	\$2,000
Expenses	Own Equipment	\$10,094	\$38,353
Total Expenses		\$830,232	\$839,946
Net Operating		(\$830,232)	(\$839,946)

Water Distribution Detail

WATER DISTRIBUTION			
GL Account Type		2021	2022
Expenses	Salaries	\$97,835	\$101,623
Expenses	Overtime	\$6,075	\$6,075
Expenses	Benefits	\$21,900	\$21,650
Expenses	General Services	\$1,000	\$1,000
Expenses	Hospitality	\$500	\$500
Expenses	Equipment Repairs & Maintenance	\$40,000	\$43,000
Expenses	Contracted Services	\$5,000	\$5,000
Expenses	Small Tools & Equipment	\$4,000	\$4,000
Expenses	Materials	\$26,000	\$26,000
Expenses	Gravel, Sand & Aggregate	\$11,000	\$11,000
Expenses	Parks - Equipment Repairs	\$5,000	\$5,000
Expenses	Debt Interest	\$82,329	\$24,600
Expenses	Own Equipment	\$49,612	\$52,003
Total Expenses		\$350,251	\$301,451
Net Operating		(\$350,251)	(\$301,451)

Water Pumping Detail

WATER PUMPING			
GL Account Type		2021	2022
Expenses	Salaries	\$21,386	\$22,200
Expenses	Overtime	\$1,435	\$1,435
Expenses	Benefits	\$4,850	\$4,800

DETAILED BUDGETS BY COST CENTER

Expenses	Freight & Postage	\$2,000	\$2,000
Expenses	Equipment Repairs & Maintenance	\$1,000	\$1,000
Expenses	Contracted Services	\$13,000	\$13,000
Expenses	Insurance	\$16,000	\$19,820
Expenses	Materials	\$500	\$500
Expenses	Power	\$2,370	\$30,000
Expenses	Gas	\$2,584	\$4,000
Expenses	Machinery Parts	\$1,000	\$1,000
Expenses	Own Equipment	\$8,271	\$8,670
Total Expenses		\$74,396	\$108,425
Net Operating		(\$74,396)	(\$108,425)

Waste Water Services Detail

Waste Water Administration Detail

WASTEWATER ADMINISTRATION			
GL Account Type		2021	2022
Revenues	Sale of Water	\$1,682,714	\$1,733,399
Revenues	Sale of Bulk Water	\$100,000	\$65,000
		\$1,782,714	\$1,798,399
Expenses	Mobile Device Services	\$1,100	\$1,100
Expenses	Information Technology - Licencing	\$0	\$3,600
Expenses	Transfer to Reserve	\$404,374	\$257,232
Expenses	Depreciation	\$876,775	\$770,071
Expenses	Charge From Others - Administration	\$70,026	\$82,230
Expenses	Charge From Others - Grass Cutting	\$9,000	\$14,500
Total Expenses		\$1,361,275	\$1,128,733
Net Operating		\$421,439	\$669,666

Waste Water Lines Detail

WASTEWATER LINES			
GL Account Type		2021	2022
Expenses	Salaries	\$97,835	\$101,623
Expenses	Overtime	\$6,075	\$6,075
Expenses	Benefits	\$21,900	\$21,650
Expenses	Hospitality	\$200	\$200
Expenses	Professional Fees	\$1,000	\$1,000
Expenses	Equipment Repairs & Maintenance	\$20,000	\$20,000
Expenses	Equipment Rental	\$300	\$300
Expenses	Materials	\$5,000	\$5,000
Expenses	Own Equipment	\$49,612	\$52,003

DETAILED BUDGETS BY COST CENTER

Total Expenses	\$201,922	\$207,851
Net Operating	(\$201,922)	(\$207,851)

