



Capital Budget 2023-2024

Town of Slave Lake

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Capital Budget Overview

The Capital budget provides continuing investments for our community to ensure that Slave Lake remains a place to build opportunities and provide for an exceptional quality of life for everyone who lives and visits the community.

The downtown revitalization project is expected to be completed in 2023. Rebranding of logos all over Town will be undertaken to ensure the Town's logo is updated. Upgrading of the Highway entrance signs will be completed.

Significant infrastructure investment includes investments into our roads and sidewalks and continuing investments into our water systems to provide and supply clean drinking water to residents. Quality of life improvements include enchantments to Hilda Eben park and investments in the MRC facility.

Funding Strategy For Capital Investments

The Town funds capital investments from a range of sources (who pays) using a balanced mix of payment methods (when to pay). Not all Capital projects have a fully funded source. Certain projects are reliant upon the successful application of specific grant funding. Projects that do not successfully qualify for grant funding maybe delayed for future years or cancelled all together.

Funding Sources

- Property Tax and User Fees - Operating revenues (e.g. property tax, water and sewer fees, photo radar fines) typically fund capital work. For specific projects the MD of Lesser Slave River also aides in funding based upon the agreements in place.
- Capital Grants – 2 main Provincial grants that fund bigger projects in the Town are MSI (Municipal Sustainability Initiative and GTF(Gas Tax Fund). Going forward MSI will be replaced with a new model from the Province called the Local Government Fiscal Framework (LGFF).

The Gas Tax Fund is a set amount each year that has its own criteria for eligible projects.

The Town applies for various other grants each year if an applicable grant is available to fund a project however success is not always guaranteed and this funding is not reliable year to year.

Payment Methods

- Pay In Advance: Capital reserves are like savings accounts, used to accumulate funds from current revenues or other sources over time to fund future capital investments. This method

is typically used when grant funding is not available or does not cover the specific project. In other cases, the commitment is made as part of a planning process, while the timing of the project may not occur for a significant period of time.

- Pay-as-you-go: The Town uses current revenues, user fees and other sources to fund capital investments. Pay-as-you-go is also used for some of the Town's utility infrastructure that all taxpayers benefit from. This method enables residents and businesses to contribute on an ongoing basis to capital investments which are vital to the health of the Town; and ensures the Town's borrowing capacity is preserved for important, one-off capital investments that are not appropriate or are too costly to be funded on a pay-as-you-go basis.
- Pay Over Time: The Town uses debt in its mix of payment methods to fund capital investments, allowing payment to be made over a longer timeframe to align with the useful life of the underlying capital assets. This ensures that more residents and businesses that benefit from the capital investments participate in paying for them.

Capital Budget Risks

- Material supply and labour shortage
- **Rapidly rising inflation**
- LGFF funding (Local Government Fiscal Framework grant)

Global supply chain issues continue to persist in 2022 with no end in sight for the up coming year. In 2022 purchasing required materials had extremely long delivery delays. In some cases materials, vehicles, parts needed still have not arrived. Projects, either taken in house or contracted out have faced ongoing labour shortage issues also resulting in project delays. Both material shortages and labour shortages pose the biggest risk to capital projects in 2023 and possibly 2024 as well. Rapidly rising inflation costs continues to have an impact on project costs. Prices quoted for projects during the budget process may be severely inflated by the time it comes for tender and construction. The initial amount of LGFF funding is still unknown at this point and could have an impact on the projects the Town wishes to carry out.

Capacity

Identifying needed projects is one part of the process. The capacity to carry out projects is another consideration to take into account. Historically the Town has done a great job in budgeting for projects it has the capacity to fund and complete. A large list of projects that continually get carried forward can be an indication that the Town lacks the capacity to carry out projects it has identified. Major capital projects, such as infrastructure, need both a funding balance and a capacity balance. The Town has one project manager that oversees major projects.

2023 Project Summary

There are a total of 45 Capital projects for the 2023 budget year. There are 31 newly identified projects, 12 projects carried forward from previous year and 2 annual ongoing projects. Funding of new projects will require \$5,369,000. Carry forward projects and annual projects will require \$3,123,700 in funding. Total funding required in 2023 \$8,642,700. Funding sources include reserves \$6,296,700 and grant funding \$3,183,100.

Funding Sources	
TOSL Reserves	\$5,459,600
TOSL External Sources (Inc MD Contributions)	\$204,750
Town of Slave Lake	\$5,664,350
<hr/>	
AB Municipal Sustainability Initiative	\$1,200,000
AB Gas Tax Fund	\$1,198,350
Total Province of Alberta	\$2,398,350
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Other Grants	
SLIP Group	\$80,000
Canada Community Revitalization Fund	\$500,000
Total Other	\$580,000
<hr/>	
Total Funding for Capital Projects in 2023	\$8,642,700

2024 Project Summary

There are a total of 17 Capital projects for the 2024 budget year. There are 9 newly identified projects, 6 projects carried forward from previous year and 2 annual ongoing projects. Funding of new projects will require \$3,186,000. Carry forward projects and annual projects will require \$2,110,000 in funding. Total funding required in 2024 \$5,546,000. Funding sources include reserves \$4,146,000 and grant funding \$1,400,000.

Funding Sources	
TOSL Reserves	\$4,146,000
TOSL External Sources (Inc MD Contributions)	\$0
Town of Slave Lake	\$4,146,000
AB Municipal Sustainability Initiative	\$1,000,000
AB Gas Tax Fund	\$400,000
Province of Alberta	\$1,400,000
Total Funding for Capital Projects in 2024	\$5,546,000

2023 TOWN OF SLAVE LAKE CAPITAL BUDGET

Function / Class / Description	Funding	Status	Estimated Total Project Cost	Funding Sources				Total 2023 Funding Required	
				Reserves	Government Grants		Grants		
					MSI & BMTG	GTF	MD of Lesser Slave River	Other	
Administration									
Machinery and Equipment									
Digital Signs	Funded	New	\$60,000	\$60,000				\$60,000	
Highway Entrance Signs	Funded	New	\$110,000	\$110,000				\$110,000	
Updating Existing Town Signs	Funded	New	\$40,000	\$40,000				\$40,000	
Engineering Structures									
Planning and Development Plans	Funded	New	\$180,000	\$180,000				\$180,000	
Downtown Revitalization	Funded	CF	\$1,201,000	\$300,000				\$500,000	
			<u>\$1,591,000</u>	<u>\$690,000</u>	\$0	\$0	\$500,000	<u>\$1,190,000</u>	
Information Technology									
Machinery and Equipment									

Server Replacement	Funded	New	\$120,000	\$120,000				\$120,000
ERP Software	Funded	New	\$850,000	\$360,000				\$360,000
Phone System	Funded	New	\$25,000	\$25,000				\$25,000
			<u>\$995,000</u>	<u>\$505,000</u>	\$0	\$0	\$0	<u>\$505,000</u>
Fire Services								
Machinery and Equipment								
SCBA	Funded	CF	\$100,000	\$100,000				\$100,000
AFRCS Radio Replacement	Funded	New	\$125,000	\$125,000				\$125,000
Washing Machine	Funded	New	<u>\$40,000</u>	<u>\$40,000</u>				\$40,000
			<u>\$265,000</u>	<u>\$265,000</u>	\$0	\$0	\$0	<u>\$265,000</u>
Operations								
Buildings								
Engineering Structures								
Sidewalks	Funded	Annual	\$100,000		\$100,000			\$100,000
CN Rail Crossing	Funded	CF	\$60,000	\$60,000				\$60,000
3rd St Road Rehabilitation	Funded	CF	\$3,315,700	\$815,700	\$900,000			\$1,715,700
Traffic Study 6 Ave SE Intersection	Funded	New	\$15,000	\$15,000				\$15,000
Traffic Study 6 Ave NE Intersection	Funded	New	\$15,000	\$15,000				\$15,000
Road Assessment	Funded	New	\$35,000	\$35,000				\$35,000
Drainage Master Plan	Funded	New	\$70,000	\$70,000				\$70,000
Machinery and Equipment								
Grader	Funded	New	\$612,000	\$312,000	\$300,000			\$612,000
Air Compressor	Funded	New	<u>\$10,000</u>	<u>\$10,000</u>				\$10,000
			<u>\$4,232,700</u>	<u>\$1,332,700</u>	<u>\$1,200,000</u>	<u>\$100,000</u>	<u>\$0</u>	<u>\$2,632,700</u>
Water Services								