Waste Water Lift Stations Detail

WASTEWATER LIFT STATIONS			
GL Account Type		2021	2022
Expenses	Salaries	\$42,771	\$44,500
Expenses	Overtime	\$2,870	\$2,870
Expenses	Benefits	\$9,650	\$9,550
Expenses	Travel & Training	\$0	\$3,000
Expenses	Training	\$3,000	\$0
Expenses	Equipment Repairs & Maintenance	\$25,000	\$25,000
Expenses	Insurance	\$11,000	\$11,700
Expenses	Small Tools & Equipment	\$2,000	\$2,000
Expenses	Materials	\$10,000	\$10,000
Expenses	Power	\$20,941	\$24,000
Expenses	Gas	\$1,456	\$2,500
Expenses	Transfer to Reserve	\$190,000	\$190,000
Expenses	Own Equipment	\$20,189	\$21,162
Total Expenses		\$338,877	\$346,282
Net Operating		(\$338,877)	(\$346,282)

Waste Water Treatment Detail

WASTEWATER TREATMENT			
GL Account Type		2021	2022
Expenses	Salaries	\$21,386	\$22,250
Expenses	Overtime	\$1,435	\$1,435
Expenses	Benefits	\$4,850	\$4,900
Expenses	Freight & Postage	\$4,000	\$4,000
Expenses	Equipment Repairs & Maintenance	\$28,000	\$23,000
Expenses	Contracted Services	\$14,000	\$21,500
Expenses	Insurance	\$2,850	\$591
Expenses	Materials	\$2,100	\$2,100
Expenses	Power	\$160,479	\$300,000
Expenses	Gas	\$5,473	\$7,660
Expenses	Debt Interest	\$249,758	\$241,105
Expenses	Own Equipment	\$5,108	\$5,354
Total Expenses		\$499,439	\$633,895
Net Operating		(\$499,439)	(\$633,895)

DETAILED BUDGETS BY COST CENTER

Garbage Services Detail

Garbage Collection Detail

GARBAGE COLLECTION			
GL Account Type		2021	2022
Revenues	Fees and Sales	\$0	\$0
Revenues	Fees For Service	\$99,022	\$102,001
Total Revenue		\$99,022	\$102,001
Expenses	Contracted Services	\$87,969	\$95,448
Expenses	Depreciation	\$5,472	\$7,482
Expenses	Charge From Others	\$5,581	\$6,553
Total Expenses		\$99,022	\$109,483
Net Operating		\$0	(\$7,482)

Garbage Disposal Detail

GARBAGE DISPOSAL			
GL Account Type		2021	2022
Revenues	Fees For Service	\$403,550	\$416,414
Total Revenue		\$403,550	\$416,414
Expenses	Salaries	\$18,070	\$18,070
Expenses	Overtime	\$1,115	\$1,115
Expenses	Benefits	\$4,380	\$4,250
Expenses	Contracted Services	\$800	\$0
Expenses	Garbage Disposal - Tipping Fees	\$371,340	\$377,200
Expenses	Charge From Others	\$13,437	\$15,779
Total Expenses		\$409,142	\$416,414
Net Operating		(\$5,592)	\$0

Toxic Round Up Detail

TOXIC ROUNDUP			
GL Account Type		2021	2022
Revenues	Fees For Service	\$3,828	\$3,828
		\$3,828	\$3,828
Expenses	General Services	\$3,828	\$3,828

DETAILED BUDGETS BY COST CENTER

Total Expenses	\$3,828	\$3,828
Net Operating	\$0	\$0

Recycling Detail

RECYCLING PROGRAM			
GL Account Type		2021	2022
Revenues	Fees For Service	\$81,064	\$88,702
Revenues	Fees For Service	\$117,945	\$106,481
		\$199,009	\$195,183
Expenses	Salaries	\$18,070	\$18,070
Expenses	Overtime	\$1,115	\$1,115
Expenses	Benefits	\$4,380	\$4,250
Expenses	Professional Services	\$2,500	\$2,500
Expenses	Contracting Services	\$80,928	\$88,702
Expenses	Contracted Services	\$77,327	\$75,757
Expenses	Garbage Recycling - Composting Services	\$10,000	\$0
Expenses	Power	\$4,689	\$4,789
Total Expenses		\$199,009	\$195,183
Net Operating		\$0	\$0