Buildings											
Water Treatment Plant Office	Funded	CF	\$50,000	\$50,000							\$50,000
3 Bay Storage Shed	Funded	New	\$60,000	\$60,000							\$60,000
Engineering Structures											
Water Distribution Lines	Funded	New	\$50,000	\$50,000							\$50,000
8 St NW - industrial area to the corner	Funded	New	\$350,000	\$350,000							\$350,000
Machinery and Equipment											
PLC Programming	Funded	New	\$50,000	\$50,000							\$50,000
			<u>\$560,000</u>	<u>\$560,000</u>	\$0	\$0	\$0	\$0	\$0	\$560,000	
Waste Water Services											
Buildings											
Fix heat/cool issue @ New Blower Building	Funded	New	\$40,000	\$40,000							\$40,000
Engineering Structures											
Lift Station D	Funded	CF	\$2,575,000	\$50,000							\$50,000
Effluent Reports	Funded	CF	\$60,000	\$20,000							\$20,000
Sawridge Line Twinning	Funded	New	\$450,000	\$450,000							\$450,000
WTP Force main Dewatering pond to E Lift	Funded	New	\$250,000	\$250,000							\$250,000
Sewer Network Expansion - Industrial zones	Funded	New	\$900,000	\$900,000							\$900,000
Machinery and Equipment											
Loader Jib Crane	Funded	New	\$11,000	\$11,000							\$11,000
Backhoe Tamper	Funded	New	<u>\$16,000</u>	<u>\$16,000</u>							\$16,000
			<u>\$4,302,000</u>	<u>\$1,737,000</u>	\$0	\$0	\$0	\$0	\$0	\$1,737,000	
Community Enforcement											
Buildings											
Dog Pound Refurbishment	Funded	CF	\$13,000	\$13,000							\$13,000

2024 TOWN OF SLAVE LAKE CAPITAL BUDGET

Function / Class / Description	Project Number	Status	Estimated Total Project Cost	Funding Sources			Total 2024 Funding Required
				Reserves	Government Grants	Grants	
				MSI & BMTG	GTF	Other	
Information Technology							
Machinery and Equipment							
ERP Software		Funded	CF	\$850,000	\$200,000		\$200,000
				<u>\$850,000</u>	<u>\$200,000</u>	<u>\$0</u>	<u>\$0</u>
Fire Services							
Machinery and Equipment							
SCBA		Funded	CF	\$100,000	\$100,000		\$100,000
1/2 Ton Pickup		Funded	New	\$51,000	\$51,000		\$51,000
Ladder Truck		Funded	New	<u>\$800,000</u>	<u>\$300,000</u>	<u>\$500,000</u>	<u>\$800,000</u>
				<u>\$951,000</u>	<u>\$451,000</u>	<u>\$500,000</u>	<u>\$0</u>
Operations							
Engineering Structures							
Sidewalks		Funded	Annual	\$100,000	\$100,000	\$100,000	\$200,000

CN Rail Crossing	Funded	CF	\$60,000	\$60,000					\$60,000
Road Work Project	Funded	New	\$1,500,000	\$1,000,000	\$500,000				\$1,500,000
Christmas Decorations	Funded	New	\$75,000	\$75,000					\$75,000
Machinery and Equipment									
Sand Truck	Funded	New	\$400,000	\$100,000		\$300,000			\$400,000
Vehicles									\$0
Light Duty Pickup Truck	Funded	New	\$70,000	\$70,000					\$70,000
Light Duty Pickup Truck	Funded	New	\$70,000	\$70,000					\$70,000
			\$2,275,000	\$1,475,000	\$500,000	\$400,000	\$0	\$2,375,000	
Water Services									
Buildings									
Water Treatment Plant Office	Funded	CF	\$1,100,000	\$1,100,000					\$1,100,000
			\$1,100,000	\$1,100,000	\$0	\$0	\$0	\$1,100,000	
Waste Water Services									
Engineering Structures									
Lift Station D	Funded	CF	\$2,575,000	\$50,000					\$50,000
Sewer Network Expansion - Industrial zones	Funded	CF	\$600,000	\$600,000					\$600,000
			\$3,175,000	\$650,000	\$0	\$0	\$0	\$650,000	
Parks									
Machinery and Equipment									
Annual Park Upgrades	Funded	Annual	\$50,000	\$50,000					\$50,000
Trails In Park	Funded	New	\$220,000	\$220,000					\$220,000
			\$270,000	\$270,000	\$0	\$0	\$0	\$270,000	
			\$8,621,000	\$4,146,000	\$1,000,000	\$400,000	\$0	\$5,546,000	

2023- 2024 CAPITAL BUDGET PROJECT PROFILES

ADMINISTRATION

Digital Signs

Project Costs

\$60,000

Funding Sources

Capital Building Reserve

Funding Required

2023 - \$60,000

Project Description:

The project would include upgrading the 2 digital signs within the Town of Slave Lake.

Project Background:

The project was identified as part of increasing additional advertising revenue as well as modernizing our digital signs.

Project Justification:

The 2 digital signs within the Town are outdated and unable to display many ad requests that are submitted. Upgrading the signs would allow for a greater variety of ads to be run on the platforms, expanding the Towns advertising capability. In addition the displays themselves would have a higher resolution and display easier to read and crisper ad images.

Strategic Alignment: Economic Health

Highway Entrance Signs

New Project

Project Costs

\$110,000

Funding Sources

Economic Development Reserve

Funding Required

2023 - \$110,000

Project Description:

The project would include upgrading the welcome sign by visitor information center, Hwy 88 and Gloryland to match the new town logo.

Project Background:

The project was identified in 2022 with the official adoption of the new logo.

Project Justification:

With town adopting new logo, the old signs requires upgrade so as to maintain consistency across the board. Also the old sign is in weathered shape and requires a face lift.

Strategic Alignment: Infrastructure replacement

Alternatives Considered:

Cost Benefits:

The new updated welcome signs will aid further with efforts to increase tourism. Tourists will find the new sign inviting.

Updating Existing Town Signs

New Project

Project Costs

\$40,000

Funding Sources

Economic Development Reserve

Funding Required

2023 - \$40,000

Project Description:

The project would include upgrading additional signage all over the Town of Slave Lake to ensure the new logo introduced in 2022 is displayed.

Project Background:

The project was identified in 2022 with the official adoption of the new logo.

Project Justification:

With town adopting new logo, the old signs require upgrade so as to maintain consistency across the board.

Strategic Alignment: Economic Health

Planning Documents

Project Costs

\$180,000

Funding Sources

Planning Reserve

Funding Required

2023 - \$180,000

Project Description:

The project would include plan re-writes and updates to the Municipal Development plan along side the Land Use Bylaw plan.

Project Background:

The project was identified in past budgets and a plan had been presented to Council on the upcoming Plans re-writes that the Town requires.

Project Justification:

Outdated development plans can obstruct future growth of the community. Updated plans will enable the Town to grow sustainably into the future.

Strategic Alignment:

Economic Health

Downtown Revitalization Plaza

Carry Forward Project

Project Cost

\$1,201,000

Funding Sources

MSP Funded \$401,000

Canada Community Revitalization Fund in Western Canada - \$500,000

Road Reserves - \$300,000

Funding Required

2021 - \$126,000

2022 - \$700,000

2023 - \$375,000

Project Description

Rene Hall Plaza and Main Street revitalization. The upgrades would include leveling off areas within the Plaza that are of differing grades/elevations making it easier to setup for events. This would include the removal of concrete and grassed areas and replacing those areas with revitalized walking features.

Installation of a walking trail connection from the Big Fish Bay entrance to 6th Ave NW. This would include the installation of a crosswalk across caribou trail to Big Fish Bay to enhance the safety of crossing the road and a paved trail with fencing to create a walking space connecting our local beach access into our trail system that feeds into the downtown core.

Project Background

The project includes upgrades to the existing Rennie Hall Plaza to help revitalize the downtown area. The project also includes construction of trail connecting big fish bay area to the 6th AVE. NW supporting the concept of connecting different areas of town to the downtown.

- Rennie Hall Plaza: The upgrades include potentially leveling off the raised concrete beds so that everything is at same level allowing for more room and easy setup for future community events. Other upgrades include- remove and relocate flowerpots, repainting Rennie Hall Plaza, decorative lights to improve the overall aesthetics, installing more electrical outlets to supports big community events, potential upgrades to street light posts etc. Partial completion of this portion of project.

CAPITAL PROJECTS

- Trail Connection: The scope includes installation of Asphalt trail passing through the east end of Firehall lot connecting approach at Big Fish Bay. This portion of the project has been completed.

The overall project will transition seamlessly with the future downtown core revitalization upgrades.

Additional scope was added in 2022 for an addition extension on the east side of main street with funding coming from the road reserve.

Project Justification

This project will support Council's plan for Economic Development for the region and would attract a greater number of community events. This could eventually generate more projects, activities and resources that would build our local economy. It also promotes the exceptional quality of life for our community. Also, an uplift to the Downtown would support community vibrancy and would enhance the sense of spirit and belonging in the community.

Cost Benefits

The overall investment will offset with the benefits of new open space for public use along with potential of long term economic growth in the downtown core.

Server Replacement

Carry forward Project

Project Costs

\$120,000

Funding Sources

Technology Reserve \$120,000

Funding Required

2023 - \$120,000

Project Description

To replace existing server hardware with new servers capable of increased storage capacity and updated technical specifications

Project Background

Town Servers which house all Town information and serve as the backbone of Town operations. The current servers have reached their end of useful life. Warranty had been extended and efforts to get an additional year of service had been made.

Project Justification

Current storage limits of the servers are only 2 terabytes. Most average household computers have storage capabilities that far exceed what the Town is using overall. Many of our video and picture data bases have been stored on external drives which is not an optimal solution. Cyber security updates and patches will no longer be supported for the current machines.