Commercial Properties Detail

Government Center Detail

GOVERNMENT CENTER			
GL Account Type		2021	2022
Revenues	Building Rentals	\$2,085,936	\$2,085,936
Revenues	Cost Recovery	\$628,950	\$645,799
Revenues	Government Center - Internal Recovery	\$232,383	\$219,573
		\$2,947,269	\$2,951,308
Expenses	Salaries	\$129,501	\$129,501
Expenses	Overtime	\$5,000	\$5,000
Expenses	Benefits	\$30,400	\$29,450
Expenses	Travel & Training	\$1,040	\$3,121
Expenses	Training	\$2,081	\$0
Expenses	Mobile Device Services	\$2,100	\$1,980
Expenses	Telephone & Security Line Services	\$4,162	\$4,162
Expenses	Equipment Repairs & Maintenance	\$47,500	\$47,500

DETAILED BUDGETS BY COST CENTER

Expenses	Contracted Services	\$92,000	\$102,000
Expenses	Janitorial Contracted Services	\$162,000	\$155,000
Expenses	Insurance	\$77,000	\$85,050
Expenses	Town Own Utilities	\$7,000	\$7,000
Expenses	Janitorial Supplies	\$7,000	\$7,000
Expenses	Materials	\$25,000	\$20,000
Expenses	Power	\$147,325	\$135,000
Expenses	Gas	\$30,959	\$28,000
Expenses	Debenture Interest	\$779,151	\$704,055
Total Expenses		\$1,549,219	\$1,463,819
Net Operating		\$1,398,050	\$1,487,489

Old Fire Hall Detail

OLD FIRE HALL			
GL Account Type		2021	2022
Revenues	Land & Building Leases	\$58,500	\$0
Total Revenue		\$58,500	\$0
Expenses	Contracted Services	\$13,500	\$0
Expenses	Materials	\$2,000	\$0
Expenses	Power	\$27,000	\$0
Expenses	Gas	\$9,000	\$0
Total Expenses		\$51,500	\$0
Net Operating		\$7,000	\$0

Big Fish Bay Detail

BIG FISH BAY			
GL Account Type		2021	2022
Revenues	Land & Building Leases	\$80,000	\$100,000

Community Services Detail

Community Services Administration Detail

COMMUNITY SERVICES ADMINISTRATION			
GL Account Type		2021	2022
Revenues	Provincial Grants	\$0	\$0
Revenues	MD Cost Sharing Agreement	\$60,856	\$56,948
Total Revenue		\$60,856	\$56,948

DETAILED BUDGETS BY COST CENTER

Expenses	Salaries	\$213,525	\$213,525
Expenses	Overtime	\$2,300	\$2,300
Expenses	Benefits	\$42,000	\$40,200
Expenses	Travel	\$1,500	\$2,500
Expenses	Training	\$1,000	\$0
Expenses	Freight & Postage	\$200	\$200
Expenses	Mobile Device Services	\$2,000	\$1,080
Expenses	Telephone & Security Line Services	\$1,000	\$1,000
Expenses	Hospitality	\$750	\$750
Expenses	Advertising	\$1,000	\$1,000
Expenses	Legal Services	\$1,000	\$1,000
Expenses	Memberships	\$975	\$975
Expenses	Contracting Services	\$20,830	\$0
Expenses	IT Licencing	\$0	\$5,000
Expenses	Materials	\$750	\$750
Expenses	Own Equipment	\$7,297	\$7,648
Total Expenses		\$296,127	\$277,928
Net Operating		(\$235,271)	(\$220,980)

Community Enforcement Detail

Peace Officers Detail

PEACE OFFICERS			
GL Account Type		2021	2022
Revenues	General Permit Revenue	\$25,000	\$15,000
Revenues	Fines and Fees	\$40,000	\$40,000
Revenues	Photo Radar Fines	\$300,000	\$300,000
Revenues	Provincial Grants	\$76,277	\$76,277
Total Revenue		\$441,277	\$431,277
Expenses	Salaries	\$134,280	\$134,280
Expenses	Overtime	\$6,000	\$2,000
Expenses	Benefits	\$29,150	\$28,150
Expenses	Travel & Training	\$5,000	\$9,500
Expenses	Training	\$4,500	\$0
Expenses	Freight & Postage	\$520	\$520
Expenses	Mobile Device Services	\$1,750	\$1,673

DETAILED BUDGETS BY COST CENTER

Expenses	Hospitality	\$500	\$500
Expenses	Advertising	\$1,500	\$1,500
Expenses	Signage	\$1,000	\$500
Expenses	Legal Services	\$2,000	\$2,000
Expenses	Memberships	\$700	\$700
Expenses	Equipment Repairs & Maintenance	\$2,500	\$6,000
Expenses	Contracted Services	\$253,500	\$227,500
Expenses	Clothing, Uniforms, Footwear	\$2,500	\$2,500
Expenses	Materials	\$5,000	\$6,180
Expenses	Transfer to Reserve	\$100,000	\$100,000
Expenses	Depreciation	\$11,846	\$19,700
Expenses	Own Equipment	\$24,081	\$25,242
Total Expenses		\$586,327	\$568,445
Net Operating		(\$145,050)	(\$137,168)

Animal Control Detail

ANIMAL CONTROL			
GL Account Type		2021	2022
Revenues	Animal Licenses	\$1,000	\$1,000
Revenues	Fines and Fees	\$1,000	\$500
Revenues	MD Cost Sharing Agreement	\$8,410	\$10,188
Total Revenue		\$10,410	\$11,688
Expenses	Salaries	\$23,696	\$23,696
Expenses	Overtime	\$1,050	\$500
Expenses	Hourly Wages	\$0	\$8,000
Expenses	Benefits	\$5,200	\$5,744
Expenses	Travel & Training	\$500	\$500
Expenses	Mobile Device Services	\$312	\$296
Expenses	Advertising	\$500	\$500
Expenses	Equipment Repairs & Maintenance	\$500	\$515
Expenses	Building Repairs & Maintenance	\$2,000	\$2,060
Expenses	Contracted Services	\$2,000	\$2,000
Expenses	Insurance	\$264	\$267
Expenses	Supplies	\$750	\$773
Expenses	Clothing, Uniforms, Footwear	\$500	\$500
Expenses	Janitorial Supplies	\$1,000	\$500
Expenses	Materials	\$1,500	\$1,500
Expenses	Power	\$1,842	\$2,200
Expenses	Office Supplies	\$300	\$300
Expenses	Own Equipment	\$8,184	\$8,578
Total Expenses		\$50,098	\$58,429

DETAILED BUDGETS BY COST CENTER

Net Operating	(\$39,688)	(\$46,741)
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FCSS Detail

FCSS			
GL Account			
Type		2021	2022
Revenues	Sale of General Services	\$15,000	\$15,000
Revenues	Provincial Grants	\$182,629	\$182,628
Total Revenue		\$197,629	\$197,628
Expenses	Salaries	\$146,523	\$146,523
Expenses	Overtime	\$1,000	\$1,000
Expenses	Benefits	\$32,700	\$31,600
Expenses	Travel & Training	\$2,400	\$3,600
Expenses	Training	\$1,200	\$0
Expenses	Mobile Device Services	\$1,200	\$1,080
Expenses	Hospitality	\$700	\$700
Expenses	Advertising	\$5,000	\$5,000
Expenses	Auditing Services	\$1,200	\$1,200
Expenses	Memberships	\$1,115	\$1,115
Expenses	Youth Programs	\$11,940	\$11,940
Expenses	Adult Programs	\$5,000	\$5,000
Expenses	Community Programs	\$5,000	\$5,000
Expenses	Volunteer Programs	\$6,100	\$6,100
Expenses	Office Supplies	\$1,000	\$1,000
Expenses	Grants	\$35,000	\$35,000
Expenses	Own Equipment	\$7,154	\$7,499
Total Expenses		\$264,232	\$263,357
Net Operating		(\$66,603)	(\$65,729)

Special Events Detail

SPECIAL EVENTS			
GL Account			
Type		2021	2022
Revenues	Program Fees	\$1,000	\$1,000
Revenues	Donations	\$2,000	\$2,000
Revenues	Federal Grants	\$2,500	\$2,500
Revenues	MD Cost Sharing Agreement	\$12,133	\$12,122
Total Revenue		\$17,633	\$17,622