Alternatives Considered

Cost estimates and the Town ecosystem for a cloud based system were taken into consideration. At this time it is not feasible for the Town to switch over to an entirely cloud based network. Plans are in place to review this approach in future years to switch over from an onsite server system to one entirely located in the cloud.

ERP – Enterprise Resource Solution**New Project****Total Project Costs**

\$800,000

Funding Sources

Information Technology Reserve

Future Expenditure Reserve

Funding Required

2023 - \$360,000

2024 - \$240,000

2025 - \$200,000

Project Description

Enterprise resource planning (ERP) is a software platform to manage and integrate the essential parts of business. Many ERP software applications are critical to organizations because they help them implement resource planning by integrating all the processes needed to run their operations with a single system.

ERP applications also allow the different departments to communicate and share information more easily with the rest of the organization. It collects information about the activity and state of different departments, making this information available to other parts, where it can be used productively.

Expanded payment options and services for residents. Includes the ability to pay all bills through a Town hosted Web portal. Enable residents to create accounts and access their tax and utility history. Auto-mate the tax certificate request process. Streamline current customer accounts by consolidating all information into one data base.

Project Background

As part of the technology improvement plan the Town has been researching and different types of ERP software to both modernize Town operations and also consolidate different software's into one platform.

Project Justification

Improves Accuracy and Productivity

Integrating and automating business processes eliminates redundancies and improves accuracy and productivity. In addition, departments with interconnected processes can synchronize work to achieve faster and better outcomes.

Improves Reporting

Some benefit from enhanced real-time data reporting from a single source system. Accurate and complete reporting help departments adequately plan, budget, forecast, and communicate the state of operations to the organization and interested parties.

Increases Efficiency

ERPs allow the organization to quickly access needed information for clients, vendors, and business partners. This contributes to improved customer and employee satisfaction, quicker response rates, and increased accuracy rates.

Strategic Alignment This aligns with the focus area of Good Governance.

Cost Benefits

The ERP system requires a substantial amount of capital over a number of years as well as a substantial amount of retraining of staff on new systems, software and processes. If the Town wishes to expand its online capabilities to offer additional services as well as update its current software an investment into an ERP system is key. In order to fund this project its proposed that a reduction of \$300,000 from the road reserve be reallocated to the IT reserve in 2023 to assist with the start up costs. In doing so this reduces the need to increase taxes in 2023 to fund this project. Additional contributions to the reserve will be required in 2024 and beyond to continue on with the project.

Phone System Replacement and Upgrade

New Project

Project Costs

\$25,00

Funding Sources

Technology Reserve \$25,000

Funding Required

2023 - \$25,000

Project Description

To replace the current phone system hardware and to upgrade to new software available for the newer equipment.

Project Background

The Town phone system is old and in need of replacing. This includes both the hardware that manages the phones, the phones themselves along with updated software to manage the system.

Project Justification

The phone system has reached the end of its useful life. It has been extended and will require a full replacement to ensure that the Town has access to a phone system.

Recommendations:

Recommendation is to proceed with this project.

FIRE SERVICES

SCBA

Annual Project

Project Costs

\$100,000

Funding Sources

Fire Reserve \$100,000

Funding Required

2023 - \$100,000

2024 - \$100,000

2025 - \$100,000

Project Description

SCBA equipment used in fire operations that was leased over a 5 year term

Project Background

Replaced required rescue equipment. The equipment was leased with an option to purchase for \$1 at the end of the lease.

AFRACS Radio Replacement

New Project

Total Project Costs

\$125,000

Funding Sources

Fire Services Reserve

Funding Required

2023 - \$125,000

Project Description

Replacing the rest of the old Legacy VHF radio system with the new modern communication system.

Project Background

Alberta Government added a provincial radio Network for all first responders to have access to for day-to-day usage, as well as emergencies on a local and provincial scale. LSRFS has added equipment over the last few years, with a “bridged” system using new and old equipment.

Project Justification

Having new and old technology working together is not ideal, we have instances of missed transmissions and this could end up with an emergency responder message being missed. A request for capital purchase from the MD of Lesser Slave River for this project has also been made.

Strategic Alignment

Livability and Good Governance

Alternatives Considered

The current system is in place and functional, however not ideal to sustain long term.

Cost Benefits

Newer equipment is cheaper to maintain. The AFRCS system does not have an annual user fee, the legacy system has a yearly user fee to maintain access.

Washing Machine

New Project

Total Project Costs

\$40,000

Funding Sources

Fire Services Reserve

Funding Required

2023 - \$40,000

Project Description

Industrial grade washing machines for fire gear and clothing.

Project Background

Some clothing is currently washed at the fire hall, however the services was mainly contracted out to a 3rd party. Additional options have been looked at how the cleaning of gear could be performed.

Project Justification

Recent ownership changes has decreased the quality of service and the timing of when the clothing can be washed.

Strategic Alignment**Alternatives Considered**

Continue to contract out the services.

Cost Benefits

The cost of the machine will be offset with lower annual contracted services amounts. In additional the ability to clean gear in house ensures consistent quality as well as the ability to ensure gear is properly cleaned and ready to use when needed.

Recommendations

Recommendation is to purchase the washer.

½ Ton 4x4 CrewCab

New Project

Total Project Costs

\$51,000

Funding Sources

Fire Services Reserve

Funding Required

2024 - \$51,000

Project Description

Replacing one of the current fleets of emergency response pick ups.

Project Background

The Fleet of smaller response vehicles have a replacement date of 5 years, these units are relied upon to move responders, equipment and trailers around our region and for deployments inside and outside of the province.

Project Justification

Keeping this fleet up to date cuts down on maintenance costs and keeps our members safe.

Strategic Alignment

Livability

Alternatives Considered

Keeping the current response vehicle until approved for replacement

Cost Benefits

New equipment has less annual maintenance and is more reliable when responding in harsh and poor conditions.

Recommendations

To approve this Capital Purchase for 2024.

Ladder Truck

New Project

Total Project Costs

\$800,000

Funding Sources

LGFF

Fire Services Reserve

Funding Required

2024 - \$800,000

Project Description

To replace the current 75' Aerial Apparatus Device with a new and modern unit to respond to all types of emergencies.

Project Background

The current Aerial Apparatus is used for high angle rescue, trapped victim rescue from higher elevations, structural fire fighting and structure protection during.

Project Justification

The National Fire Protection Association standard for Aerial Apparatus' replacement is 15 years. The current unit is a 2009 model, purchased as a Demo unit in 2010. Annual Pump Certifications, Aerial Ladder Testing and Government Inspections costs, as well as maintenance and repairs on these types of units increase as the age of the unit increases. Having a modern unit that can be relied upon for responder and victim safety is crucial in times of need.

Strategic Alignment

Livability and Good Governance

Alternatives Considered

This unit is one of two units in the Lesser Slave Regional Fire service fleet, the other owned by the MD of Lesser Slave River and currently stationed in Mitsue. A potential cost saving agreement to replace both units with one new, modern, multi functional apparatus could be considered. An amendment to the current fire services agreement should be considered for the capital purchase.

Cost Benefits

New equipment has less annual maintenance and is more reliable when responding in harsh and poor conditions. A joint purchase, with shared maintenance costs would also be a benefit.

Recommendations

- (A) To approve a replacement purchase of the current unit.
- (B) To explore a joint purchase replacing the Town of Slave Lake Aerial and the MD of Lesser Slave River Aerial with one Aerial Apparatus.



OPERATIONS

Grader

New Project

Total Project Costs

\$612,000

Funding Sources

MSI

Vehicle & Equipment Reserve

Funding Required

2023 - \$612,000

Project Description

Heavy Equipment Motor Grader.

Project Background

Grader was to be replaced in 2021 (as per replacement program) but was pushed to replace our Vactor that had a catastrophic failure.

Project Justification

Grader is past its replacement date, incurring higher costs for repairs and more down times.

Strategic Alignment

Follow our "Equipment Replacement Program" to keep our equipment up to date and dependable.

Alternatives Considered

Push Grader another year.

Cost Benefits

Less break downs and higher replacement value.

Recommendations

Replace Grader.

Air Compressor

Total Project Costs

\$10,000

Funding Sources

Vehicle and Equipment Reserve

Funding Required

2023 - \$10,000

Project Description

Air Compressor for shop.

Project Background

This compressor was used when we acquired it from the old Transportation shop when it was demolished. It has served us well, but it is getting in bad shape and is obsolete.

Project Justification

Air compressor is a necessity.

Strategic Alignment

Replacement of critical equipment.

Alternatives Considered

Cost Benefits

N/A

Recommendations

Purchase compressor for shop.

Roads & Sidewalks

Sidewalk Rehabilitation

Annual Project

Project Costs

\$100,000

Funding Sources

GTF \$100,000

Funding Required

Annual - \$100,000

Project Description

The project includes replacing existing sidewalks in town. The scope also includes replacement of missing links of sidewalk or curb & gutter.

Project Background

The objective is to eliminate tripping hazards and improve surface drainage that is affected by damaged curbs & gutter.

Project Justification

The project will improve overall aesthetic of our streets. It promotes enhanced pedestrian safety to our residents throughout our town.