DETAILED BUDGETS BY COST CENTER

Expenses	Salaries	\$28,034	\$28,034
Expenses	Overtime	\$1,000	\$1,000
Expenses	Benefits	\$6,150	\$6,100
Expenses	Travel	\$800	\$2,800
Expenses	Training	\$2,000	\$0
Expenses	Freight & Postage	\$700	\$700
Expenses	Hospitality	\$750	\$750
Expenses	Advertising	\$950	\$950
Expenses	Contracted Services	\$3,000	\$3,000
Expenses	Equipment Rental	\$11,000	\$11,000
Expenses	Office Supplies	\$300	\$300
Expenses	Program Supplies	\$8,400	\$8,400
Expenses	Own Equipment	\$4,771	\$5,001
Total Expenses		\$67,855	\$68,035
Net Operating		(\$50,222)	(\$50,413)

Adult Programming Detail

ADULT PROGRAMMING			
GL Account Type		2021	2022
Revenues	Program Fees	\$4,000	\$4,000
Revenues	MD Cost Sharing Agreement	\$3,668	\$3,637
Total Revenue		\$7,668	\$7,637
Expenses	Salaries	\$13,050	\$13,050
Expenses	Overtime	\$400	\$400
Expenses	Benefits	\$3,150	\$3,000
Expenses	Advertising	\$310	\$310
Expenses	Contracted Services	\$4,000	\$4,000
Expenses	Program Supplies	\$500	\$500
Total Expenses		\$21,410	\$21,260
Net Operating		(\$13,742)	(\$13,623)

Youth Programming Detail

YOUTH PROGRAMMING			
GL Account Type		2021	2022
Revenues	Program Fees	\$44,000	\$44,000
Revenues	MD Cost Sharing Agreement	\$8,874	\$8,902

DETAILED BUDGETS BY COST CENTER

Total Revenue		\$52,874	\$52,902
Expenses	Salaries	\$26,100	\$26,100
Expenses	Overtime	\$1,000	\$1,000
Expenses	Hourly Wages	\$39,402	\$39,402
Expenses	Benefits	\$9,200	\$9,260
Expenses	Mobile Device Services	\$680	\$540
Expenses	Hospitality	\$500	\$500
Expenses	Advertising	\$450	\$450
Expenses	Contracted Services	\$5,000	\$5,000
Expenses	Program Supplies	\$4,000	\$4,000
Total Expenses		\$86,332	\$86,252
Net Operating		(\$33,458)	(\$33,350)

MRC Detail

MRC			
GL Account			
Type		2021	2022
Revenues	Youth Fees	\$13,000	\$13,000
Revenues	Adult Fees	\$6,000	\$6,000
Revenues	User Group Fees	\$143,713	\$143,713
Revenues	Field House Youth	\$20,000	\$20,000
Revenues	Field House Adult	\$30,000	\$30,000
Revenues	Advertising Revenue	\$31,000	\$30,000
Revenues	Concession Sales	\$9,000	\$9,240
Revenues	Private Rentals	\$10,000	\$10,000
Revenues	Building Rentals	\$25,000	\$25,000
Revenues	MD Cost Sharing Agreement	\$159,419	\$169,530
Revenues	From Operating	\$21,800	\$21,800
Total Revenue		\$468,932	\$478,283
Expenses	Salaries	\$364,984	\$353,132
Expenses	Overtime	\$5,560	\$5,560
Expenses	Hourly Wages	\$30,303	\$39,447
Expenses	Benefits	\$89,900	\$88,500
Expenses	Travel & Training	\$0	\$6,800
Expenses	Training	\$6,800	\$0
Expenses	Freight & Postage	\$1,000	\$1,000
Expenses	Internet Services		\$3,300
Expenses	Mobile Device Services	\$3,000	\$3,000
Expenses	Telephone & Security Line Services	\$7,920	\$7,920