Alternatives Considered

For sunken sidewalk panels, we considered mudjacking method instead of full replacement. However the scale at which we do rehabilitation, mud jacking seems to be not so feasible.

Cost Benefits

The new improved infrastructure will minimize liability concerning pedestrian injuries and will also eliminate standing water on the curb & gutters which could potentially damage the roads.

3rd Street Road Rehabilitation

2021 Carry Forward Project

Project Costs

\$3,315,700

Funding Sources

MSI \$2,500,000

Water and Sewer \$815,700

Funding Required

2022 - \$1,600,000

2023 - \$1,715,700

Project Description

Street rehabilitation including sidewalk replacement and underground utilities replacement along 3rd street SW. This would involve the removal and resurfacing of the road as well as replacing the underground waterline and select sections of the sewer line in need of repair. Project would involve the design, engineering and construction of the road in 2022.

Project Background

2016 Road and sidewalk assessment report reviewed and assessed local road conditions in Slave Lake. Out of this recommendation 3rd St was identified in poor condition in conjunction with failing underground utilities.

Project Justification

The roadway requires preventative maintenance as per existing condition. The Town has made repair of this roadway a priority as it is used by residents as a bypass to Main Street and generates frequent condition complaints.

The Water Master Plan has identified water flow deficiencies in this area. It recommended that a 300 mm water main be installed along 3rd St W between 2nd Ave NW and 6th Ave SW to Main Street. Currently, there is only a 150 mm water main between 1A Ave SW and 6th Ave SW. It may be possible to eliminate the portion of water main between 2nd Ave NW and 1A SW on 3rd St W by further upsizing the water main between 1A Ave SW and 6th Ave SW to Main Street.

Alternatives Considered

Project was deferred and in its place Glory Land roads were paved instead.

Cost Benefits

Lower operational costs after fixing failing underground utilities. These utilities are seeing frequent breaks with substantial repair costs. Road is in poor shape and is a collector road that sees heavy traffic.

Road Work

New Project

Project Costs

\$1,100,000

Funding Sources

MSI \$500,000

Road Reserves \$1,000,000

Funding Required

2024 - \$1,500,000

Project Description

To await the updated road assessment to be completed in 2023 and select a road project from the updated list.

6 AVE SE & 7 St. SE intersection study

New Project

Project Costs

\$15,000

Funding Sources

Road Reserves \$35,000

Funding Required

2023 - \$15,000

Project Description:

The project focuses on completing engineering review of intersection at 6 AVE SE & 7 St. SE

Project Background:

The intersection is located close to the high school and sees a lot of traffic during drop-off and pick-up times. The traffic backlog affects the usual regular traffic on 6 Ave SE. An updated engineering review is required to find a suitable solution that can ease up the east-west traffic on 6 Ave SE during peak hours.

Project Justification:

The last traffic review was completed in 2007/08 when the transportation master plan was developed. Since then the volume of traffic has increased and an updated engineering review is required to find a suitable solution that can ease up the east-west traffic on 6 Ave SE during peak hours.

Strategic Alignment: Decrease traffic congestion

Alternatives Considered: Work with the school division to stagger the pick-up and drop-off times to control the traffic.

Recommendations: Complete the engineering review of the intersection.

6 AVE NE & Main Street N intersection study

New Project

Project Costs

\$15,000

Funding Sources

Road Reserves \$35,000

Funding Required

2023 - \$15,000

Project Description:

The project focuses on completing engineering review of intersection at 6 AVE NE & Main Street N.

Project Background:

The intersection is located close to school and sees a lot of traffic during drop-off and pick-up times. School kids have encountered close call/ near miss with vehicles on 4 way stop. An updated engineering review is required to find a suitable solution that can improve pedestrian safety going east-west traffic on 6 Ave NE/Main Street N intersection during peak hours. The review will also support if traffic lights are warranted for that intersection.

Project Justification:

The last traffic review was completed in 2007/08 when the transportation master plan was developed. Since then the volume of traffic has increased and an updated engineering review is required to find a suitable solution relating to pedestrian safety on 6 Ave NE/Main Street N intersection during peak hours.

Strategic Alignment: Improve pedestrian safety

Alternatives Considered: Installing a 4-way lighted crosswalk at the intersection.

Recommendations: Complete the engineering review of the intersection.

Road Assessment

New Project

Project Costs

\$35,000

Funding Sources

Road Reserves \$35,000

Funding Required

2023 - \$35,000

Project Description

The project includes updating the road assessment report to capture current road conditions and tweaking the capital list based on that.

Project Background

Last assessment was completed in 2016.

Project Justification

Road assessment will provide us with an up to date assessment with respect to the conditions of the roads within the town. Based upon the assessment the 10 year road plan may require some adjustment.

Strategic Alignment

Infrastructure replacement

Alternatives Considered

Roads were continued to be patched with annual patching program every year based on repair priority.

Cost Benefits The assessment will provide up to date conditions for the roads on the 10-year capital plan including main street and would allow us to strategically plan the repair or replacement of the asset.

Recommendations Recommendation is to proceed with the Road Assessment.

Drainage Master Plan Update

New Project

Project Costs

\$70,000

Funding Sources

Road Reserves

Funding Required

2023 - \$70,000

Project Description: The project includes updating the existing drainage master plan. A drainage master plan provides review of existing and future storm water servicing needs including assessing existing stormwater drainage system and identifying upgrades to mitigate any issues. The updates will capture any recommendation indicated by Alberta Environment and Park's most recent flood hazard study.

Project Background: The drainage master plan was last drafted in June 2010. After the wildfires, some upgrades were completed as identified in the plan. But the master plan was never officially adopted.

Project Justification: Since the last adoption of drainage master plan, a lot of development has happened within town limits including the changes in the hydrology of the Sawridge creek through the town.

Strategic Alignment: System resiliency

Alternatives Considered: Ditches and culvert are continued to be maintained annually to minimize negative drainage impacts.

Cost Benefits: The new updated plan would include recommendation from the recent flood hazard study on Sawridge Creek allowing us to focus our attention to the any other drainage problems that could affect current or future development.

Decorative Christmas Pole Hangings

New Project

Project Costs

\$75,000

Funding Sources

Road Reserves

Funding Required

2024 - \$75,000

Project Description

Decorative Christmas Pole Hangings (snowflake)

Project Background

The Christmas snowflake pole hangings belong to the Chamber of Commerce and need replacement. The Chamber proposed to "Gift" them to the Town a few years ago but were not accepted. The Chamber does not have enough budget money for the replacement or maintenance of them. The snowflakes are getting old, unappealing and don't perform well in high winds (they blow down in high winds and are high cost to repair).

Project Justification

Replace Snowflakes with new modern looking, wind friendly Christmas Decorative Pole Hangings to help make Main Street more appealing to residents and visitors of the community.

Strategic Alignment

Create a more attractive look for Main Street for the Christmas Season

Alternatives Considered

Remain with existing snowflakes and patch them the best we can

Recommendations

Accept the Gift from the Chamber and Replace Snowflakes with new Christmas Decorative Pole Hangings on a 3-year plan

Light Duty Pickup

Total Project Costs

\$70,000

Funding Sources

Vehicle & Equipment Reserve

Funding Required

2024 - \$70,019

Project Description

Light Duty Field Truck

Project Background

Light duty truck used for day-to-day operations; pricing includes outfitting. Municipal discount has significantly decreased the passed year and will not know if or when it will be offered in the future therefore is NOT factored into price.

Project Justification

Necessary equipment to perform day to day operations

Strategic Alignment

Asset replacement

Aligns with Equipment Replacement Program

Alternatives Considered

Push pickup to following year

Cost Benefits

Less breakdowns and higher replacement value

Recommendations

Replace Pickup as per schedule

Light Duty Pickup

Total Project Costs

\$70,000

Funding Sources

Vehicle & Equipment Reserve

Funding Required

2024 - \$70,000

Project Description

Light Duty Field Truck

Project Background

Light duty truck used for day-to-day operations; pricing includes outfitting. Municipal discount has significantly decreased the passed year and will not know if or when it will be offered in the future therefore is NOT factored into price.

Project Justification

Necessary equipment to perform day to day operations

Strategic Alignment

Asset replacement

Aligns with Equipment Replacement Program

Alternatives Considered

Push pickup to following year

Cost Benefits

Less breakdowns and higher replacement value

Recommendations

Replace Pickup as per schedule

Sand Truck

Total Project Costs

\$400,000

Funding Sources

GTF

Vehicle & Equipment Reserve

Funding Required

2024 - \$400,000

Project Description

Sand Truck.

Project Background

This Heavy-Duty Truck is mounted with a sanding unit and blade in the winter months. This unit is used for day-to-day operations of sanding and plowing roads and streets. In the summer months the sanding unit and blade are removed, and a dump box is installed. This unit is then used by the operations department to haul various materials such as gravel, sand, black dirt, grass clippings and any other materials used by the department.

Project Justification

Necessary equipment to perform day to day operations.

This unit has already seen huge repair costs over the past couple of years and is showing considerable wear.

Strategic Alignment

Asset replacement

Aligns with Equipment Replacement Program.

Alternatives Considered

It is not recommended to push this unit as it is our only truck capable of sanding the streets in the winter season.

Cost Benefits

Less breakdowns and higher replacement value.

Recommendations

Replace sand truck.

WATER SERVICES

Water Treatment Plant Office Reconstruction

Carry Forward Project

Total Project Costs

\$1,100,000

Multi Year Project

2022 Project Costs - \$10,000

2023 Project Costs - \$50,000

2024 Project Costs - \$1,040,000

Funding Sources

2023- Offsite Levy Reserve \$50,000

2024 - Offsite Levy Reserve \$1,040,000

Project Description

The existing office/lab space at the water treatment plant is inefficient, outdated, and

presents a number of challenges in day-to-day operations. Includes removal of old clear wells that is no longer in service since many years now and other structural upgrades, to remediate foundation and load-bearing walls. A renovation is proposed to better utilize existing space and improve the work environment. A lab space to accommodate equipment on counters, shelving for glassware, and space for sinks and fridges.

Appropriate maneuvering space and counter space is essential in the operations of the lab. An entry/locker space with enough room to maneuver and store boots/jackets. An additional washroom – two washrooms are required by building regulations. Two closed offices for the Supervisor and Lead Hand. A shared workstation space for Operators. A coffee space separate from workstations. A small area to provide seating/table space for employees to enjoy break. A coffee station and counter space would be required. Upgrade electrical to meet usage and capacity.

Project Background

The existing office and lab space was constructed in 1962 and is due for a renovation. Upgrades are required to meet building regulations, electrical/structural capacity, and general improvement of the office/lab work environment.

CAPITAL PROJECTS

Project Justification

The existing office and lab layout present a number of issues. Lab space is poorly laid out and small. There is not enough counter space for all the equipment. Beakers and glassware are stored in an area separate from the lab. Lab with dangerous chemicals shares same area as kitchen. Two Fridges are necessary in the lab but are stored in an upstairs storage room due to limited space. There is not enough standing/moving room for more than 1-2 people – creating an efficient and crowded workspace. Sinks, counters, and cupboards are more than 50 years old, and are due for replacement. There is only one washroom, when two are required by building regulations. One office is shared between Supervisor, Lead Hand, and Operators – allowing for no privacy in daily tasks, including phone calls and employee discussions/reviews. Employees have breaks in the shared office. There are large storage and hollow spaces that are not being utilized. Electrical outlets are few and overloaded. Signs of structural failure can be seen. Exterior wall is separating from the floor. Large cracks in interior walls, where the foundation has evidently settled.

Cost Benefits

The upgrades will provide a better working environment and would improve the overall efficiencies of the WTP staff. Better time management as due to space constraints meetings are held at other locations.

Insulate and Heat 3 Bay Storage Shed

Total Project Costs

\$60,000

Funding Sources

Water and Sewer Reserve

Funding Required

2023 - \$60,000

Project Description

Insulate 3 bay storage to store temperature materials.

Project Background

With the upcoming Water Treatment Plant, office upgrade/build all the current storage spaces in the plant will be unavailable. As a result, all this material/equipment will need to be moved and stored in a different area. Many of the items in storage will need to be kept in a warm area to prevent freezing and damages. This will include water meters, check valves, gaskets, paints, chemicals, degreasing, lab materials. As it stands now all this will likely need to be kept in a bay at the shop, which will result in equipment needing to be stored outside to account for the room.

On top of the storage issues during construction, it would be a better practice to store these paints and sewer chemicals in an area away from the water plant. There is also very little heated storage available in the operations department. A building that's already set up the way the three bay is, would make a perfect warm storage that could easily accommodate all storage needs the operations department will have.

Project Justification

To store temperature sensitive materials without tying up Equipment bays in Public Works shop

Strategic Alignment

Protect temp sensitive material.

Alternatives Considered

Try to find alternate warm storage.

Recommendations

Insulate and heat 3 bay storage shed.

Water Distribution Line Repair

New Project

Total Project Costs

\$50,000

Funding Sources

Water and Sewer Reserves

Funding Required

2023 - \$50,000

Project Description: The project includes repairing a tee connection, replacing a service valve, replacing multiple lengths of pipe on the water distribution network near the entrance to Parkdale subdivision on 6 St SE. An isolation valve will also be installed to allow easier isolation in the event of future failures. This same waterline was dug up further down 6 St SE during the new splash park installation and upon inspection that line appeared to be in much better shape. With the history of breaks in that section being solely at the Parkdale intersection the hope is that replacing a section of pipe around that tee will allow this line to remain in effective service for a longer period of time.

Project Background: Based on the break history, water line distribution network close to Parkdale entrance on 6th ST SE was determined to be in weak state. A break was discovered and fixed in late Aug 2022 close to tee connection. The overall state of the tee connection was found to be in poor condition.

Project Justification: The chances of the tee connection failing is high. If not fixed properly then the waterline at that tee connection will continue failing. The apartment building and church has services tied close to the tee connection, due to no isolation valve the properties will have water services down with every break.

Strategic Alignment: Infrastructure replacement

Alternatives Considered: Leave the tee connection as it is and work on the break as it occurs.

Cost Benefits: The new tee connection would allow us to lower the operational costs after fixing the failing underground infrastructure.

Recommendations:

8 St NW - Waterline Replacement

New Project

Total Project Costs

\$350,000

Funding Sources

Water and Sewer Reserves

Funding Required

2023 - \$350,000

Project Description: The project includes replacement of existing 6" diameter ductile iron waterline with 6" PVC.

Project Background: This 6" diameter ductile iron section of water distribution line has failed more than six times over the last few years.

Project Justification: During recent repairs of these failures the exposed line sections have been examined and determined to be in very rough condition and is very likely to fail in the near future. The line was originally installed in 1973 and is at the end of the life span. With every break, the services are disrupted to the nearby industrial lots and more operational cost is spent to repair the failed section of water line.

Strategic Alignment: Infrastructure replacement.

Alternatives Considered: Continue with repair and maintenance on the existing line.

Cost Benefits: The new replaced line would allow us to keep the operational costs down and minimize further service disruptions to the neighbouring industrial lots.

PLC Programming

New Project

Total Project Costs

\$50,000

Funding Sources

Water and Sewer Reserves

Funding Required

2023 - \$50,000

Project Description: The project scope includes programming and installation of newly purchased PLC to allow more reliable operations of the towns entire water and wastewater systems. This is estimated to take 500 hours between programming, installation, and testing.

Project Background: During the SCADA upgrade project in 2022, the town purchased a new PLC for the Water treatment plant as the existing PLC is reaching the end of its life. The PLC at the WTP is the most essential piece of equipment in running and monitoring the entire water and wastewater systems throughout town.

Project Justification: Should the PLC at the WTP go down it will severely hinder the utility department's ability to run the Water treatment plant. The PLC is the piece of hardware that allows all pumps, analyzers, flow meters, gauges throughout the entire system to communicate relaying the information from hardware to the SCADA system. If this were to fail, the town would have to run everything on manual and monitor everything constantly to allow safe and effective operations. With time required for programming and testing sitting at around 500 hours' even if this were to be started following the PLC failure it would still cause massive issues in the towns utility systems.

Strategic Alignment: Infrastructure replacement

Alternatives Considered: None

Cost Benefits: It would improve the communication reliability of the overall system.

WASTE WATER SERVICES

Fix Heat & Cool issues in Blower Building

New Project

Total Project Costs

\$250,000

Funding Sources

Water and Sewer Reserve

Funding Required

2023 - \$250,000

Project Description: The project includes adding cooling fan to the lagoon blower building to manage heat inside the building in the summer. It also includes adding heating element to keep the building warm in winter months.

Project Background: Existing system was designed based on fresh air intake circulation only without any heat or cooling capabilities.

Project Justification: The blowers runs 24 x 7 and puts out lot of heat while operating. Last upgrades included insulating the outflow header from the blowers to manage the heat. It certainly helps but when outside temperature soars close to 38 degrees or more, the inside of the blower house reaches at more than 45 degrees putting a lot strain on the mechanical and electrical components inside the building.

Problem also occurs when outside temperature falls under -35 degrees. The inside of the building gets very cold requiring to setup movable heaters.

Strategic Alignment: System resiliency

Alternatives Considered: We leave the door to blower building wide open to control to cool the inside of the building during summer and bring in portable heaters to heat the building in winter.

Cost Benefits: Adding cooling fan and heat component will allow to deal with the issues and would protect equipment inside the blower building from further wear and tear.

Lift Station D Replacement

2021 Carry Forward Project

Project Costs

\$2,575,000

Multi Year Project

2022 Costs

\$650,000

Funding Sources

Utility Reserves \$650,000

Future Funding Sources

GTF or Reserves

Project Description

The project will be to replace the existing Lift Station D with a new structure potentially in a new location.

Project Background

The existing Lift Station D is a single pump system that has been operating beyond the end of its life expectancy. The lift station has frequent operational problems during rain events requiring significant effort and expense to keep it running.

The existing system will overflow into the Lift Station C catchment when Lift Station D fails which provides some buffer; however, this is only a fail safe and should not be relied upon as a long-term operational option.