DETAILED BUDGETS BY COST CENTER

Expenses	Hospitality	\$750	\$750
Expenses	Advertising	\$500	\$500
Expenses	Memberships	\$1,200	\$1,200
Expenses	Equipment Repairs & Maintenance	\$30,000	\$35,000
Expenses	Building Repairs & Maintenance	\$31,000	\$41,000
Expenses	Contracted Services	\$40,600	\$37,300
Expenses	Equipment Rental	\$4,800	\$17,000
Expenses	Insurance	\$77,000	\$83,150
Expenses	Town Own Utilities	\$14,000	\$14,000
Expenses	Clothing, Uniforms, Footwear	\$6,000	\$6,000
Expenses	Janitorial Supplies	\$10,000	\$10,000
Expenses	Small Tools & Equipment	\$2,000	\$2,000
Expenses	Materials	\$43,000	\$43,000
Expenses	Power	\$211,200	\$215,000
Expenses	Gas	\$72,787	\$75,000
Expenses	Office Supplies	\$1,000	\$1,000
Expenses	Transfer to Reserve	\$60,000	\$80,000
Expenses	Credit Card Fees & Late Charge	\$1,000	\$1,000
Expenses	Debenture Interest	\$85,255	\$81,086
Expenses	Own Equipment	\$3,577	\$3,750
Total Expenses		\$1,205,136	\$1,256,395
Net Operating		(\$736,204)	(\$778,112)

Sports Fields Detail

SPORTS FIELDS			
GL Account			
Type		2021	2022
Revenues	Youth Fees	\$6,000	\$6,000
Revenues	Adult Fees	\$6,000	\$6,000
Revenues	MD Cost Sharing Agreement	\$4,164	\$8,764
Total Revenue		\$16,164	\$20,764
Expenses	General Services	\$17,687	\$0
Expenses	Contracted Services	\$0	\$39,000
Expenses	Materials	\$12,500	\$13,000
Expenses	Power	\$1,578	\$1,594
Expenses	Own Equipment	\$6,199	\$6,498
Total Expenses		\$37,964	\$60,092
Net Operating		(\$21,800)	(\$39,328)

DETAILED BUDGETS BY COST CENTER

Parks Detail

PARKS			
GL Account			
Type		2021	2022
Revenues	Insurance Proceeds	\$0	\$150,000
Revenues	MD Cost Sharing Agreement	\$37,626	\$31,365
Total Revenue		\$37,626	\$181,365
Expenses	Salaries	\$131,220	\$123,350
Expenses	Overtime	\$2,040	\$2,040
Expenses	Hourly Wages	\$57,086	\$6,096
Expenses	Benefits	\$36,000	\$29,150
Expenses	General Services	\$17,000	\$0
Expenses	Travel & Training	\$1,500	\$3,000
Expenses	Training	\$1,500	\$0
Expenses	Freight & Postage	\$250	\$250
Expenses	Mobile Device Services	\$720	\$900
Expenses	Hospitality	\$500	\$500
Expenses	Equipment Repairs & Maintenance	\$48,000	\$155,500
Expenses	Infrastructure Repairs & Maintenance	\$0	\$8,000
Expenses	Contracted Services	\$0	\$42,500
Expenses	Equipment Rental	\$2,000	\$2,000
Expenses	Insurance	\$1,500	\$5,490
Expenses	Town Own Utilities	\$15,000	\$15,000
Expenses	Small Tools & Equipment	\$2,500	\$2,500
Expenses	Materials	\$8,000	\$13,000
Expenses	Fuel, Oil Other	\$1,500	\$1,500
Expenses	Parks - Plants, Shrubs Garden Materials	\$20,000	\$26,000
Expenses	Power	\$10,839	\$10,947
Expenses	Own Equipment	\$9,539	\$9,998
Total Expenses		\$366,694	\$457,721
Net Operating		(\$329,068)	(\$276,356)

Joint Use Detail

JOINT USE AGREEMENTS			
GL Account			
Type		2021	2022
Expenses	Transfer to Others	\$28,800	\$28,800
Total Expenses		\$28,800	\$28,800
Net Operating		(\$28,800)	(\$28,800)