Project Justification

The existing lift station has already passed the end of its projected life span and is increasingly costly to operate and very unreliable. To keep it in service for an extended period of time, we would require some additional upgrades as a temporary solution and would not be money well spent.

Alternatives Considered

Two land locations were determined for the purchase.

Cost Benefits

The new improved infrastructure will minimize operational input and costs. Also, the replacement will free up useful space on the main street.

Wastewater Effluent Reports

Carry forward Project

Project Cost

\$60,000

Funding Sources

Utility Reserves \$60,000

Funding Required

2022 - \$40,000

2023 - \$20,000

Project Description

As per the new Alberta Environment and Parks (AEP) 2022 approval renewal requirement, two wastewater effluent reports will be required. One is regarding the plan for reducing effluent phosphorous levels to meet 0.5mg/L of limit. The other one is an assessment about usage of Sawridge creek/Lesser Slave River within a 20km distance downstream of the discharge point.

Project Background

The project will focus to complete the required studies for submitting the report to AEP for approval renewal in 2022.

Project Justification

None of the studies were completed after the lagoon were recently upgraded. The reporting will support the continued operation of sewage lagoon allowing the discharge of treated effluent in Sawridge Creek.

Alternatives Considered

Not completing the requirements would put the Town at risk of not being compliant with environmental requirements.

Sawridge Lift Station Force main Twinning

New Project

Total Project Costs

\$250,000

Funding Sources

Water and Sewer Reserve

Funding Required

2023 - \$250,000

Project Description: The project includes extending a new forcemain from Sawridge lift station running parallel to the existing 12" steel forcemain to influent manhole before Lagoon cell 1.

Project Background: Sawridge Lift Station is the final lift station collecting wastewater from the entire town before pumping further to the lagoons. With the recent upsizing of forcemain for Lift Station C, the flow conveyance capacity is increased by double. The catchment of that LS sees lot of infiltrations during spring thaw time. Before the forcemain upgrades, the lift station would always be at the risk of flooding and has been at that critical level many times where multiple hydrovac trucks were deployed to transport the wastewater from lift station directly to lagoons. Increase in forcemain sizing will mitigate the risk of flooding but would convey more volumes of water directly to Sawridge lift station.

Also, with more and more developers tie-in to sewer line network there will be more flow to this lift station. During last upgrades to lagoons, a future extension stub was installed to allow for twinning of the forcemain from Sawridge lift station to lagoons. Three pumps are used to pump effluent to lagoons with one forcemain. Twinning the line would allow for less head loss and would build up capacity to pump more volume.

Project Justification: The existing 10" forcemain from sawridge lift station to lagoons could act as bottle neck if more developers tie-in to our sewer network. The new proposed forcemain would allow us to extend our sewer network to more developers without risk of choke up at the lift station. The new forcemain would also allow to build system redundancy.

Strategic Alignment: System resiliency

Alternatives Considered: In case of flow restrictions during peak season, temporary pumps can be setup to pump fluids to secondary containment from Sawridge lift station. The secondary containment when full is further pumped into Lagoon Cell # 1.

Cost Benefits: The upgrades would cut down operational costs required to continuously monitor the lift station during peak flow.

WTP Force main to E-Lift

New Project

Total Project Costs

\$250,000

Funding Sources

Water and Sewer Reserve

Funding Required

2023 - \$250,000

Project Description: The project includes installing a stand alone 6" forcemain to pump effluents from WTP to E-Lift.

Project Background: To meet AEP requirements for chlorine contact time we are required to waste a rather substantial amount of water every morning during our start-up procedure. Our chlorine residual in our contact basin dissipates overnight, and we need to waste this water until we get our residual back up to acceptable limits. This amounts to about 300m³ (60 l/s, for 60 minutes) wasted on a daily basis. This wasted water goes into the pond at the WTP and is then pumped out into the force main along the northside of Airport road. This force main ties into the gravity sewer that runs along Birch Rd which then ends up at E-Lift.

Project Justification: If the force main or gravity sewer were to fail it would essentially prevent us from running our water plant. In the summer we can put this water into the ditch, but it is not recommended by AEP and the Federal regulators due to the fact it contains chlorine. We can de-chlorinate it, but even then, it's not preferred.

The effluent from the pond gets pumped into 4" forcemain. While likely not exactly accurate but, we are essentially using up half the available space in this force main constantly by pumping our pond water into it. This wasn't a huge concern before when the only other user on this line were the two airport buildings, but now that residents along main St N are tying into it this is likely to become an issue.

Our water we pump into the force main contains some sludge, which once it gets to the gravity system can lead to blockages. We've had one recently, which lead to the whole system being surcharged. Luckily, we found it rather quickly, but should that happen late at night when no one notices it, we would likely flood a business or two before we realized what was happening and got the chance to shut off our pump at the plant.

Strategic Alignment: System resiliency

Alternatives Considered: Continue pumping effluent using existing line. In case of choke up or additional problems we would need to hydrovac the fluids from dewatering pond to the Lift Station or lagoons directly.

Cost Benefits: The new dedicated forcemain for the water treatment plant would allow us to keep the operational costs down as the forcemain network does not require much maintenance. It will free up conveyance capacity within the gravity sewer system for future expansions of the industrial zone.

Sewer Network Expansion (industrial zones)

New Project

Total Project Costs

\$1,500,000

Funding Sources

Water & Sewer Reserves

Funding Required

2023 Project Costs - \$900,000

2024 Project Costs - \$600,000

Project Description: The project scope includes extension of sewer line network (engineering and construction) to allow for servicing of industrial lots along north and west industrial zone within our town limits.

Project Background: Currently it is up to the individual lot owner to invest and bring the sewer service to the location. The developer is required to enter endeavour to assist agreement with town to recoup the cost with future tie-in to the mainline.

Project Justification: The project will allow the un serviced industrial lots to be serviced with sewer line.

Strategic Alignment: Infrastructure installation

Alternatives Considered: We can continue to allow the expansion of sewer network on case by case basis using endeavour to assist agreement.

Loader Jib Crane

Total Project Costs

\$11,000

Funding Sources

Water & Sewer Reserves

Funding Required

2023 - \$11,000

Project Description

Loader attachment to lift Shoring (trench Box) onto trailer

Project Background

To load and unload our shoring onto a trailer we use our backhoe.

Project Justification

Due to the weight and height of our shoring our backhoe is at maximum capacity for both weight and height. This was identified as a safety concern. To load and unload the shoring we must set up the backhoe very close to the trailer and extend the boom to its maximum length, then lift the shoring up and move the trailer out from under it. Once the backhoe is at its maximum height and weight it becomes very dangerous, any movement can cause tipping of the backhoe. With this Jib Crane attachment on the loader doing this task becomes more manageable and safer.

Strategic Alignment

Safety concern for operators and equipment.

Backhoe Tamper

Total Project Costs

\$16,000

Funding Sources

Water & Sewer Reserves

Funding Required

2023 - \$16,000

Project Description

Attachment for backhoe to compact ground for various excavations

Project Background

On a smaller excavations that we do in house we currently use a walk behind plate tamper. For backfilling excavations in the street, it is good practise to do this in lifts (add a layer of gravel, compact, add another layer of gravel, compact and so on). Each time we add a layer we must remove the plate tamper out of the excavation. This takes up valuable time and lifting the tamper in and out of the hole. As well the plate tamper is too light to achieve the proper compaction for excavations in the streets.

Project Justification

Less time lifting plate tamper in and out of excavations, proper compaction, less settlement before asphalt is capped.

Strategic Alignment

Better quality road repairs

Alternatives Considered

Continue existing process with plate tamper

Cost Benefits

Less time lifting in and out as well less time going back several time to top up excavation with gravel as it settles

Recommendations

Purchase Backhoe Tamper attachment

COMMUNITY SERVICES

Community Enforcement

Dog Pound Interior Refurbishment

Carry Forward Project

Total Project Costs

\$26,000

Funding Sources

Capital Building Reserve

Funding Required

2022 - \$13,000

2023 - \$13,000

Project Description

The interior walls of the pound are in need of repair. The building is over 10 years old and has housed hundreds of dogs over the years. The interior wall of the kennel area are chewed and torn apart and the kennels are very small for large breed animals.

Project Background: \$13,000 was allocated in 2022. Due to rising material costs only 40% of the project was able to be completed with the available funding.

Project Justification: The pound is in need of repairs to continue to house animals in a safe, sanitary environment.

Strategic Alignment: This aligns with the focus area of Good Governance.

Alternatives Considered: Outsourcing more animals.

Recommendations: That the Town proceed with the repairs to the animal pound.

Multi Recreation Centre

MRC Upgrades Part 1 – Roof Replacement

Carry Forward Project

Total Project Costs

\$865,000

Funding Sources

Gas Tax Fund

Funding Required

2023 - \$865,000

Project Description: Refurbish sections of the roof of the MRC. This will repair ongoing leaks in the roof adjacent to the field house, over the lobby, and Zamboni room areas. The roof replacement seeks to fix multiple areas of the roof that is leaking as well as to enhance the insulation of the building to better retain heat and improve the overall efficiency of the building by reducing the heating costs and the carbon footprint of the current building requirements.