DETAILED BUDGETS BY COST CENTER

NLAC Detail

NLAC			
GL Account			
Type		2021	2022
Revenues	Youth Lessons	\$40,000	\$40,000
Revenues	Adult Lessons	\$1,000	\$1,000
Revenues	Advanced Lessons	\$1,000	\$1,000
Revenues	Youth Fees	\$15,000	\$15,000
Revenues	Adult Fees	\$50,000	\$50,000
Revenues	Senior Fees	\$1,000	\$1,000
Revenues	Concession Sales	\$7,500	\$7,500
Revenues	School / Club Rental	\$16,500	\$22,000
Revenues	Private Rentals	\$15,000	\$15,000
Revenues	MD Cost Sharing Agreement	\$85,761	\$90,157
Revenues	From Operating	\$7,000	\$7,000
Total Revenue		\$239,761	\$249,657
Expenses	Salaries	\$365,750	\$182,770
Expenses	Overtime	\$4,750	\$4,700
Expenses	Hourly Wages	\$0	\$186,980
Expenses	Benefits	\$66,500	\$66,150
Expenses	Travel & Training	\$1,500	\$8,000
Expenses	Training	\$4,000	\$0
Expenses	Freight & Postage	\$2,500	\$2,500
Expenses	Mobile Device Services	\$700	\$540
Expenses	Hospitality	\$500	\$500
Expenses	Advertising	\$550	\$550
Expenses	Memberships	\$500	\$500
Expenses	Building Repairs & Maintenance	\$44,000	\$44,000
Expenses	Contracted Services	\$5,000	\$5,000
Expenses	Insurance	\$370	\$405

DETAILED BUDGETS BY COST CENTER

Expenses	Town Own Utilities	\$30,500	\$30,500
Expenses	Clothing, Uniforms, Footwear	\$1,500	\$1,500
Expenses	Training Supplies	\$3,000	\$3,000
Expenses	Materials	\$15,000	\$10,300
Expenses	Chemicals	\$12,000	\$12,000
Expenses	Gas	\$11,774	\$14,000
Expenses	Office Supplies	\$1,500	\$1,500
Expenses	NLAC - Concession Supplies	\$5,000	\$5,000
Expenses	Transfer to Reserve	\$20,000	\$20,000
Total Expenses		\$596,894	\$600,395
Net Operating		(\$357,133)	(\$350,738)

Grass Cutting Detail

GRASS CUTTING			
GL Account Type		2021	2022
Revenues	MD Cost Sharing Agreement	\$23,515	\$12,329
Revenues	Charges to Other Departments	\$24,000	\$24,250
Total Revenue		\$47,515	\$36,579
Expenses	Contracted Services	\$45,000	\$115,000
Expenses	Materials	\$2,030	\$2,030
Expenses	Own Equipment	\$30,038	\$3,713
Total Expenses		\$77,068	\$120,743
Net Operating		(\$29,553)	(\$84,164)

Visitor Information Center Detail

VIC			
GL Account Type		2021	2022
Revenues	Leases & Rentals	\$45,000	\$45,000
Total Revenue		\$45,000	\$45,000
Expenses	Hourly Wages	\$22,860	\$22,860
Expenses	Benefits	\$2,100	\$2,516
Expenses	Promotions - VIC - Contribution to MD	\$45,000	\$45,000
Expenses	Materials	\$5,000	\$5,000
Total Expenses		\$74,960	\$75,376
Net Operating		(\$29,960)	(\$30,376)

DETAILED BUDGETS BY COST CENTER

Planning and Development Detail

PLANNING AND DEVELOPMENT			
GL Account Type		2021	2022
Revenues	Fees For Service	\$1,200	\$1,200
Revenues	Complaint Fees	\$1,500	\$1,500
Revenues	Common Services - Road Permits	\$0	\$3,250
Revenues	Development Permits	\$28,550	\$33,900
Revenues	Amendments & Agreements	\$5,600	\$8,600
Revenues	Compliance Certificates	\$1,380	\$2,150
Revenues	Cost Recovery	\$12,500	\$12,500
Total Revenue		\$50,730	\$63,100
Expenses	Salaries	\$201,845	\$201,845
Expenses	Overtime	\$1,400	\$1,500
Expenses	Benefits	\$40,400	\$38,700
Expenses	Travel & Training	\$2,000	\$7,000
Expenses	Training	\$5,000	\$0
Expenses	Freight & Postage	\$200	\$200
Expenses	Hospitality	\$400	\$400
Expenses	Advertising	\$1,500	\$0
Expenses	Professional Services	\$3,225	\$3,300
Expenses	Legal Services	\$24,000	\$24,000
Expenses	Engineering Services	\$12,600	\$11,100
Expenses	Memberships	\$1,470	\$300
Expenses	Rail Crossing Maintenance	\$600	\$800
Expenses	IT Licensing	\$0	\$1,220
Expenses	Office Supplies	\$1,200	\$1,200
Expenses	Own Equipment	\$3,650	\$3,825
Expenses	Bad Debt Expense	\$0	\$0
Total Expenses		\$299,490	\$295,390
Net Operating		(\$248,760)	(\$232,290)

DETAILED BUDGETS BY COST CENTER

Land Development Detail

LAND DEVELOPMENT			
GL Account Type		2021	2022
Revenues	Fees for Service	\$153,375	\$1,053,375
Total Revenue		\$153,375	\$1,053,375
Expenses	Professional Services	\$4,800	\$4,800
Expenses	Contracting Services	\$0	\$30,000
Expenses	Transfer to Reserve	\$148,575	\$1,048,575
Total Expenses		\$153,375	\$1,083,375
Net Operating		\$0	(\$30,000)

Economic Development Detail

ECONOMIC DEVELOPMENT			
GL Account Type		2021	2022
Revenues	Common Services - Transfer from Reserves	\$107,000	\$100,000
Revenues	Provincial Grants	\$55,000	\$0
Total Revenue		\$162,000	\$100,000
Expenses	Salaries	\$85,703	\$85,703
Expenses	Benefits	\$18,071	\$17,400
Expenses	Mobile Device Services	\$540	\$540
Expenses	Telephone & Security Line Services	\$700	\$700
Expenses	Advertising	\$36,000	\$36,000
Expenses	Memberships	\$1,000	\$300
Expenses	Contracted Services	\$120,000	\$170,000
Expenses	Office Supplies	\$3,000	\$1,500
Expenses	Own Equipment	\$3,552	\$3,724
Total Expenses		\$268,566	\$315,867
Net Operating		(\$106,566)	(\$215,867)

DETAILED BUDGETS BY COST CENTER

Grants to Other Organizations Detail

Community Grants Detail

GRANTS			
GL Account			
Type		2021	2022
Revenues	Promotion - Transfer from Other Operating	\$29,200	\$20,000
Total Revenue		\$29,200	\$20,000
Expenses	Grants	\$29,200	\$36,000
Total Expenses		\$29,200	\$36,000
Net Operating		\$0	(\$16,000)

Slave Lake Airport Commission Detail

AIRPORT			
GL Account			
Type		2021	2022
Expenses	Grants	\$112,500	\$112,500
Total Expenses		\$112,500	\$112,500
Net Operating		(\$112,500)	(\$112,500)

Rotary Club of Slave Lake Public Library Detail

LIBRARY			
GL Account			
Type		2021	2022
Revenues	Library - MSI Operating Grant	\$57,500	\$55,953
Total Revenue		\$57,500	\$55,953
Expenses	Memberships	\$42,500	\$43,000
Expenses	Insurance	\$4,741	\$4,741
Expenses	Grants	\$292,357	\$310,149
Total Expenses		\$339,598	\$357,890
Net Operating		(\$282,098)	(\$301,937)

DETAILED BUDGETS BY COST CENTER

Wildfire Legacy Detail

WILDFIRE LEGACY			
GL Account			
Type		2021	2022
Revenues	Contract Revenue	\$212,000	\$212,000
Total Revenue		\$212,000	\$212,000
Expenses	Salaries	\$151,224	\$152,825
Expenses	Overtime	\$2,500	\$2,500
Expenses	Benefits	\$33,348	\$32,404
Expenses	Mobile Device Services	\$680	\$540
Expenses	Grants	\$50,000	\$75,000
Total Expenses		\$237,752	\$263,269
Net Operating		(\$25,752)	(\$51,269)