Project Background: Multiple areas of the roof are leaking. Administration contacted a roofing consultant who carried out an assessment of the roof. 6 areas were identified as having significant leaks. This project was approved for 2022, based on early estimations. Upon further design, the project was tendered and cost came in substantially higher than the initial estimates. Working with the consultant, Administration has secure pricing for work in the Spring of 2023 (although the tender has not yet been awarded).

Project Justification: Water damage has already been identified. Further leaks will result in further damage to adjacent areas, and increased costs to repair.

Strategic Alignment: This aligns with the focus area of Good Governance.

Alternatives Considered: The scope of the project could be changed to phase in areas. However, all areas are a concern and will continue to lead to further damages if not repaired.

Cost Benefits: Containing costs of future remediation if not addressed.

Recommendations: That the Town proceed with the MRC Roof Refurbishment project.

MRC Upgrades Part 2 – Repairs to Concession Wall

New Project 2023

Total Project Costs

\$70,000

Funding Sources

Capital Building Reserve

Funding Required

2023 - \$70,000

Project Description: The cinderblock wall above the concession, at the MRC, is cracking and needs repair. This project would have a portion of the wall disassembled and replaced.

Project Background: Staff have noted that there are cracks in the cinder brick wall above the concession. Some of the bricks are starting to shift, and offset, and could result in small pieces of concrete falling from the wall. Associated Engineering investigated this wall and found that it is a non-structural (non-load bearing) wall. At the time of construction, vertical supports were not installed in the wall to secure the cinder blocks to prevent shifting. The blocks are only held in place with mortar.

Project Justification: The current wall represents a safety hazard for customer, tenants, and staff.

Strategic Alignment: This aligns with the focus area of Good Governance.

Alternatives Considered: Various construction techniques are being considered. Based on the recommendation of Associated Engineering, a wood frame/drywall construction would be the most cost efficient.

Recommendations: That the Town proceed with the repairs to the concession wall.

MRC Upgrades Part 3 – Office Renovation

New Project 2023

Total Project Costs

\$40,000

Funding Sources

Capital Building Reserve

Funding Required

2023 - \$40,000

Project Description: This project intends to take advantage of creating multiple small individual office spaces for the employees. The existing bigger office space available next to pro shop or the upper floor for multi purpose use can be used for additional staff. The adjoining walls back onto the ice surfaces. By upgrading this space additional insulation can be installed to improve the overall heat efficiency of the building and reduce the carbon footprint.

Project Background: Currently, a lot of our staff are using shared space or travelling from office to MRC on constant basis for the work during the day.

Project Justification: The use of staff time is less efficient the way it is setup. Also, to serve our customers at MRC the additional office space would allow staff available on site at all times.

Strategic Alignment:

Alternatives Considered: We are also exploring to add individual office spaces at the town office by converting workstations to offices.

SLIP Storage Building

Carry Forward Project

Total Project Costs

\$140,000

Funding Sources

Capital Building Reserve

SLIP Group Funding

Funding Required

2023 - \$140,000

Project Description: Construct a building for storage of the SLIP tractor and equipment, to be located behind the Multi-Recreation Centre (MRC).

Project Background: The Slave Lake Ice Patrol (SLIP) operates Town owned equipment that is used to maintain outdoor skating rinks throughout our community. The consists of a tractor, an ice surfacing unit (mounted on the tractor) and some smaller equipment. This was stored in the old fire hall until it was leased (and eventually sold), starting in 2020. The intent is to have a 2 bay heated space, behind the MRC to store the tractor and equipment. The building needs to be heated to keep equipment from freezing in the winter.

Project Justification: Operations has provided a space for the tractor to be stored indoors in a “coverall building.” However, this space is very tight, and the constant moisture dripping from the tractor is deteriorating the gravel “floor.”

This was initially approved for 2022, with partial funding coming from a grant that SLIP had applied for.

Strategic Alignment: This aligns with the focus area of Livability.

Alternatives Considered: Administration has investigated several construction alternatives to provide an effective space and reduce costs. To date, the most cost efficient structure appears to be a metal fabricated building.

Cost Benefits: SLIP provides a valuable service to the community and needs to have a place to store the Town owned equipment. In many other municipalities, staff install and maintain outdoor ice surfaces, resulting in increased costs. Having a storage space for the equipment will also help keep SLIP volunteers engaged.

Recommendations: That the Town construct a storage shed for the SLIP tractor.

Lighting Upgrades

Carry Forward Project

Total Project Costs

\$20,000

Funding Sources

MCCAC Grant

Funding Required

2023 - \$20,000

Project Description: Replace fluorescent lighting in fieldhouse, and lobby LED lighting at the MRC.

Project Background: In 2019, an Energy Audit was conducted to determine areas for energy cost savings and reduction of greenhouse gas emissions, at the MRC. A number of projects were identified. Conversion of the lighting in the fieldhouse and the lobby from fluorescent to LED was recommended.

Project Justification: The costs of this program are largely offset by a REC grant offered by the Municipal Climate Change Action Centre (MCCAC). Without the grant, the project would not proceed.

Strategic Alignment: This aligns with the focus area of Good Governance.

Alternatives Considered:

Cost Benefits: The grant process from MCCAC generally only approves projects where the return on investment, after the grant contribution, is 1 to 2 years.

Recommendations: That the Town proceed with conversion of fluorescent lights to LED's at the MRC.

Parks

Parks Capital Upgrades

Annual Project

Total Project Costs

\$50,000

Funding Sources

Photo Radar Reserve

Funding Required

Annual - \$50,000

Project Description: Purchase of parks furniture, garbage receptacles, planting/removal of tree assets, and other small capital improvements.

Project Background: This is ongoing annual funding to replace small capital items in the parks that require replacement, include addressing safety concerns.

Project Justification:

Strategic Alignment: This aligns with the focus area of Good Governance.

Alternatives Considered:

Cost Benefits:

Recommendations: That the Town continue to maintain an annual capital fund for smaller items that need to be replaced in the parks.

Hilda Eben Playground Replacement

New Project 2023

Total Project Costs

\$300,000

Funding Sources

GTF Grant

Funding Required

2023 - \$300,000

Project Description: The playground at Hilda Eben Park is beyond life expectancy and is in need of replacement. Project is to just replace the structure and use sand for fall protection (rubber surfacing is not included in this budget).

Project Background: The Ten Year Parks and Greenspaces Plan (2017) has a number of recommendations that Administration has been addressing through the Capital Budget process. In the plan, replacement of this playground was originally recommended for 2021. As Administration was implementing other projects, relating to the plan, the timeline for replacement was extended.

Project Justification: All Town owned playgrounds are inspected every two years to ensure they meet certification standards. All playgrounds are likely to have deficiencies, however, the older a playground is, the number of deficiencies grow. As well, each of the deficiencies aligns with CZSA standards, which are set to protect the users of the equipment from risk of injury or death.

Strategic Alignment: This aligns with the focus area of Livability.

Alternatives Considered: Continued repairs of the structure to ensure it meets the CZSA standards.

Recommendations: That a new playground structure be installed to replace the existing structures, at the same location.

Hilda Eben Park Tennis Court Resurfacing

Carry Forward Project

Total Project Costs

\$140,000

Funding Sources

GTF Grants

Funding Required

2022 - \$25,000

2023 - \$115,000

Project Description: Resurface Tennis Courts

Project Background: The 2022 Capital Budget included the replacement of the bollard posts adjacent to the west side of the park and the resurfacing of the tennis court. The bollards were replaced by chain link fencing (significant cost savings and provides a safety barrier between the park and the adjacent street). The resurfacing of the tennis court was delayed by the contractor who did not start the project in 2022.

Project Justification: The Ten Year Parks and Green Spaces Plan calls for the resurfacing of the tennis courts. The net posts have shifted (frost heave) and water pools on the courts. The courts are in need of resurfacing. When resurfacing the courts, the intent is to also include lines for pickle ball, making this a multi-sport facility.

Strategic Alignment: This aligns with the focus area of Livability.

Alternatives Considered:

Recommendations: That the Town proceed with resurfacing the tennis courts.

Hilda Eben Covered Shelter

New Project 2023

Total Project Costs

\$45,000

Funding Sources

Photo Radar Reserve

Funding Required

2023 - \$45,000

Project Description: Installation of a 10x20 three-sided, roofed plexiglass shelter for children, adults and families to put on skates at Hilda Eben Park.

Project Background: Council has requested costs for a shelter designed for individuals using the skating rinks to put on skates.

Project Justification: A covered shelter would ensure families had a comfortable location to remove footwear and put on skates located near the skating rinks at Hilda Eben Park.

Strategic Alignment: This aligns with the focus area of Livability.

Alternatives Considered:

1. The current skating rink has covered benches. Cost: \$0
2. Relocate bleachers currently located near skateboard pad to the arena for the winter. Cost: \$0
3. A 15-foot wood construction three-sided bench located between the skating rink with boards and the non-sided skating rink located adjacent. Cost: \$10,000

Cost Benefits: No cost savings.

Recommendations: Construct a covered shelter.

Hilda Eben Washrooms

New Project 2023

Total Project Costs

\$55,000

Funding Sources

Photo Radar Reserve

Funding Required

2023 - \$55,000

Project Description: Installation of washroom building adjacent to the new spray park, at Hilda Eben Park.

Project Background: With the installation of the spray park at Hilda Eben Park, Alberta Health Services has recommended a washroom facility be incorporated nearby.

Project Justification: This would also meet public demand for this feature. The washroom facility is proposed to be a stand alone unit that would tie into water, sewer, and electrical service that was installed for the spray park (designed to include installation of this unit).

Strategic Alignment: This aligns with the focus area of Livability.

Alternatives Considered: AHS' comments are only recommendations. Outhouse facilities or port-a-potties could be used. However, a full washroom unit is planned to meet public demand.

Cost Benefits: There will be a small amount of operational savings as the Town won't need to supply port-a-potties for the this park. However, there also will be operational costs relating to the cleaning and security of this facility.

Recommendations: That a washroom facility be installed at the Hilda Eben spray Park.

Schurter Park NE Spray Park Controller

Carry Forward Project

Total Project Costs

\$40,000

Funding Sources

Photo Radar Reserve

Funding Required

2023 - \$40,000

Project Description: The spray park, located in Shurter Park, uses an actuator system to control the spray features. This system is at the end of its life span and needs to be replaced to maintain the existing spray park.

Project Background: The spray park controller was part of the original installation of the spray park. The current controller is failing and has required annual repairs.

Project Justification: To continue services at this spray park, the controller needs to be replaced or rebuilt.

Strategic Alignment:

Alternatives Considered: This aligns with the focus area of Livability.

Cost Benefits: Administration continues to investigate rebuilding the controller using own staff.

Recommendations: That funds be budgeted for the replacement of the controller. If this can be rebuilt, Administration will pursue this option.

Hilda Eben Trails in Park

New Project

Total Project Costs

\$220,000

Funding Sources

Photo Radar Reserve

Funding Required

2024 - \$220,000

Project Description: Installation of trails connecting all amenities to the parking lot, and to access points on east side of Hilda Eben Park.

Project Background: The Ten Year Parks and Green Spaces Plan (2017) recommends the installation of trails/paths to connect the east access points to the amenities and the parking lot.

Project Justification: There currently is foot traffic that access through the park. This can be evidenced by the worn trails that go from the parking lot area, across the park to the east. The plan would be to install paved trails to connect the parking lot, all amenities, and carry those trails across the park to the access points (walkways) to the east and the north (factoring in the large sport playfield on the east side of the park).

Strategic Alignment: This aligns with the focus area of Livability.

Alternatives Considered: Trails/paths with different surfacing may be less expensive from a capital perspective.

Cost Benefits: Staff currently plow snow that follows the path that most foot traffic takes. Installation of paved trails will make this task more efficient. This will also provide better service to the people who walk through the park, by enhancing their walkway.

Recommendations: That the Town install trails in Hilda Eben Park in 2024.

Reserve Balance Projections

Reserve Name	Budget	Budget	Budget	Budget	Spending Plan	Spending Plan	Forecast	Forecast	Forecast	Forecast
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Water and Sewer	\$7,026,121	\$4,485,807	\$3,378,493	\$3,868,179	\$2,432,865	\$3,572,551	\$4,712,237	\$5,851,923	\$6,991,609	\$8,131,295
Road Rehab	\$1,464,528	\$1,864,528	\$1,044,528	\$444,528	\$344,528	\$244,528	\$144,528	\$144,528	\$44,528	\$44,528
Off-Site Levy Water (Developer Levies)	\$1,021,042	\$1,021,042	\$971,042	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Off-Site Levy Sewer (Developer Levies)	\$184,111	\$184,111	\$184,111	\$184,111	\$184,111	\$184,111	\$184,111	\$184,111	\$184,111	\$184,111
2nd Avenue NW Road Construction	\$208,251	\$208,251	\$208,251	\$208,251	\$208,251	\$208,251	\$208,251	\$208,251	\$208,251	\$208,251
Intersection Contributions (Developer Levies)	\$752,587	\$752,587	\$752,587	\$752,587	\$752,587	\$752,587	\$752,587	\$752,587	\$752,587	\$752,587
Street Lights	\$118,016	\$118,016	\$118,016	\$118,016	\$118,016	\$118,016	\$118,016	\$118,016	\$118,016	\$118,016
Cemetery	\$80,734	\$83,234	\$85,734	\$88,234	\$90,734	\$93,234	\$95,734	\$98,234	\$100,734	\$103,234
Garbage Disposal	\$1,187,762	\$1,187,762	\$1,187,762	\$1,187,762	\$1,187,762	\$1,187,762	\$1,187,762	\$1,187,762	\$1,187,762	\$1,187,762
Disaster Recovery Reserve	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Capital Building and Equipment	\$75,579	\$1,025,579	\$811,154	\$959,729	\$1,108,304	\$1,256,879	\$1,405,454	\$1,554,029	\$1,702,604	\$1,851,179
Caribou Collector	\$271,311	\$271,311	\$271,311	\$271,311	\$271,311	\$271,311	\$271,311	\$271,311	\$271,311	\$271,311
Main Street Extension	\$225,912	\$225,912	\$225,912	\$225,912	\$225,912	\$225,912	\$225,912	\$225,912	\$225,912	\$225,912
MR Parks and School Lands	\$123,176	\$123,176	\$123,176	\$123,176	\$123,176	\$123,176	\$123,176	\$123,176	\$123,176	\$123,176

CAPITAL PROJECTS

	\$12,739,130	\$11,751,316	\$9,562,077	\$8,631,796	\$7,247,557	\$8,438,318	\$9,629,079	\$10,919,840	\$12,110,601	\$13,401,362
Fire Services Equipment	\$304,161	\$404,161	\$299,161	\$28,161	\$167,282	(\$893,884)	(\$734,773)	(\$1,107,954)	(\$887,971)	(\$657,388)
Vehicle and Equipment Replacement	\$452,378	\$472,378	\$236,378	\$221,075	\$158,907	\$272,930	\$194,313	\$359,727	\$156,091	(\$154,142)
Arena Equipment	\$70,977	\$64,477	\$89,477	\$189,477	\$289,477	\$389,477	\$489,477	\$589,477	\$689,477	\$789,477
Future Expenditure Reserve	\$0	\$970,589	\$970,589	\$970,589	\$970,589	\$970,589	\$970,589	\$970,589	\$970,589	\$970,589
Technology Reserve	\$0	\$260,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Tax Stabilization	\$80,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Economic Development	\$284,310	\$284,310	\$34,310	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Administration	\$99,219	\$179,219	\$219	\$219	\$219	\$219	\$219	\$219	\$219	\$219
Emergency Road & Snow Removal	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000
Photo Radar Reserve	\$321,762	\$371,762	\$281,762	\$111,762	\$11,762	\$11,762	\$11,762	\$11,762	\$11,762	\$11,762
	\$1,672,807	\$3,066,896	\$1,976,896	\$1,586,283	\$1,663,236	\$816,093	\$996,587	\$888,820	\$1,005,167	\$1,025,517
	\$14,411,937	\$14,818,212	\$11,538,973	\$10,218,079	\$8,910,793	\$9,254,411	\$10,625,666	\$11,808,660	\$13,115,768	\$14,426,879

Reserve Transfer History and Projections

Reserve Transfer	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 SP	2026 SP
Interest Transfer to Reserves	\$163,000	\$163,000	\$154,192	\$156,000	\$166,000	\$176,000	\$176,000	\$176,000
Fire Services - Transfer to Reserve	\$141,049	\$141,049	\$141,049	\$150,000	\$160,000	\$180,000	\$200,000	\$220,000
Community Enforcement - Photo Radar to Reserve	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Equipment - Transfer to Reserve	\$260,000	\$260,000	\$280,000	\$300,000	\$150,000	\$300,000	\$300,000	\$300,000
Paved Roads - Transfer to Reserve	\$400,000	\$400,000	\$400,000	\$400,000	\$250,000	\$400,000	\$400,000	\$400,000
Water Administration - Transfer to Reserve	\$573,665	\$566,648	\$545,312	\$534,814	\$634,762	\$572,131	\$566,156	\$743,285
Wastewater Administration - Transfer To Reserve	\$283,910	\$289,686	\$404,374	\$422,159	\$267,529	\$195,820	\$211,162	\$201,280
Wastewater Lifts - Transfer to Reserve	\$190,000	\$190,000	\$190,000	\$190,000	\$190,000	\$190,000	\$190,000	\$190,000
Cemetery - Transfer To Reserve	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
IT - Transfer to Reserve	\$0	\$0	\$0	\$0	\$300,000	\$240,000	\$240,000	\$0
Planning - Transfer to Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land Development - Transfer to Reserve	\$148,575	\$148,575	\$148,575	\$1,048,575	\$120,200	\$120,200	\$120,200	\$120,200
Arena - Transfer to Reserve	\$60,000	\$60,000	\$60,000	\$80,000	\$100,000	\$120,000	\$140,000	\$160,000
NLAC - Transfer to Reserve	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
	\$2,342,699	\$2,341,458	\$2,446,002	\$3,404,048	\$2,460,991	\$2,616,651	\$2,666,018	\$2,633,265

END

